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Council Building  
2 High Street  
Perth  
PH1 5PH

Tuesday, 13 June 2017

A Meeting of the **Strategic Policy and Resources Committee** will be held in the **Council Chamber, 2 High Street, Perth, PH1 5PH** on **Wednesday, 21 June 2017** at **10:00**.

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

**BERNADETTE MALONE**  
Chief Executive

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

**Members:**

Councillor Ian Campbell (Convener)  
Councillor Caroline Shiers (Vice-Convener)  
Councillor Lewis Simpson (Vice-Convener)  
Councillor Alasdair Bailey  
Councillor Bob Band  
Councillor Peter Barrett  
Councillor Stewart Donaldson  
Councillor Dave Doogan  
Councillor Grant Laing  
Councillor Murray Lyle  
Councillor Roz McCall  
Councillor Sheila McCole  
Provost Dennis Melloy  
Councillor Andrew Parrott  
Councillor Callum Purves  
Councillor Colin Stewart



## **Strategic Policy and Resources Committee**

**Wednesday, 21 June 2017**

### **AGENDA**

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

**1 WELCOME AND APOLOGIES**

**2 DECLARATIONS OF INTEREST**

**3 MINUTE OF MEETING OF THE STRATEGIC POLICY AND RESOURCES COMMITTEE OF 19 APRIL 2017 FOR APPROVAL AND SIGNATURE 7 - 12**

**4 ESTABLISHMENT OF SUB-COMMITTEES OF THE STRATEGIC POLICY AND RESOURCES COMMITTEE**

The Committee is asked to appoint members to Sub-Committees in accordance with the Scheme of Administration:

(i) Executive Sub-Committee

Five members of the Committee.

(ii) Executive Director Appointments Sub-Committee

Four members of the Committee who would meet together with the Convener of the appropriate Committee, if required.

(iii) Provost's Sub-Committee

Four members of the Committee and the Convener of the Council.

(iv) Appeals Sub-Committee

All meetings of the Appeals Sub-Committee comprise three members of the Council (from a trained pool of members), who are also members of the Lifelong Learning Committee when considering appeals by

teaching staff.

## **5 RE-ESTABLISHMENT OF OTHER GROUPS**

The Committee is asked to consider the re-establishment of the following groups and make appointments to them:

- (i) Corporate Health, Safety and Wellbeing Consultative Committee

Four members of the Council.

- (ii) Employees Joint Consultative Committee

Four members of the Council.

- (iii) Charitable and Public Trusts Administered by Perth and Kinross Council

Convener and Vice-Convener of the Strategic Policy and Resources Committee and Leader of the Opposition. The Head of Finance is also a Trustee.

<b>6</b>	<b>AUTHORITY TO WRITE OFF DEBTS AND OBSOLETE STOCK</b>	<b>13 - 30</b>
	Report by Head of Finance (copy herewith 17/218)	
<b>7</b>	<b>PROCUREMENT ANNUAL REPORT 2016/17</b>	<b>31 - 76</b>
	Report by Depute Chief Executive, Environment (Chief Operating Officer) (copy herewith 17/219)	
	Note: The above report will also be submitted to the meeting of the Scrutiny Committee on 21 June 2017.	
<b>8</b>	<b>TENDERS ACCEPTED BY THE TAYSIDE PROCUREMENT CONSORTIUM AND COUNCIL SERVICES</b>	<b>77 - 92</b>
	Report by Depute Chief Executive, Environment (Chief Operating Officer) (copy herewith 17/220)	
<b>9</b>	<b>TRANSFORMATION - EVOLVING OUR APPROACH</b>	<b>93 - 130</b>
	Report by Depute Chief Executive, Environment (Chief Operating Officer) (copy herewith 17/221)	
<b>10</b>	<b>THE ROYAL NATIONAL MOD 2021</b>	<b>131 - 138</b>
	Report by Director (Environment) and Senior Depute Chief Executive (copy herewith 17/222)	

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## **STRATEGIC POLICY AND RESOURCES COMMITTEE**

Minute of meeting of the Strategic Policy and Resources Committee held in the Council Chambers, Council Building, 2 High Street, Perth on Wednesday 19 April 2017 at 10.00am.

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

In Attendance: B Malone, Chief Executive; J Fyffe, Senior Depute Chief Executive, L Potter, L Simpson, J Symon, G Taylor and C Irons (all Corporate and Democratic Services); D Stokoe and G Motion (both Education and Children's Services – up to the end of the public items ); B Renton, T Flanagan, C Jolly, (up to the end of the public items) S MacKenzie, K McNamara (up to the end of the public items) and A Thomson (all Environment Service) and B Atkinson, L Cameron and K Fraser (all Housing and Community Care – up to the end of the public items).

Apologies for Absence: Provost L Grant and Councillor A Livingstone.

Councillor I Miller, Convener, Presiding.

### **. WELCOME AND APOLOGIES**

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

In terms of Standing Order 13, the Committee agreed that the meeting be recorded for use as part of the elected member development programme after the elections in May 2017.

### **. DECLARATIONS OF INTEREST**

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

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

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

The minute of meeting of the Strategic Policy and Resources Committee of 8 February 2017 (Arts. 77 - 84) was submitted, approved as a correct record and authorised for signature.

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19 APRIL 2017

**(ii) Executive Sub-Committee**

The minute of meeting of the Strategic Policy and Resources Committee Executive Sub-Committee of 26 January 2017 was submitted and noted. **(Appendix I)**

**(iii) Employees Joint Consultative Committee**

The minute of meeting of the Employees Joint Consultative Committee of 24 November 2016 was submitted and noted. **(Appendix II)**

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

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

**(v) Property Sub-Committee**

The minute of meeting of the Strategic Policy and Resources Committee Property sub-committee of 26 October 2016 was submitted and noted. **(Appendix IV)**

**(vi) Appeals Sub-Committee**

**(a)** The minute of meeting of the Strategic Policy and Resources Committee Appeals sub-committee of 2 and 7 December 2016 and 19 January 2017 was submitted and noted. **(Appendix V)**

**(b)** The minute of meeting of the Strategic Policy and Resources Committee Appeals sub-committee of 10 February 2017 was submitted and noted. **(Appendix VI)**

**REVENUE BUDGET 2016/17 - MONITORING REPORT NUMBER 4**

There was submitted a report by the Head of Finance (17/152), providing an update (1) on the progress made with the 2016/17 General Fund Revenue Budget based upon the January 2017 Ledger, updated for any subsequent known material movements; and (2) on the projected financial position of the Housing Revenue Account.

**Motion (Councillors I Miller and J Kellas)**

- (i) The contents of Report 17/152 be noted.**
- (ii) The adjustments to the 2016/17 Management Revenue Budget, as detailed in Appendix 1 to and Section 2 of Report 17/152, be approved.**
- (iii) Service virements, as summarised in Appendices 2 and 4 to Report 17/152, be approved.**
- (iv) The adjustments to the 2017/18 Council Approved Budget detailed in section 5 and appendix 5 of Report 17/152, be approved.**



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- (v) **That the Perth and Kinross Integrated Joint Board had approved a budget requisition consistent with the 2017/18 Revenue Budget proposition from Perth and Kinross Council, be noted.**
- (vi) **Directors convey the thanks of the Committee to all services for achieving the significant savings detailed in Report 17/152.**

Amendment (Councillors D Cuthbert and I Campbell)

The final underspend on winter maintenance, currently estimated at £450,000, be transferred to Roads Maintenance in 2017/18 and not to Reserves.

In terms of Standing Order 44, a roll call vote was taken.

Eight members voted for the Motion as follows:  
Councillors B Band, D Doogan, A Grant, J Kellas, I Miller, A Munro, D Pover and A Younger.

Six members voted for the Amendment as follows:  
Councillors P Barrett, I Campbell, D Cuthbert, K Baird, M Roberts and W Wilson.

One member Abstained as follows:  
Councillor B Vaughan.

**Resolved:**

In accordance with the Motion.

**COMPOSITE CAPITAL BUDGET 2016/23 & HOUSING INVESTMENT PROGRAMME 2016/21 – MONITORING REPORT NUMBER 4**

There was submitted a report by the Head of Finance (17/153), (1) providing a summary position to date for the Composite Capital Programme for 2016/17 to 2022/23 and the Housing Investment Programme 2016/17 to 2020/21 and (2) seeking approval for adjustments to the Programmes.

**Resolved:**

- (i) The contents of Report 17/153, be noted.
- (ii) The proposed budget adjustments to the seven year Composite Capital Budget 2016/17 to 2022/23 as set out in Sections 2 and 3 and summarised at Appendices I and II to Report 17/153, be approved.
- (iii) Authority be delegated to the Director (Education and Children's Services) to respond to the Scottish Government in relation to the proposed allocation of Early Learning and Childcare Capital Grant as detailed in section 2.6 of Report 17/153.
- (iv) The proposed budget adjustments to the Housing Investment Programme Budget 2016/17 and 2020/21 as set out in Section 4 and summarised at Appendix III to Report 17/153, be approved.

**COMMUNITY ASSET TRANSFER POLICY**

There was submitted a report by the Senior Depute Chief Executive (17/154) introducing a draft Policy on Community Asset Transfer which would enable the Council to respond appropriately to Part 5 of the Community Empowerment (Scotland) Act 2015 and support communities to take control of the things that matter to them.

**Resolved:**

- (i) The Community Asset Transfer Policy attached as Appendix 1 to Report 17/154, be approved.
- (ii) An update report be submitted to a future meeting of this Committee.

**DISCRETION ON APPLYING COUNCIL TAX SURCHARGES ON LONG TERM EMPTY DWELLINGS**

There was submitted a report by the Executive Director (Housing and Community Safety) (17/155) on the introduction of discretion on applying Council Tax Surcharges on Long Term Empty Dwellings.

**Resolved:**

The Council Policy on the Charging of Council Tax on Long Term Empty Dwellings to provide flexibility be amended as outlined in section 3 to Report 17/155, from Financial Year 2017/18, be approved.

**TRANSFORMATION PROGRAMME 2015-2020 PROGRESS UPDATE AND CORPORATE DIGITAL PLATFORM**

There was submitted a report by the Depute Chief Executive (17/156) (1) providing an update on the Council's Transformation Programme and (2) recommending that additional funding of £288,500 be drawn down from the Transformation Reserve to deliver a Combined Mail Solution as an extension to the current Corporate Digital Platform Transformation Project.

**Resolved:**

- (i) The progress of the Transformation Programme 2015-2020, as detailed in Appendix 1 to Report 17/156, be noted.
- (ii) The release of additional funding of £288,500, comprising £205,000 project support costs and unavoidable increased costs of £83,500, from the Transformation Reserve for the expansion of the Corporate Digital Platform Project to include a Combined Mail solution within a re-phased reduced timeframe, be approved.

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

**MILL QUARTER, PERTH – THIMBLEROW SITE DEVELOPMENT**

There was submitted a report by the Depute Chief Executive (17/157), (1) providing an update on progress with the proposed Mill Quarter development and (2) seeking approval to the revised terms and conditions for the sale of the Thimblerow site, along with the proposed lease-back of the multi-storey car park.

**Resolved:**

- (i) An increase in the developer's priority return on costs for the development from 15% to 20% to enable the highest bidder to meet their funders' requirements.
- (ii) It be remitted to the Depute Chief Executive to report back to this Committee on the sale price for the land when conditions and other development elements were finalised.
- (iii) The lease of the car park to the Council for a period of 30 years be approved at an initial rent of £276,375 per annum and the associated lease conditions set out in the draft Heads of Terms for the Mill Quarter car park as summarised in sections 5.3 – 5.10 of Report 17/157.
- (iv) Discussion be held with the developer regarding minimising the time the Thimblerow car park was out of use while works were being carried out.

**VALEDICTORY**

The Convener thanked all members and officers, particularly senior officers for their support and guidance. The Convener also wished good luck to the new Council following the election on 4 May 2017.

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## PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee  
21 June 2017**AUTHORITY TO WRITE OFF DEBTS AND OBSOLETE STOCK****Report by the Head of Finance****PURPOSE OF REPORT**

This report seeks approval to write off identified debts in respect of Sales Ledger; Council Tax (including Water & Waste Water charges); Non-Domestic Rates; Irrecoverable Rents; Housing Benefit Overpayments and Car Park Trading Account Income. In addition approval is sought to write off obsolete stock and outstanding reconciliation items.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 In order that the appropriate entries may be made in the annual accounts of the Council for the year ending 31 March 2017, it is necessary to consider the write off of debts and obsolete stock.
- 1.2 To accommodate year end accounting processes and timescales some of the Council's systems have already been amended to show the proposed written off accounts, pending approval by the Committee of the recommendations within this report.
- 1.3 The debts included within this report have progressed through the debt recovery process using the various legislative procedures available for each type of debt to collect the amounts outstanding. The amounts that still remain due after exhaustive recovery procedures have been undertaken are included within this report for write off as a last resort. Should any additional information be received the debt will be written back and every effort will be made to collect the outstanding debt wherever possible.
- 1.4 This report includes all of the recommended write offs for financial year 2016/17.

**2. PROPOSALS****2.1 Sales Ledger**

- 2.1.1 Appendix 1 details Sales Ledger debt which it has not been possible to collect for various reasons. The majority of these debts have either been in the hands of the Sheriff Officers or are deceased or untraced debtors. The Council has introduced a number of innovative measures to maximise income collection including "set-off" (which, in certain circumstances, allows the Council to apply debt against payments due to the Council) and encouraging customers to pay at point of sale therefore reducing the level of debt. Appendix 1 also sets out the debt recovery process.

- 2.1.2 After consultation with the Services who raised the original invoices, it is recommended that the Council write off £387,437.03 as shown in Appendix 1. This amount includes debt relating to seven financial years from 2010/11 through to 2016/17. A Service by Service comparison has been shown below between this and last financial year.

| <b>Write off By Service</b>     | <b>Total 2015/16</b> | <b>Total 2016/17</b> |
|---------------------------------|----------------------|----------------------|
| Corporate & Democratic Services | 444.00               | 0.00                 |
| Education & Children's Services | 15,015.12            | 14,272.15            |
| Community Care                  | 76,833.75            | 85,106.86            |
| Housing & Community Safety      | 176,842.67           | 220,313.05           |
| The Environment Service         | 59,863.08            | 67,744.97            |
|                                 | <b>328,998.62</b>    | <b>387,437.03</b>    |

- 2.1.3 The total provision included within the Council's accounts for bad and doubtful Sales Ledger debt at 31 March 2016 was £790,442.75. The total value of Sales Ledger invoices raised within financial year 2016/17 totalled approximately £28 million and the proposed write off for all years represents approximately 1.4% of this amount.
- 2.1.4 In most instances, accounts raised prior to 30 September 2015 carry a 50% provision whilst those raised prior to 31 March 2015 are fully provided for. Where debts fall into this category, part or all of the amount to be written off will be met from the provision. Where no provision or only partial provision has previously been made for a debt, the balance of the write off will be charged against the issuing Service's Revenue Account for 2016/17.

## **2.2 Council Tax and Non-Domestic Rates**

- 2.2.1 Appendices 2 and 3 set out the debt recovery processes for Council Tax and Non-Domestic Rates respectively. To maximise levels of collection the Council continues to promote the Direct Debit facility and has enhanced self service functionality.
- 2.2.2 Appendix 2 details Council Tax (including Water and Waste Water Charges), the sum of £492,889.76 has been deemed uncollectable and put forward for write-off. However, this has been off-set by "write-on" transactions totalling £650,142.87 giving a net write on figure of £157,253.11 (£388,271.93 was written off in 2015/16). "Written on" transactions are those where it is proposed to adjust an amount shown in the council tax system as owed by the Council (credit balances).
- 2.2.3 During 2016/17 there was a concerted effort to review historic credit balances held on the Council Tax system, this resulted in large write-on totals for "deceased" and "no trace" cases. Therefore, it is recommended that the Council write-on a net figure £157,253.11 of Council Tax debt (including Water and Waste Water Charges). It should be stressed that, as with write offs these transactions can be reversed should further information be received. There is an overall provision for bad and doubtful Council Tax debt

being £11,642,284.81 as at 31 March 2016. The total amount of Council Tax billed was £93.5 million (including Water and Waste Water Charges) for financial year 2016/17. The in-year collection rate for Council Tax was 97.33% as at March 2017 (97.27% in 2015/16).

- 2.2.4 The proposed write offs relate to the last 24 financial years during which time the Council has raised over £1.6 billion in Council Tax debt and has continually delivered high collection levels.
- 2.2.5 Appendix 3 details Non-Domestic Rates income which it has not proved possible to collect for the reasons shown in the appendix totalling £302,803.71 (£462,743.43 was written off in 2015/16).
- 2.2.6 Appendix 2 and Appendix 3 also include accounts where the balance is for a small value either in debit or credit (£0.99) for Council Tax and Non-Domestic Rates. It is uneconomical to collect or refund/transfer such small amounts and, therefore, an automated process is in place to adjust these accounts.
- 2.2.7 It is recommended that the Council write off £302,803.71 of Non-Domestic Rates. In terms of write offs relating to Non Domestic Rates the costs are at present met by the Scottish Government through the “pool” mechanism. The provision for bad and doubtful Non-Domestic Rates debt was £1,307,917.77 at 31 March 2016.
- 2.2.8 The amount recommended to be written off for all years represents approximately 0.5% of the £56.8 million of Non Domestic Rates income raised in financial year 2016/17. The in year collection rate for Non Domestic Rates was 98.00% as at March 2017 (98.04% in 2015/16).
- 2.2.9 These proposed write offs relate to the last 22 financial years during which time the Council has raised almost £1 billion in Non-Domestic Rates debt and has continually delivered high collection levels.

## **2.3 Housing Revenue Account**

- 2.3.1 Appendix 4 details rent charges raised in respect of former tenants and court expenses incurred which it has not been possible to collect for the reasons shown in the appendix.
- 2.3.2 Authority is requested to write off rent charges raised in respect of former tenants amounting to £331,502.80 (£281,607.29 was written off in 2015/16) and £15,022.77 (£18,591.61 was written off in 2015/16) in respect of garage sites and lock ups. The provision for bad and doubtful Housing Revenue Account debt was £2,004,836 as at 31 March 2016. The in year collection rate for Housing Rents was 99.59% as at 31 March 2017 (97.00% in 2015/16). The total rental charges raised in 2016/17 were approximately £25.3 million.

## **2.4 Housing General Fund**

- 2.4.1 Appendix 5 details charges for those housing services administered through the Council's rent system and provided to Homeless clients placed in temporary accommodation where the tenancy has ended and where it has not proved possible to recover outstanding income, in part, due to the vulnerable nature of the client group.
- 2.4.2 Authority is requested to write off £1,100,235.63 in 2016/17 (£17,314.34 was written off in 2015/16) for charges for housing services provided to Homeless clients placed in temporary accommodation. This proposed write off relates to eight financial years during which time almost £25 million of charges were raised. Over this period a total of £1.8million has been written off (including the proposed amount in Appendix 5) which means that over 93% of this debt was collected. The provision for bad and doubtful debt in relation to this activity was £2,584,330 as at 31 March 2016. The total amount billed during 2016/17 for housing service charges was £1,346,382.
- 2.4.3 The proposed level of write off for temporary accommodation is significantly higher than previous years for a number of reasons. A new write off procedure, was approved by Housing and Health Committee in November 2016 which offers more flexibility and enables debt to be written off on a more timely basis. As a result it is proposed to write off historic debt incurred over a number of years. In future debt write offs will be considered on an annual basis in line with the new policy. In addition, the Home First transformation project should result in fewer people in temporary accommodation, and for shorter periods, so should minimise accrual of arrears. It likely that the full effect of these changes will be evident from April 2018.
- 2.4.4 Authority is also requested to write off Housing Benefit overpayment debt of £77,887.29 for 2016/17 (£66,281.00 was written off in 2015/16) which has not been possible to recover. During 2016/17 the Council was able to recover 83% of Housing Benefit overpayments which based on previous benchmarking would place it in the top quartile of performance. The provision for bad and doubtful Housing Benefit overpayment debt was £931,545 as at 31 March 2016. The total value identified for overpayments within 2016/17 was £1.3 million and the proposed write off value for all years represents approximately 5.2% of this amount.

## **2.5 Car Park Trading Account Income**

- 2.5.1 Car Park Trading Account Income  
Authority is requested to write off £97,620 in respect of Car Park Trading Account Income (£112,794 was written off in 2015/16). This amount equates to all amounts charged and still outstanding in relation to the period prior to October 2015. The provision for bad and doubtful Car Park Trading Account debt was £101,570 as at 31 March 2016. The proposed write off is equivalent to 15.74% of the number of Penalty Charge Notices issued during 2015/16.



## 2.6 Stock Write Offs

### 2.6.1 The Environment Service

Authority is requested to write off obsolete stock of £5,076 in respect of vehicle parts at Friarton Depot (£5,000 was written off in 2015/16). Full provision was made for the write off in the 2015/16 financial statements and there is, therefore, no financial impact on the 2015/16 financial year.

## 2.7 Outstanding Balances

2.7.1 Authority is requested to write off a small number of outstanding balances over various account reconciliations. These balances relate to transactions before 31 March 2016. The net amount of the outstanding balances is a debit totalling £5,804.98 (a credit balance of £4,512.87 was written on last financial year).

## 3. CONCLUSION AND RECOMMENDATIONS

3.1 In all of the above cases it has either not been possible to recover monies due to the Council or to utilise stocks held by the Council. The write off of debt is a last resort and only recommended after all means of recovery have been exhausted. Although the amounts may be written off for accounting purposes, the files are not closed and every effort will be made to collect the outstanding debt wherever possible.

3.2 It is recommended that the Committee:

- (i) Approve that all amounts detailed in section 2 and the attached appendices to this report are written off or written on for accounting purposes.
- (ii) Note that whilst these amounts are written off or written on, the files are not closed and every effort will be made to collect outstanding debt wherever possible.

### Author(s)

| Name     | Designation                   | Contact Details                    |
|----------|-------------------------------|------------------------------------|
| Lynn Law | Financial Systems Team Leader | lynnlaw@pkc.gov.uk<br>01738 475550 |

### Approved

| Name       | Designation     | Date        |
|------------|-----------------|-------------|
| John Symon | Head of Finance | 6 June 2017 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### 1.1 Strategic Plan

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

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

1.1.2 This report relates to all of these objectives.

### 2. Resource Implications

#### 2.1 Financial

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

### **3. Assessments**

#### **3.1 Equality Impact Assessment**

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

3.1.2 The information contained within this report has been considered under the Corporate Equalities Impact Assessment process (EqIA) and has been assessed as **not relevant** for the purposes of EqIA.

#### **3.2 Strategic Environmental Assessment**

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

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

#### **3.3 Sustainability**

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

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

### **4. Consultation**

#### **4.1 Internal**

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

### **5. 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.

## **6. APPENDICES**

Appendix 1 – Sales Ledger debt written off in financial year 2016/17 by year and reason.

Appendix 2 – Council Tax debt written off in financial year 2016/17 by year and reason.

Appendix 3 – Non Domestic Rates debt written off in financial year 2016/17 by year and reason.

Appendix 4 – Irrecoverable Rents written off in financial year 2016/17 by year and reason.

Appendix 5 – Homeless debt written off in financial year 2016/17 by year and reason.

|                                                                                   |
|-----------------------------------------------------------------------------------|
| <b>Sales Ledger Debt Written off in financial year 2016/17 by year and reason</b> |
|-----------------------------------------------------------------------------------|

| YEAR         | GONE AWAY        | NO FUNDS          | UNECONOMICAL TO COLLECT | DECEASED (NO FUNDS) | SEQ/LIQ OR REC  | DEBT PRESCRIBED  | HCC DISCRETION PANEL | TOTAL VAT EX      | VAT VALUE        | TOTAL DEBT        |
|--------------|------------------|-------------------|-------------------------|---------------------|-----------------|------------------|----------------------|-------------------|------------------|-------------------|
| 2010/11      | 0.00             | 0.00              | 0.00                    | 244.01              | 0.00            | 1,373.60         | 0.00                 | 1,617.61          | 0.00             | 1,617.61          |
| 2011/12      | 98.36            | 768.81            | 0.00                    | 1,310.40            | 0.00            | 10,091.96        | 0.00                 | 12,269.53         | 437.67           | 12,707.20         |
| 2012/13      | 7,879.05         | 69,491.37         | 30.81                   | 3,105.57            | 416.44          | 0.00             | 0.00                 | 80,923.24         | 15,869.91        | 96,793.15         |
| 2013/14      | 1,614.24         | 23,627.14         | 364.63                  | 6,034.61            | 0.00            | 0.00             | 0.00                 | 31,640.62         | 4,683.60         | 36,324.22         |
| 2014/15      | 16,265.38        | 70,866.88         | 1,040.32                | 21,887.33           | 556.05          | 0.00             | 0.00                 | 110,615.96        | 10,657.60        | 121,273.56        |
| 2015/16      | 3,317.21         | 53,974.66         | 2,888.45                | 31,605.18           | 4,978.92        | 0.00             | 0.00                 | 96,764.42         | 477.23           | 97,241.65         |
| 2016/17      | 1,170.18         | 4,014.36          | 340.49                  | 12,420.81           | 3,338.48        | 0.00             | 163.32               | 21,447.64         | 32.00            | 21,479.64         |
| <b>TOTAL</b> | <b>30,344.42</b> | <b>222,743.22</b> | <b>4,664.70</b>         | <b>76,607.91</b>    | <b>9,289.89</b> | <b>11,465.56</b> | <b>163.32</b>        | <b>355,279.02</b> | <b>32,158.01</b> | <b>387,437.03</b> |

The Council can claim back VAT due to the VAT Bad debt relief (The Council cannot claim for the first 6 months, however the Council can claim back 4 years prior to this to 30 September 2012).

#### **Sales Ledger Debt Recovery Process (excluding Commerical Rent)**

Day 1 - Invoice Issued

If not paid, Day 29 - Final Notice issued

If not paid, Day 44 - 7 Day letter issued

Thereafter, each case is looked at individually and most cases are then passed to either the Sherriff Officer or Legal Services to collect.

#### **Commercial Rent Debt Recovery Process**

Day 1 - Invoice Issued (min 4 weeks prior to due date)

Day 29 - reminder sent to first time defaults

Day 29 - legal letter issued to persistent late payers

Day 38 - If no payment made, surveyor contacts tenant to discuss.

Day 44 - Thereafter, each case is looked at individually and most cases are then passed to either the Sherriff Officer or Legal Services to collect.

Day 44 - Interest will be added, where appropriate to late rent.



| Council Tax Written-Off During Financial Year 2016/17 - Summary of Write-Off Reasons |                     |                      |              |                    |                |                                |              |
|--------------------------------------------------------------------------------------|---------------------|----------------------|--------------|--------------------|----------------|--------------------------------|--------------|
| Financial Year                                                                       | Statutory Additions | Deceased - No Estate | No Trace     | Sequestration etc. | Small Balances | Uneconomical to Pursue/Collect | Total        |
| 1993                                                                                 | £184.16             | £212.84              | £1,497.94    | £0.00              | -£4.02         | £0.00                          | £1,890.92    |
| 1994                                                                                 | £401.83             | £440.25              | £1,730.22    | £71.76             | -£1.42         | £7.68                          | £2,650.32    |
| 1995                                                                                 | £420.88             | £178.83              | -£275.22     | £320.31            | -£1.31         | £54.84                         | £698.33      |
| 1996                                                                                 | £995.55             | £461.20              | £5,648.66    | £778.01            | -£0.43         | £46.01                         | £7,929.00    |
| 1997                                                                                 | £1,024.36           | £504.37              | £5,720.45    | £920.64            | £2.40          | £0.00                          | £8,172.22    |
| 1998                                                                                 | £1,098.78           | £631.64              | £7,205.46    | £1,894.04          | £0.01          | £26.30                         | £10,856.23   |
| 1999                                                                                 | £1,905.77           | £1,606.05            | £12,090.61   | £3,282.66          | £1.00          | £181.36                        | £19,067.45   |
| 2000                                                                                 | £3,050.17           | £3,809.04            | £15,828.70   | £4,279.84          | -£3.77         | £173.43                        | £27,137.41   |
| 2001                                                                                 | £3,347.73           | £5,114.53            | £12,527.73   | £7,505.91          | -£0.50         | -£581.72                       | £27,913.68   |
| 2002                                                                                 | £3,193.04           | £6,833.45            | £7,189.59    | £7,148.53          | -£2.92         | £50.06                         | £24,411.75   |
| 2003                                                                                 | £3,111.75           | £6,139.49            | £6,339.81    | £10,434.43         | -£4.00         | £328.59                        | £26,350.07   |
| 2004                                                                                 | £2,049.28           | £3,824.17            | -£1,985.26   | £9,732.98          | £0.89          | £265.05                        | £13,887.11   |
| 2005                                                                                 | £2,525.16           | -£21,762.29          | -£65,224.22  | £12,199.68         | -£227.29       | -£78.68                        | -£72,567.64  |
| 2006                                                                                 | £2,932.77           | -£13,623.05          | -£40,829.06  | £11,065.77         | -£165.03       | £118.37                        | -£40,500.23  |
| 2007                                                                                 | £3,892.90           | -£7,049.87           | -£38,753.96  | £18,232.64         | -£191.83       | £0.00                          | -£23,870.12  |
| 2008                                                                                 | £4,396.56           | -£888.89             | -£31,068.97  | £19,366.50         | -£203.01       | £105.20                        | -£8,292.61   |
| 2009                                                                                 | £3,938.97           | -£5,177.54           | -£25,476.60  | £13,178.23         | -£155.65       | £33.87                         | -£13,658.72  |
| 2010                                                                                 | £4,924.26           | -£2,651.62           | -£34,378.80  | £14,160.25         | -£281.12       | £0.00                          | -£18,227.03  |
| 2011                                                                                 | £5,795.33           | -£4,086.19           | -£28,745.65  | £24,883.87         | -£219.40       | £0.00                          | -£2,372.04   |
| 2012                                                                                 | £5,041.72           | -£15,880.75          | -£47,480.03  | £17,677.40         | -£242.83       | £0.01                          | -£40,884.48  |
| 2013                                                                                 | £5,320.96           | -£21,321.39          | -£88,503.06  | £16,070.56         | -£314.36       | -£13.75                        | -£88,761.04  |
| 2014                                                                                 | £5,590.64           | -£17,821.84          | -£66,299.43  | £35,520.36         | -£218.55       | £40.41                         | -£43,188.41  |
| 2015                                                                                 | £7,310.17           | -£7,761.02           | -£28,885.21  | £45,364.17         | -£184.06       | £527.99                        | £16,372.04   |
| 2016                                                                                 | £4,294.32           | -£4,008.02           | -£26,954.80  | £34,553.19         | -£154.48       | £2.47                          | £7,732.68    |
| Totals                                                                               | £76,747.06          | -£92,276.61          | -£449,081.10 | £308,641.73        | -£2,571.68     | £1,287.49                      | -£157,253.11 |

### Council Tax Debt Recovery Process

Day 1 - Bill Issued with instalment details

If not paid, Reminder issued giving 14 days to payment

If not paid, Summary Warrant applied for - 10% penalty applied, charge becomes payable in full

If not paid, Sheriff Officer instructed to collect debt

If not paid, Sheriff Officer serve a "Charge for payment" to allow diligence





**Non-Domestic Rates Written-Off During Financial Year 2016/17 - Summary of Write-Off Reasons**

| Financial Year | Statutory Additions | Deceased | No Trace    | Sequestration, Liquidation etc. | Ceased Trading | Wrongly Rated | Small Balances | Uneconomical to Pursue/Collect | Total       |
|----------------|---------------------|----------|-------------|---------------------------------|----------------|---------------|----------------|--------------------------------|-------------|
| 1995           | £0.00               | £0.00    | £0.00       | £0.00                           | £0.00          | £0.00         | £0.00          | £0.00                          | £0.00       |
| 1996           | £0.00               | £0.00    | £0.00       | £0.00                           | £0.00          | £0.00         | £0.00          | £0.00                          | £0.00       |
| 1997           | £0.00               | £0.00    | £0.00       | £0.00                           | £0.00          | £0.00         | £0.00          | £0.00                          | £0.00       |
| 1998           | £0.00               | £0.00    | £0.00       | £0.00                           | £0.00          | £0.00         | £0.00          | £0.00                          | £0.00       |
| 1999           | £0.00               | £0.00    | -£138.72    | £0.00                           | £0.00          | £0.00         | £0.01          | £0.00                          | -£138.71    |
| 2000           | £0.00               | £0.00    | £0.00       | £0.00                           | £0.00          | £0.00         | -£0.01         | £0.00                          | -£0.01      |
| 2001           | £0.00               | £0.00    | -£2,552.85  | -£593.07                        | £0.00          | £0.00         | -£23.30        | £0.00                          | -£3,169.22  |
| 2002           | £0.00               | -£1.21   | -£2,431.06  | £0.00                           | £0.00          | £0.00         | -£33.71        | £0.00                          | -£2,465.98  |
| 2003           | £0.00               | £0.00    | -£3,940.50  | -£412.36                        | £0.00          | £0.00         | -£30.92        | £0.00                          | -£4,383.78  |
| 2004           | £0.00               | £0.00    | -£6,028.52  | -£720.75                        | £0.00          | -£1,930.00    | -£39.37        | £0.00                          | -£8,718.64  |
| 2005           | £0.00               | -£115.00 | -£5,144.13  | -£551.74                        | £0.00          | £0.00         | -£44.23        | £0.00                          | -£5,855.10  |
| 2006           | £0.00               | £0.00    | -£8,614.52  | -£321.50                        | £0.00          | £0.00         | -£24.45        | £0.00                          | -£8,960.47  |
| 2007           | £0.00               | -£580.98 | -£7,487.72  | -£526.11                        | £0.00          | £0.00         | -£12.71        | £0.00                          | -£8,607.52  |
| 2008           | £86.80              | £0.00    | -£4,542.54  | £148.85                         | £719.05        | £0.00         | -£68.23        | £0.00                          | -£3,656.07  |
| 2009           | £856.18             | £0.00    | -£8,274.27  | -£1,424.38                      | £7,551.70      | £0.00         | -£13.16        | £165.50                        | -£1,138.43  |
| 2010           | £866.91             | -£40.55  | -£8,276.73  | -£353.64                        | £7,407.40      | £0.00         | -£13.29        | £0.00                          | -£409.90    |
| 2011           | £1,762.27           | £0.00    | -£172.51    | £3,416.42                       | £9,253.20      | £0.00         | -£6.22         | £0.00                          | £14,253.16  |
| 2012           | £2,299.04           | £0.00    | £2,235.54   | £7,451.32                       | £3,433.07      | -£1,552.50    | -£15.09        | £0.00                          | £13,851.38  |
| 2013           | £2,240.26           | £0.00    | £2,536.56   | £15,594.68                      | £4,050.50      | £0.00         | -£6.86         | £7.00                          | £24,422.14  |
| 2014           | £10,493.31          | £0.00    | £5,071.11   | £32,396.15                      | £37,905.32     | £0.00         | -£10.12        | £0.00                          | £85,855.77  |
| 2015           | £19,553.94          | -£21.60  | £1,376.33   | £65,229.63                      | £65,284.01     | £212.46       | £0.04          | £194.67                        | £151,829.48 |
| 2016           | £6,502.82           | £0.00    | £705.91     | £24,295.24                      | £28,570.98     | £0.00         | £20.66         | £0.00                          | £60,095.61  |
| Totals         | £44,661.53          | -£759.34 | -£45,678.62 | £143,628.74                     | £164,175.23    | -£3,270.04    | -£320.96       | £367.17                        | £302,803.71 |

**Non-Domestic Rates Debt Recovery Process**

Formal recovery cannot take place until 30 September each year

If not paid, Ratepayer must be 2 instalments in arrears, final notice is issued

If not paid, Summary Warrant applied for - 10% penalty applied, charge becomes payable in full

If not paid, Sheriff Officer instructed to collect debt

If not paid, Sheriff Officer serve a "Charge for payment" to allow diligence



## Irrecoverable Housing Rents Debt Written off in financial year 2016/17 by year and reason

| YEAR          | GONE AWAY        | NO FUNDS          | UNECONOMICAL TO COLLECT | DECEASED (NO FUNDS) | SEQUESTERED        | DEBT PRESCRIBED    | TOTAL DEBT         |
|---------------|------------------|-------------------|-------------------------|---------------------|--------------------|--------------------|--------------------|
| Prior to 2009 | £0.00            | -£69.36           | £0.00                   | £0.00               | £0.00              | £22,551.40         | £22,482.04         |
| 2010/11       | £0.00            | £0.00             | £0.00                   | £0.00               | £0.00              | £7,082.70          | £7,082.70          |
| 2011/12       | -£19.15          | £0.00             | £0.00                   | £97.52              | £2,940.53          | £83,412.32         | £86,431.22         |
| 2012/13       | £400.34          | £28,596.88        | £0.00                   | £76.96              | £1,918.86          | £0.00              | £30,993.04         |
| 2013/14       | £1,357.66        | £19,694.11        | £393.01                 | £766.23             | £4,012.96          | £0.00              | £26,223.97         |
| 2014/15       | £0.00            | £5,125.30         | £963.16                 | £134.56             | £1,555.73          | £0.00              | £7,778.75          |
| 2015/16       | £0.00            | £3,269.73         | £1,962.62               | £6,026.44           | £1,781.15          | £0.00              | £13,039.94         |
| 2016/17       | £0.00            | £4,493.78         | £1,023.70               | £13,665.87          | £133,310.56        | £0.00              | £152,493.91        |
| <b>TOTAL</b>  | <b>£1,738.85</b> | <b>£61,110.44</b> | <b>£4,342.49</b>        | <b>£20,767.58</b>   | <b>£145,519.79</b> | <b>£113,046.42</b> | <b>£346,525.57</b> |

**Irrecoverable Rents Debt Recovery Process**

Day 14 - Arrears reminder letter sent

If not paid, Day 21 - Attempt Contact with tenant

If not paid, Day 28 - Further investigation either 7 day non-occupation letter or Pre Notice of Proceedings letter sent

If not paid, Day 35 - Notice of Proceedings served by Sheriff Officer

If not paid, Day 42 - Visit to tenant

If not paid, Day 49 - Warning Letter Generated with effective date of Notice of Proceedings and possible court action

If not paid, Day 56 - Taken to Eviction Prevention Panel and authorisation for Court Action sought



## Homeless Debt Written Off in financial year 2016/17 by year and reason

| YEAR         | GONE AWAY      | NO FUNDS           | UNECONOMICAL TO COLLECT | DECEASED     | SEQ/LIQ OR REC    | DEBT PRESCRIBED    | TOTAL DEBT           |
|--------------|----------------|--------------------|-------------------------|--------------|-------------------|--------------------|----------------------|
| 2009/10      | £0.00          | £0.00              | £0.00                   | £0.00        | £0.00             | £4,261.23          | £4,261.23            |
|              |                |                    |                         |              |                   |                    |                      |
| 2010/11      | £0.00          | £0.00              | £0.00                   | £0.00        | £1,683.15         | £306,777.99        | £308,461.14          |
|              |                |                    |                         |              |                   |                    |                      |
| 2011/12      | £0.00          | £0.00              | £0.00                   | £0.00        | £38,378.85        | £483,851.22        | £522,230.07          |
|              |                |                    |                         |              |                   |                    |                      |
| 2012/13      | £0.00          | £248,360.30        | £0.00                   | £0.00        | £1,123.88         | £0.00              | £249,484.18          |
|              |                |                    |                         |              |                   |                    |                      |
| 2013/14      | £0.00          | £4,671.93          | £0.00                   | £0.00        | £0.00             | £0.00              | £4,671.93            |
|              |                |                    |                         |              |                   |                    |                      |
| 2014/15      | £209.54        | £0.00              | 0.00                    | £0.00        | £3,824.83         | £0.00              | £4,034.37            |
|              |                |                    |                         |              |                   |                    |                      |
| 2015/16      | £0.00          | £133.36            | 0.00                    | £0.00        | £1,172.43         | £0.00              | £1,305.79            |
|              |                |                    |                         |              |                   |                    |                      |
| 2016/17      | £0.00          | £5,746.73          | 40.19                   | £0.00        | £0.00             | £0.00              | £5,786.92            |
|              |                |                    |                         |              |                   |                    |                      |
| <b>TOTAL</b> | <b>£209.54</b> | <b>£258,912.32</b> | <b>£40.19</b>           | <b>£0.00</b> | <b>£46,183.14</b> | <b>£794,890.44</b> | <b>£1,100,235.63</b> |

**Homeless Debt Recovery Process**

Day 14 - Arrears reminder letter sent

If not paid, Day 21 - Attempt Contact with tenant

If not paid, Day 28 - Further investigation either 7 day non-occupation letter or Pre Notice of Proceedings letter sent

If not paid, Day 35 - Notice of Proceedings served by Sheriff Officer

If not paid, Day 42 - Visit to tenant

If not paid, Day 49 - Warning Letter Generated with effective date of Notice of Proceedings and possible court action

If not paid, Day 56 - Taken to Eviction Prevention Panel and authorisation for Court Action sought



**PERTH AND KINROSS COUNCIL**

**Strategic Policy and Resources Committee**  
**21 June 2017**

**Scrutiny Committee**  
**21 June 2017**

**PROCUREMENT ANNUAL REPORT 2016/17**

**Report by Depute Chief Executive, Environment (Chief Operating Officer)**

**PURPOSE OF REPORT**

This report details the progress made by Perth and Kinross Council in delivering the Procurement Strategy, published in December 2015. The main purpose of the report is to document the achievement of the aims and objectives set out in the Strategy and to demonstrate value through the purchasing decisions taken for the period.

**1. BACKGROUND**

- 1.1 A review of the Council's procurement functions took place during 2015. A new Procurement Strategy was developed in response to the findings of this review and published in December 2015 ([report 15/572 refers](#)). This report records the progress made in the achievement of the aims and objectives set out in the published Strategy.
- 1.2 For the reporting period there has been a significant focus on using procurement as a vehicle for delivery of greater value in our supply chain. This focus has delivered under two themes; increased delivery of community benefits through our contracts and the realisation of savings where possible.
- 1.3 Highlights from the report include:
  - Savings from contracts - £1.3m (recurring revenue savings) for the period
  - Over 200 community benefits offered in tenders
  - Rating against the national benchmark standard (PCIP) rose from 17% (projection in October 2015) to 62% (assessed September 2016)
  - Work undertaken with local businesses to grow their public sector procurement capacity, including increasing the involvement in training by 27% during 2016/17.

- 1.4 It is expected that the delivery of community benefits through our contracts will continue to grow over 2017. Benefits are offered under five key themes:

Community Investment  
Improving Education  
Improving Skills  
Improving Employability  
Economic Impact

- 1.5 From April 2018 the annual reporting on procurement will become a statutory duty. The statutory duties are explicit and include a requirement to provide information on all regulated procurement exercises, the methods used in review of these activities, and what has been achieved as a result.

## **2. PROPOSALS**

- 2.1 A further report on all tenders accepted is also being submitted to Strategic Policy and Resources Committee in June 2017. This report will discharge the existing governance requirement, set out in the Scheme of Delegation and the Council's Contract Rules, for Services to report the acceptance of tenders to committee annually. It is proposed that in future these reports will be merged with the annual report so that reporting is compliant with the new statutory requirements.
- 2.2 In addition, current practice is to record and report funding streams provided by the Council under the Following the Public Pound (FPP) Code to committee in a separate report. In future, to align the Council's commissioning and procurement reporting, it is proposed that this FPP information will also be provided as part of the statutory procurement report.

## **3. CONCLUSION AND RECOMMENDATIONS**

- 3.1 The annual report presented as Appendix 1 is an overview of how the procurement work, under taken on behalf of the Council in the 2016 and the first quarter of 2017, has supported delivery of the Corporate Plan.
- 3.2 This report concludes the scope of work undertaken through the Procurement Strategy for the period of 2016.
- 3.3 A revision of our Procurement Strategy was brought before Strategic Policy and Resources Committee in December 2016; setting the direction for the remainder of 2017 and to the start of the financial year 2017/18 ([report 16/534](#) refers). The new strategy is the first to be developed to meet statutory guidance issued following the introduction of Procurement (Scotland) Regulations 2016.
- 3.4 This Procurement Annual Report shows the progress made in meeting the priorities, actions and targets for 2016/17.



3.5 The Strategic Policy & Resource Committee is requested to:

- a) Note the Procurement Annual Report and the progress made with the 2016/17 Action Plan.

3.6 The Scrutiny Committee is requested to:

- a) Scrutinise and comment as appropriate on the Procurement Annual Report and the Action Plan.

**Author(s)**

| <b>Name</b>   | <b>Designation</b>            | <b>Contact Details</b>                                                         |
|---------------|-------------------------------|--------------------------------------------------------------------------------|
| Mary Mitchell | Corporate Procurement Manager | <a href="mailto:mmitchell@pkc.gov.uk">mmitchell@pkc.gov.uk</a><br>01738 475521 |

**Approved**

| <b>Name</b>   | <b>Designation</b>                               | <b>Date</b> |
|---------------|--------------------------------------------------|-------------|
| Jim Valentine | Depute Chief Executive (Chief Operating Officer) | 17 May 2017 |

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

All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

- 1.1 Enhanced procurement capability contributes to the delivery of the Perth and Kinross Community Plan / Single Outcome Agreement in terms of the following priorities:

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

#### Corporate Plan

- 1.2 Enhanced procurement capability contributes to the delivery of the Perth and Kinross Community Plan / Single Outcome Agreement in terms of the following priorities:

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

## **2. Resource Implications**

### Financial

- 2.1 Budgetary provision has been made to resource the procurement work detailed in this report, and as such there are no direct financial implications arising from this Report.

## **3. Assessments**

### Equality Impact Assessment

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

### Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.4 The 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 information contained in this report has been prepared in consultation with membership of the Corporate Procurement Group; nominees of each Service area with a remit to champion procurement reform in each Service.

## External

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

## **5. Communication**

- 5.1 The information contained within this report will be published on the Tayside Procurement Consortium and Perth and Kinross Council websites.

## **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 a material extent in preparing the above report.

## **3. APPENDICES**

- Appendix 1 – Procurement Annual Report
- Appendix 2 – Progress Report on the Improvement Action Plan 2016/17

# Procurement Annual Report

2016/17

Perth and Kinross Council

This report details the progress made by Perth and Kinross Council with our Procurement Strategy published in December 2015. The main purpose is to report on how we met our aims and objectives, and achieved value through our purchasing decisions.

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## 1. Executive Summary

The Council's Procurement Strategy for 2016 was published in December 2015. Council spend was just over £200m per year on goods, services and works. This figure included monies allocated to support capital investment decisions taken by the Council.

The Procurement Strategy and the associated action plan set out how the Council intended to direct the expenditure and highlighted how we would work to not only deliver essential savings but also to support the wider objectives of the Council and local community partners.

A primary focus of the Procurement Strategy was to align how the local objectives would be met in the context of the [Scottish Government's vision](#) of **“Delivering procurement that improves public services for a prosperous, fairer and more sustainable Scotland”** and **“delivers local economic, environmental and social benefits”**.

This report provides an update on the ways in which procurement activity has been used to support the specific needs of the Perth and Kinross Council area.

Highlights include:

- The delivery of savings from our contracts: £1.3m for the period
- Embedding Community Benefits offered in our tendering processes, leading to over 200 benefits live at present
- Our rating against the national benchmark standard (PCIP) rose from 17% (projection in October 2015) to 62% (assessed September 2016)
- Extensive work with local business community and third sector providers to grow their public sector procurement capacity

As the Council also works on the development of contracts jointly with Angus Council and Dundee City Council, the report also references the Tayside Procurement Consortium (TPC) strategy and directs readers to review the annual reporting on progress made jointly with the other Tayside local authorities. This model gives us a more efficient interface with the business community across Tayside.

An update for the Council's Scrutiny Committee has also been prepared. This update provides more detail on the improvements made to ensure that the Council's working practices aligned with legislative and regulatory requirements introduced by the Procurement Reform (Scotland) Act 2014 and the implementation of the EU Directives (Procurement and Concessions) of 2014.

## Introduction

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

Procurement has a key role in creating the infrastructure to underpin the Corporate Plan and the achievement of these objectives.

The changing face of public services means that enhancements must be made to the way in which the Council carries out its procurement activities. In recent years there has been a greater commercial focus on procurement and commissioning. A new approach to our Procurement Strategy and the creation and resourcing of a detailed improvement plan has led to a more rapid pace of change.

This commitment reflects the increasingly important role that strategic procurement plays in enabling our Council to deliver local economic, environmental and social benefits. This report provides an overview of the progress made during 2016 in the transformation of our procurement approach.

As well as reviewing our arrangements for procurement, we have also revised our governance arrangements which support the management of externalised resourcing. A new Following the Public Pound Code was approved by the Strategic Policy and Resources committee in 2016. The new code has led to the development of a toolkit which sets out, step by step, the tasks to ensure grant funding is aligned to our corporate goals. The Council's Contract Rules have also been revised to reflect new legislation. Together this package of guidance will ensure we maximise the value we derive from all the routes we use to commission services.

Effective commissioning and procurement decision making about how the Council will shape the externally delivered elements of services, amounts on average to around 60% of the overall budget set by the Council each year. As such the Procurement Strategy plays a critical role in ensuring that value for money is achieved.



## 2. Vision for procurement

In the Procurement Strategy for 2016 the Council set out the vision for procurement:

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

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



This report aims to demonstrate how, in working towards achieving these objectives, the Council has used the spend to support the delivery of the Corporate Plan objectives:

**Giving every child the best start in life**

**Developing educated, responsible and informed citizens**

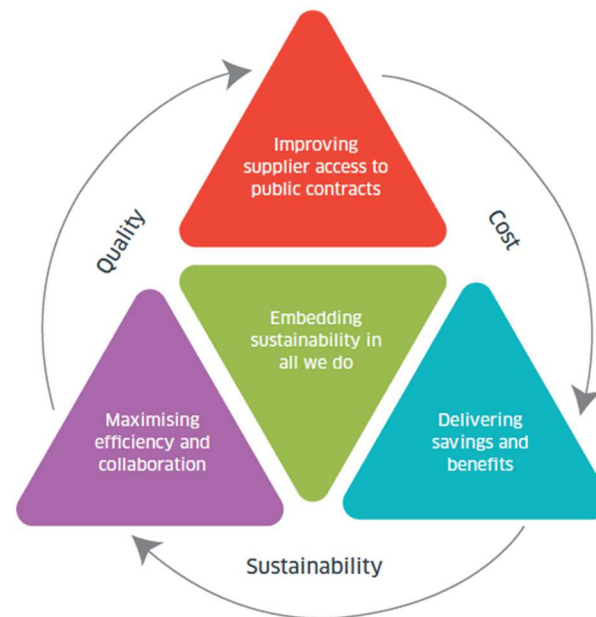
**Promoting a prosperous, inclusive and sustainable economy**

**Supporting people to lead independent, healthy and active lives**

**Creating a safe, sustainable place for future generations**

### 3. Context

The Council works in an increasingly complex, dynamic and challenging environment. It is important to consider the context and drivers for change (both local and national) that have informed the development of our Procurement Strategy. The Scottish Model of Procurement, shown below, sets high level objectives for all public bodies to consider when engaging with supply markets.



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

Our partnership with Dundee City and Angus Councils is constituted by the Tayside Procurement Consortium (TPC). TPC has its own strategy which provides an overarching approach for the three Councils. Therefore this annual update should be considered in conjunction with the any updates on the Tayside Procurement Consortium procurement strategy 2015-2020. [click here.](#)

#### 4. Information on Contracts

One of the key principles of effective procurement is transparency; ensuring that opportunities to participate in contracting for the public sector are visible to all companies which may wish to consider it.

The Council achieves this by using the national advertising portal – [Public Contracts Scotland](#). All opportunities with a contract value greater than £50,000 are advertised here. Lower value contracts are placed following conclusion of a quotation process; this is also conducted through the same portal.

The way the Council must meet the legislative duties for procurement is set out in our Contract Rules. Processes vary depending on the value of a contract.

- **EU regulated contracts** are those above defined values and must be **tendered** following the Public Contracts (Scotland) Regulations 2015 [thresholds](#):  
Goods and Services = £164,176; Social services = £589,148 and works = £4,104,394.
- Where contracts are valued between **£50,000** (goods and services) or **£2,000,000** (works) and the thresholds set out in the EU procurement directives, we will carry out procurement as set out in the Procurement (Scotland) Regulations 2016; **via an advertised tender**.
- From contracts valued between **£5,000** and **£50,000** we will invite **quotations** from a minimum of 3 bidders.

To meet the national objectives to manage procurement efficiently and collaboratively, the Council will make use of established contracts and framework agreements where possible and appropriate. This approach minimises the numbers of discrete tenders necessary to deliver the needs of the Scottish public sector. A key aim of this strategy is to reduce the impact on bidding organisations of repetitive responses to tenders for similar requirements.

#### Contracting Activity for the period

During 2016 and the first quarter of 2017 the Council issued **47 calls for competition** that had an anticipated value of £50,000 or more. The average value of the resulting contracts was £392,000.

In addition to these we also awarded **14 distinct contracts** through pre-existing frameworks and published detailed information about those contracts through the same portal. This supported our commitment to collaborative working with other public bodies. In the same period quotations were sought for **82 low value requirements** (values above £5,000 but below £50,000). These three together amounted to the creation of 143 new contracts: See infographic below.



Although procurement legislation prevents public bodies from specifying a local element to their supply, it is possible for lower value contracts to be shaped in a way that encourages the involvement of local and smaller businesses. To that end the Council has approved a policy of inviting Perth and Kinross businesses to quote in every process where this is possible. Our internal rules state a minimum of three quotes must be invited when contracts have values between £5,000 and £50,000. On average 7 suppliers were invited per opportunity, giving a wider range of businesses a chance to bid. Of these invitations **149 were issued to local**

**SME's** - 62 invitations to micro (1-9 employees), 63 to small (10-49 employees) and a further 24 to medium sized businesses (50-249 employees). This means that on average 2 local businesses were invited to each opportunity.

A full report on Tenders Accepted on behalf of the Council is submitted to our Strategic Policy and Resources committee annually. Together with the report on funding made to external organisations – through the Following the Public Pound code – a full record of our commissioning decisions is registered.

### **Contracts Register**

To improve the transparency around contracts held by the Council we also publish a Contracts Register. A searchable format of the Register can be viewed via a link on the Council website. [Click here](#)

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

## 5. Highlights

The Procurement Strategy applies to all of the Council's external expenditure on goods, services and works. The purpose of each procurement exercise we undertake is to create a supply chain which supports one or more of the Council's Corporate Plan objectives. The ways in which some of our recently awarded contracts support these objectives are detailed below:

### Best Start in Life



There are a wide range of goods and services sourced to support the corporate objective of **Giving every child the best start in life**.

### Working towards transforming the provision of services to children and families

New legislation introduced during 2016 means that the rules on the way in which agreements with providers of social care and support services are established has changed. This affects a range of services currently commissioned in support of children and families. The Council's procurement team has been working to support the transformation of commissioning in our Childrens' and Families services. Events have been held to consult with providers of these services and to raise awareness within in the provider community of the implications of the new legislation.

**Mitigation of cost increases** - Some types of goods have been affected by instability in the European market or by currency fluctuations since mid-2016. Food costs have undergone some stresses as a result. The Council has been working with Tayside Contracts and Scotland Excel to minimise the impact these changes are having on our budgets. Strategies have included switching of ingredients and development of local capacity. Combining our requirements with those of the wider local government community has given us more influence in these negotiations.



### Educated, responsible and informed citizens



The Council's procurement function supports this corporate objective in a variety of ways:

Firstly by **supporting our education services** to source the goods and services needed to operate efficiently. This year one of the changes we supported was the revision of contracts for transporting young people to and from schools. More work on this area of spend is planned for 2017; two **supplier information events** on these changes were held in March 2017. The information gathered from our suppliers will help to strengthen the developing strategy for the new contracting mechanisms.

Secondly, by supporting colleagues to develop **Community Benefits clauses** in contracts. Community Benefit clauses will also contribute to the delivery of the sustainable procurement objectives we set out in our Procurement Strategy in December 2015. Community Benefits might include developing skills for the Young Workforce of the Perth and Kinross area, providing opportunities for young people still in education through **work placements, work experience** or simply visiting a company to see how work is carried out. We have received benefits meeting those descriptions from several companies, notably during the refurbishment of Mill Street, Perth and the renovation of Perth Theatre as well as through smaller service contracts.

During 2016 the procurement team has also supported the national [Procurement People of Tomorrow](#) programme. Two modern apprentices joined the team in 2016. Both worked towards **SVQ3 level qualifications** and have both benefited from further opportunities in the Council. One of our modern apprentices was placed in the Council's benefits team and the other continues to work in the procurement team and is studying for an **entry level certificate** for the Chartered Institute of Procurement and Supply.

The work we do also supports the objective to **inform citizens**: through developing contracts for our **corporate communications** team, and our transformational **investment in digital technology**. Early in 2016 our Information Technology team ran a competitive dialogue to select a partner to change the way we capture information when working with citizens in front line services.

### Prosperous, sustainable and inclusive economy



A range of contracts and procurement work developed during the period of this annual report will contribute to the economic development of the area.

**Contracts which improve the built environment** - The procurement team supported the creation of contracts for constructing improved facilities for the area. Examples of these include:

- the refurbishment of the [Canal Street car park](#) in Perth and the improvements to [Mill Street](#).
- development of the Food and Drink Park on the outskirts of Perth which required four different contracts during the programme – consultancy, landscaping, the construction of a solar farm and the fabrication of business units.

**Smart Growth** – work began in 2016/17 to deliver on the [Perth City Plan](#) with contracts being awarded for the installation of digital signage and provision of Wi-Fi in public areas of Perth city. Specifying our requirements in fast moving, innovative markets gave us new challenges and required the development of new approaches to our procurement work.

**Leisure** While some aspects of events and festivals are effectively exempt by legislation from traditional procurement work, the procurement team was pleased to support a range of requests for quotations to deliver the Winter Festival. The economic benefit of the two main Winter Festival events can be [found here](#).

Another interesting procurement process was carried out to [develop the use of the River Tay](#). A contract for construction of two pontoons on the river was concluded and when in place they will be operated in partnership with the Tay and Earn Trust.

**Fair Work** in Perth and Kinross. The Council became an accredited Living Wage employer in April 2016, as part of this accreditation we made the commitment to develop our understanding of Fair Work practices, including [payment of the Living Wage](#) in our supply chain.



### Independent, healthy and active lives



**Support for independent living** - New legislation introduced during 2016 means that the rules on the way in which agreements with providers of social care and support services are established has changed. This led to the Recommissioning of Care at Home services. An extensive schedule of work was developed to support the change; including consultation with providers, service users, and training for Council staff and for representatives of our providers on the impact of new procurement legislation and processes which will now be used. The new framework agreement which results from the preparatory work we undertook in 2016 will be live in June 2017.

Another significant support services contract for those people who need additional support as a result of sensory impairment was developed. This service contributes to how we will meet the objectives of the [Joint Strategy to support independent living](#).

Negotiations with organisations that provide care within the Perth and Kinross area took place in October 2016 to ensure a minimum hourly wage of £8.25 was being paid to care workers.

**Healthy Lives** - Improvements to a number of play areas across Perth and Kinross have been made, with the largest contracts being for a refurbishment in Grandtully and the terraces at Pitlochry Recreation Ground. A new multi-use games area was also completed in Inchtute.

### Safe and sustainable place for future generations



**Housing** - A significant area of focus for 2016/17 has been developing our housing; not only adding to the homes in Perth and Kinross through a new build programme with 60 properties under construction across 5 local sites but also making improvements to the existing homes.

These improvements include window and door replacements, external insulation and upgrades to heating systems; all contributing to reducing the energy consumption in each home and in turn contributing to the Council objectives for reducing fuel poverty.

**Infrastructure** - As with every year the Council included infrastructure improvement in the 2016/17 budget. Some supported was offered by the procurement team to the professional teams responsible for a programme of contracts to maintain and improve our infrastructure. These contracts include routine repairs and maintenance to bridges and other structures as well as ensuring the measures taken to provide flood protection are as effective as possible in adverse conditions.

Our infrastructure work extends to improvements to our roads and traffic management – aimed to improve road safety for all users of our roads network. Preparations also began for a new pan-Tayside roads maintenance framework; this will be advertised on the national portal during 2017.

New contracts were also awarded during 2016/17 for winter maintenance of our roads network. This service is through Tayside Contracts with the materials being bought from a Scotland Excel framework –at pricing which benefits all local authorities across Scotland.

## 6. Delivering Best Value

### Savings

As part of the Council's approach to transforming delivery of services to communities a commitment was given during 2015 to establish means of reducing the money spend on the procurement of goods, services and works by £2.5m by 2018/19. £1.41m of improvement opportunities have been created in 2016/17. Further work to rationalise purchased goods is ongoing. A proactive approach to identifying potential areas for savings has been developed; achieved savings are agreed with financial teams and senior management and removed from budgets where appropriate.

From changes to contract prices or structures we have identified potential for savings across a range of budget areas; the resulting savings have either been included in budget reductions or have been reinvested to support the continued delivery of front line services.

| Capital Budgets | Housing Revenue Account | School Funds | Revenue Budgets |
|-----------------|-------------------------|--------------|-----------------|
| £17,634         | £62,078                 | £769         | £1,332,371      |

Procurement Savings by Budget

In addition to above the Council has made the commitment to redesign delivery of a wide range of services through the [Building Ambition](#) Transformation Strategy. Many of these Transformation projects which will deliver this change will in turn require support, where a new agreement needs to be made with any businesses, charity or community group, which works in partnership with the Council. In some cases a procurement exercise will be required to facilitate the transformational changes we require.

### Electronic Tools

Another source of efficiencies we have advanced this year is the use of electronic systems to support and manage the procurement work we do. 46 tenders were issued in the period covered by this report; just over 50% of those were issued electronically. This is an area of focus for 2017; we aim by November 2019 to be able to carry out all of our communications with suppliers digitally. This change will help to reduce the cost of doing business for our suppliers as well as for the Council, it will help shorten payment windows and to improve efficiency in managing performance.

All competitive activities use the national portal Public Contracts Scotland to ensure our potential suppliers are able to identify contracting opportunities in a single place. We committed to promoting the portal as a powerful resource for suppliers to the public sector.

Preparation for the roll out of an electronic platform to record contract and supplier management activities was a key work stream in 2016. This platform will improve the way we are able to communicate with our suppliers while they are working on our behalf. Consistent methods of capturing and reporting on the information we hold will help us to identify areas for improvement, but also to evidence good value and high performance.

Future developments will focus on the Council adapting our systems and processes to introduce eInvoicing. This will bring greater efficiency to our payments processes and reduce costs for our suppliers.

## Collaborative Contracts

In addition to contracts which arise from procurement work undertaken by officers working directly for the Council we also make use of a range of contractual agreements awarded in collaboration with other bodies.

Collaborative contracts provide a resource efficient and robust means of working with businesses. Since the publication of the Procurement Strategy for 2016, a number of significant projects have been agreed through framework agreements which were created by collaborative purchasing bodies.

By using these mechanisms it has been possible to achieve efficiencies; in the case of the A9/A85 road junction improvements, earlier involvement of an experienced civil engineering contractor helped the Council to establish a robust contract in line with time and cost targets for the overall project.

The Council also joined a collaborative purchasing body which focuses on contracts for managing social housing. Through this mechanism we have been able to accelerate delivery of planned improvements to the housing estate. This has included replacing central heating systems and doors and windows in preparation to meet the energy performance standards which will become law in December 2020.

We have also made good progress with new housing building in 2016; we have planned for 80 new houses a year and construction work is underway to achieve this target.

Value from these collaborative arrangements is assured by helping us to access enhanced buying power by bringing volumes of work together with other Councils or community partners. Robust benchmarking of prices and costs is undertaken – using data on market rates, comparable projects and internal purchasing information.

The full range of contracts awarded by each of the collaborative groups can be viewed by following the links embedded in the icons below:



## 7. Resourcing

Investment in the Procurement functions of the Council has been made to facilitate rapid improvement in our procurement capability. Our Procurement Strategy was supported by a detailed improvement plan. This section draws out the most significant enhancements we aimed to make in the period covered by the Strategy and how those are being resourced.

**We Said: Focus on meeting our savings targets through continually improving and lean procurement practice.**

**We Did:** All new contracts are tracked for savings opportunities. A process for tracking savings through from the inception of the need for the contract, during the tendering phase and into the delivery cycle of the contract has been defined and approved. Developments planned for 2017/18 include automating more of the processes for information capture.

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

**We Did:** During 2016/17 the support offered to local business has focused on enhancing capability so that our business community are informed and appropriately skilled to respond to public sector contracting opportunities. The Council is a member of a national, publically funded training consortium, which facilitates access to a wide range of training events and resources for businesses. We have hosted training events locally, sign posted interested parties to online resources and shared learning from this facility ([Supplier Development Programme](#)). A total of 265 Perth and Kinross based businesses registered to use this facility in 2016/17 – a 27% increase on 2015/16.

In conjunction with the Supplier Development Programme we have also participated in the annual Tayside-wide 'Meet the Buyer' conference, which was attended by over 100 local businesses. This year the conference also included one-to-one training session on how to use the electronic tools now prevalent in public sector tendering.

We also ran engagement sessions for specific contract opportunities; this helped both potential suppliers and Council Services by creating the opportunity to discuss the most effective ways in which contracts might be structured to achieve Best Value. A recent example of this working well has been in transport contracts where feedback has resulted in consideration of a longer contract term contract which could in turn support transport companies to plan for investment in vehicles.

While group sessions with businesses and charities work well for many purposes, we recognise there is still a need to work with individual organisations in some circumstances; officers involved in procurement have met a wide range of businesses on a one-to-one basis.

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

**We Did:** This has included national working – attending strategic and tactical planning sessions with Scotland Excel, as well as participating in the Scottish Government eCommerce forum which acts as a reference group for strategic planning. In Tayside our work within the TPC continues and the collaborative opportunities for the wider partnership work is facilitated by our involvement in a community partners group TOPIC (Tayside Opportunities for Procurement in Collaboration). Partners to this group include local further education establishments and NHS Tayside, as well as Dundee City and Angus Councils.

**We Said: Further develop the Social Value that can be delivered from contracts by working in partnership with our suppliers.**

**We Did:** The inclusion of Community Benefits is considered for every contract. This is embedded in our standard templates and guidance. We now have a corporate record of benefits delivered. At present more 200 benefits offered by businesses are in the process of delivering a social outcome within the Perth and Kinross community. The willingness of contractors to offer benefits has meant we are now developing a new approach to matching these to the needs of our communities

## 8. Monitoring, Reviewing and Reporting performance

### Monitoring

During the delivery period for our Strategy – January 2016 to March 2017, regular updates on the progress being made have been provided to the Council's Executive Officer Team, to the Modernising Governance Member and Officer Working Group, and at the end of the year to the Strategic Policy and Resources Committee. Updates have included progress being made to meet the aims and objectives set out in [Section Five](#) of this strategy and on the specific actions taken to deliver our Improvement Plan. The Improvement Plan was approved in conjunction with the Strategy in December 2015.

### Reporting

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

### Review

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

In October 2015 the Council undertook a 'mock' assessment with the external assessors in order to establish a baseline for improvement. The score achieved in October 2015 was 17% of the available marks. The first full PCIP assessment in September 2016 placed the Council capability in band 3 (61-65%), which showed the level of progress achieved in less than a year. This improved result is a strong indicator of the high quality evidence we were able to provide to the assessors, reflecting our delivery of the agreed Action Plan.

### Revision process

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

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



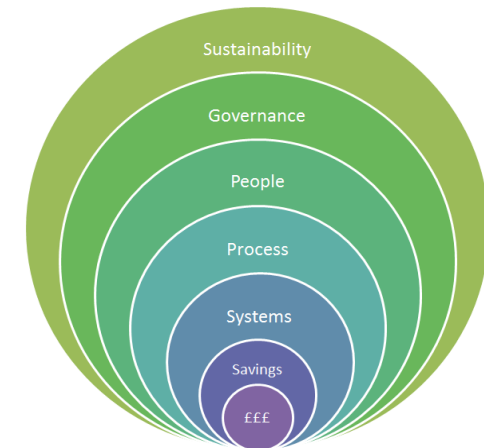
## 9. Improvement Planning

An action plan to ensure that the strategy was delivered was prepared and approved in December 2015. The operational work to deliver change was managed by the Corporate Procurement Manager. The Council's Head of Community Planning, Strategic Commissioning & Organisational Development was responsible for the improvement programme and delivery of the objectives.

The Strategy set out our commitment in terms of improving the procurement capability of:

- Our **Governance** – and reporting of performance
- Our **People** – by developing competencies
- Our **Processes** – by streamlining the tools used
- Our **Systems** – by automating where possible

Together these four improvement work streams will be enablers for the delivery of **Savings** and more **Sustainable Procurement** practices



## 10. Strategy Ownership and Contact Details

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

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

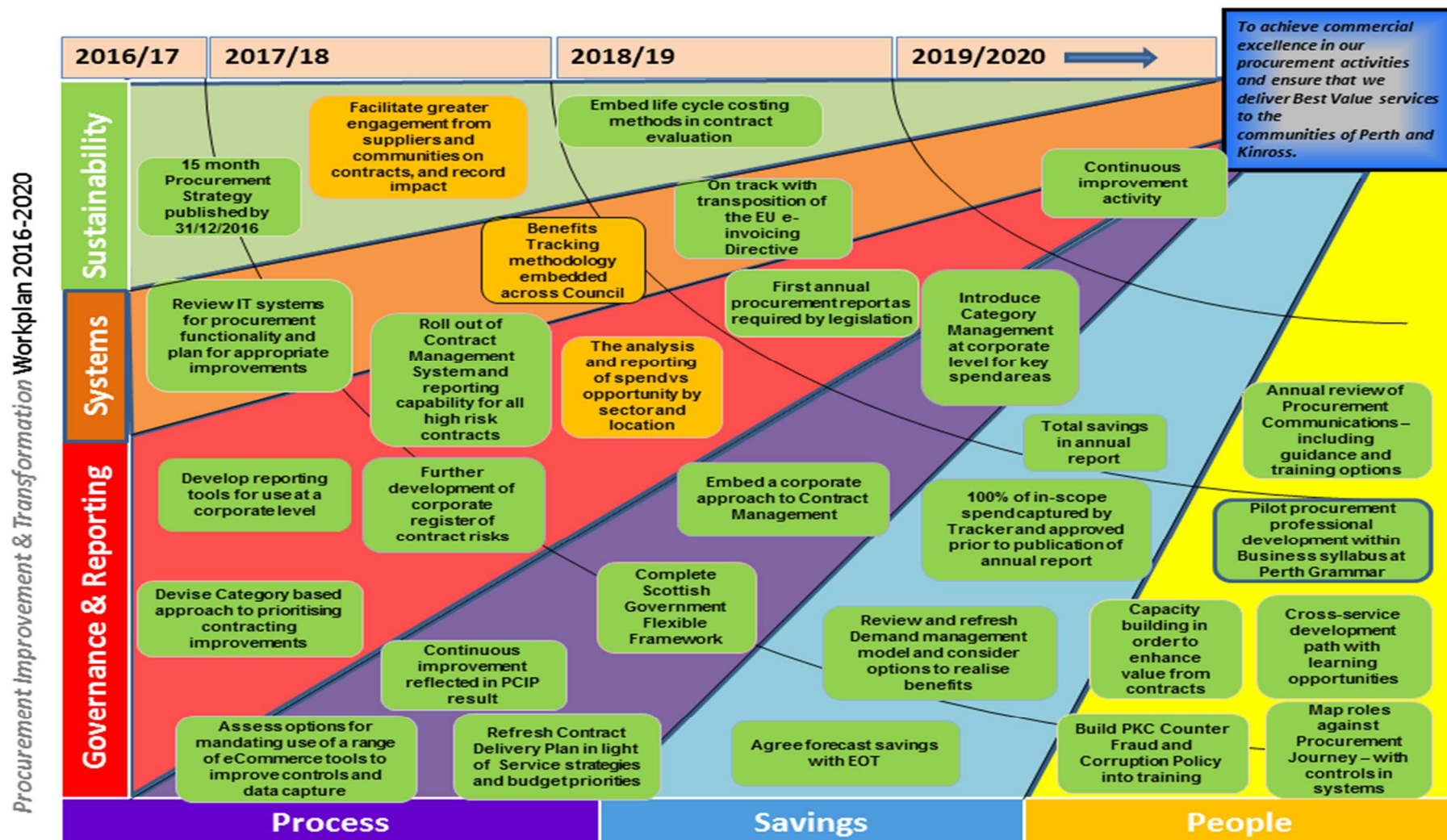
The Corporate Procurement Manager, Mary Mitchell has responsibility managing the provision of a professional procurement service ensuring that legislation, agreed policies, professional standards, procedures and principles are followed.

Contact details

Perth and Kinross Council  
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01738 475521  
[contracts@pkc.gov.uk](mailto:contracts@pkc.gov.uk)

## 11. Future Improvement Actions

The wave plan below outlines the high level plan for further improvement to our procurement functions.



Workplan 2016-2020 Wave Plan: January 2017

## Glossary

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

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

| TERM                                                       | DEFINITION                                                                                                                                                                                                                                                       |
|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Governance</b>                                          | The framework of authority and control within an organisation.                                                                                                                                                                                                   |
| <b>Official Journal of the European Union/OJEU</b>         | The publication in which all high value public sector contracts in the EU must be advertised.                                                                                                                                                                    |
| <b>Public Contracts Scotland</b>                           | A national advertising website where all Scottish public sector organisations can publicise their contract opportunities. This platform links to OJEU and ensures all contract notices for Scottish Public Sector contracts may be reviewed in one place.        |
| <b>Public Contracts (Scotland) Regulations</b>             | Public procurement law regulating the purchasing by Scottish public sector bodies of contracts for goods, works or services for contracts above values defined by the EU Directive for Public Procurement.                                                       |
| <b>Procurement Commercial Improvement Programme (PCIP)</b> | The objective of the PCIP is to assist organisations to improve their structure, capability, processes and ultimately their performance. A bi-annual assessment is carried out to ensure organisations are performing against the standards set out in the PCIP. |
| <b>Procurement</b>                                         | The process of sourcing goods, services or contracts for construction works.                                                                                                                                                                                     |
| <b>Quality</b>                                             | Fitness for purpose when judged against the standards specified in the contract.                                                                                                                                                                                 |
| <b>Scotland Excel</b>                                      | A national collaborative buying initiative representing the 32 Scottish local authorities.                                                                                                                                                                       |
| <b>Scottish Procurement</b>                                | Part of the Scottish Procurement and Commercial Directorate of the Scottish Government, Procurement Scotland is responsible for developing and implementing contracts for the use of all Scottish public sector organisations.                                   |
| <b>Selection Criteria</b>                                  | Factors taken into account when determining whether bidders are appropriately qualified to undertake public work. These criteria are set out in the ESPD.                                                                                                        |
| <b>Small and Medium sized Enterprises (SMEs)</b>           | Firms that employ less than 250 people and have a turnover of less than £50m.                                                                                                                                                                                    |
| <b>Social Value</b>                                        | The process through which services to be bought, or the way they are going to buy them, could secure these benefits for their area or stakeholders.                                                                                                              |
| <b>Specification</b>                                       | A description of the essential technical requirements for goods or services to be delivered under a contract, including the method for checking that the requirements have been met.                                                                             |
| <b>Stakeholders</b>                                        | Individuals, groups or organisations that are affected by and/or have an interest in a particular issue or organisation e.g. customers, partners, employees, shareholders, and government.                                                                       |
| <b>Supplier Engagement</b>                                 | In simple terms, working with suppliers to achieve mutual goals – as opposed to ‘them and us’.                                                                                                                                                                   |

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





The following tables set out the improvement actions agreed at Council in December 2015 and an update on the progress made in meeting the objectives contained within the Action Plan.

|          |                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                          |                                                                                                                                                                                                                                                                          |                                                                                                       |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| <b>1</b> | <b>Improvement Theme: PEOPLE</b><br>Ensure those involved in our procurement processes are appropriately skilled and supported to deliver value for money services, and aware of their roles and responsibilities. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                          |                                                                                                                                                                                                                                                                          |                                                                                                       |
|          | <b>Objectives</b>                                                                                                                                                                                                  | <b>Specific Action</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Timescales</b>                                                                                        | <b>Update</b>                                                                                                                                                                                                                                                            | <b>Quality Improvement aims</b>                                                                       |
| 1.1      | Review roles and responsibilities and reporting lines of those participating in procurement activities, clarify and communicate the need for change.                                                               | Improve profile of system users by matching training records to access levels.<br><br>Categorise remaining users by strategic impact of contracts owned.<br><br>Develop a roles/responsibilities matrix per division/category based on the level of involvement.<br><br>Review and make proposals on options for reporting lines, and clarification on roles and responsibilities relating to delivering improved procurement; including those at the most senior levels of the organisation. | December 2015<br><br>Completed February 2016<br><br>January 2016<br><br>January 2016<br><br>January 2016 | Contract Rules revised with more explicit roles and responsibilities set out at all levels.<br><br>Records of officers authorised to tender and contract on behalf of the Council are matched to tasks through the procurement work flow.<br><br><b>Status: Complete</b> | Clear roles and responsibilities defined, leading to improved procurement processes and reduced risk. |
| 1.2      | Review current activities and job descriptions, identify Learning & Development requirements against the national competency framework (procurement skills)                                                        | Work with HR to identify content of job descriptions for identified posts. Minimise changes required to Job Descriptions through rationalising numbers involved in contracts.                                                                                                                                                                                                                                                                                                                 | June 2017                                                                                                | Records pertaining to all officers presenting for procurement                                                                                                                                                                                                            | Better matching of skills to activities leading to greater degree of professionalism and              |



|     |                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                        |            |                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                 |
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|     | and develop an appropriate action plan to develop skills across the organisation.<br><br>Some aspects                                                                                                  | Assess skills, prioritised by outcome of Objective 1.1 and 1.2.1<br><br>Develop targeted training plan, identify costs and budget pressures. Develop and resource a delivery model for Year 1 and a plan for year 2 and beyond.                                                                                                        |            | training were checked against job evaluations. Feb 2016.<br><br>Training materials revised June 2016.<br><br>Work is continuing to enhance skills.<br><br><b>Status: Partially complete.</b> Training approach was reviewed along with revision of Contract Rules. | improved outcomes for all.<br><br>Ensure the most skilled officers are deployed for contract development to reduce risk arising from poor contracts<br>Bridge existing skills gap and maintain an appropriate support package to ensure continuous improvement for those involved in contracts. |
| 1.3 | Develop a specific action plan to shift activities of the Corporate Procurement Team from operational to a more strategic focus and set specific personal objectives linked to the new strategic plan. | Procurement team development session, to develop a common understanding of the new framework, and team members' roles in delivering this<br><br>Identify all operational activities currently considered BAU. Consider options for deploying available resources to be more effective on a strategic level.<br><br>Map customer needs. | April 2016 | Operational management of user records on PECOS transferred to Financial Systems team. Jan 2016.<br><br>Tracking support offered and delivered to teams.<br><br>Consultation                                                                                       | Less time spent on routine procurement activities and more effort dedicated to supporting the delivery of higher value/higher risk spend areas.<br><br>Focus is on areas of contracting activity from which the greatest level of savings can be                                                |

|     |                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                   |                                                                                                                                                                     |                                                                                                                                                                                                             |
|-----|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                                                                                | <p>Develop processes for meeting operational needs and resource plan for meeting strategic needs.</p> <p>Communicate and train customers in new 'self-serve' processes if necessary</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                   | <p>throughout 2016.</p> <p>Self-service processes developed for procurement toolkit and PECOS use. June 2016.</p> <p><b>Status: Complete</b></p>                    | <p>achieved.</p>                                                                                                                                                                                            |
| 1.4 | <p>Effective communication plan to be developed to keep key stakeholders informed of programme and changes</p> | <p>Review <a href="#">existing communication plan</a> including the provision of guidance and online resources.</p> <p>Revise and make necessary changes. Including:</p> <ul style="list-style-type: none"> <li>· Improving search capability in eric</li> <li>· Removing outdated information</li> <li>· Improve use of SharePoint technology</li> <li>· Increase use of Procurement News</li> <li>· Change email accounts</li> <li>· Introduce auto-responses</li> <li>· Rationalise telephone numbers</li> </ul> <p>Communicate changes and establish time lines for regular communications as per plan, include a plan to resource and allocate responsibilities.</p> | <p>April 2016</p> | <p>Plan revised. Updated to use new technology.</p> <p>Design team now involved in issue of Procurement News bulletin to staff..</p> <p><b>Status: Complete</b></p> | <p>Good staff engagement levels and support for the required changes. Input and feedback provided by key stakeholders.</p> <p>New communications plan to increase efficiency in reducing cost to serve.</p> |

|  | Expected Outcomes                                                                                                                                                                                                                                                                    | Monitoring and evaluation                                                                                                                             |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>Improved governance</li> <li>Reduced duplication of effort</li> <li>Increased efficiency in procurement activities</li> <li>Improved awareness within the Council of the impact of the procurement function on business capability</li> </ul> | <p>Percentage of contract strategies influenced by procurement team.</p> <p>Improved benefits realisation in collaborative contracts.</p>             |
|  | Outcome                                                                                                                                                                                                                                                                              | Evidence                                                                                                                                              |
|  | <ul style="list-style-type: none"> <li>More effective corporate procurement function.</li> </ul>                                                                                                                                                                                     | <p>Increased score in PCIP assessment – target 33% (based on mock score of 17% in October 2015).</p> <p>Outcome - 62% achieved in September 2016.</p> |

| <b>2</b> | <b>Improvement Theme: Processes</b><br>Provide effective frameworks to manage the Council's procurement activities.                                                                                                                 |                                                                                                                                                                                                                                                                                                                                   |                                                                                                                               |                                                                                                                                                                                                                                                                  |                                                                                                                     |
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|          | <b>Objectives</b>                                                                                                                                                                                                                   | <b>Specific Action</b>                                                                                                                                                                                                                                                                                                            | <b>Timescales</b>                                                                                                             | <b>Update</b>                                                                                                                                                                                                                                                    | <b>Quality Improvement aims</b>                                                                                     |
| 2.1      | Develop a Council wide procurement pipeline and associated capacity plan, including clear targets (savings, community benefits, living wage rates etc.), identified and agreed with the Services for specific contracts/commodities | Populate Forward Plan<br><br>Identify opportunities for benefits realisation. Identify and document targets per contract.<br><br>Identify resource requirement from Services and CPT as appropriate.<br><br>Develop time line for delivery and assign workload accordingly.<br><br>Document plan and report progress to Services. | <del>February 2016</del><br><br>First version finalised by February 2016 and refreshed annually thereafter.<br><br>April 2017 | First version was prepared by May 2016. Regular updates have been made.<br><br>Reported to SP&R 30/11/17.<br><br>Published on <a href="http://www.pkc.gov.uk">www.pkc.gov.uk</a><br><br>in April 2017 for financial year 2017/18.<br><br><b>Status: Complete</b> | A clear and focused plan of action with appropriate resources allocated accordingly to ensure that targets are met. |
| 2.2      | Standardised, corporate processes and documentation to be implemented across the Council                                                                                                                                            | Use map of customer needs (see 1.3) to establish priorities.<br><br>Identify core documents, review content and agree final versions with Legal Services where appropriate.<br><br>Consider potential for mandating the use of PCS-T for all regulated procurement activity. Develop resource plan and costings.                  | <del>By June 2016.</del><br><br>Ongoing                                                                                       | Broader range of template documents now in use.<br><br>Worked closely with Legal Services throughout 2016/17.                                                                                                                                                    | Simplified processes, consistently applied thus reducing effort and risks.                                          |

|     |                                                                      |                                                                                                                                                                                                                                                         |                                                          |                                                                                                                                                                                                                                                             |                                                      |
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|     |                                                                      |                                                                                                                                                                                                                                                         |                                                          | Report submitted to Policy and Governance Group with proposal for mandating use of PCS-T. To be revised.                                                                                                                                                    |                                                      |
| 2.3 | Upfront demand management challenge process to be implemented        | <p>Design and develop the process to be used to manage consumption.</p> <p>Using data gathered for objective 2.1 develop a prioritised (impact) plan by spend category.</p> <p>Document benefits accrued and report on delivery of plan to Services</p> | By end March 2016                                        | <p>Process developed. March 2016.</p> <p>Four major corporate contracts have been taken through the process and have delivered savings opportunities of £130k</p> <p><b>Status:</b><br/><b>Complete – new process implemented with ongoing delivery</b></p> | Savings opportunities identified and delivered.      |
| 2.4 | Corporate wide contract risk register to be developed and maintained | <p>Explore potential for developing this register as part of the eCM roll out.</p> <p>Consolidate corporate register with Capital Programme monitoring and</p>                                                                                          | <p><del>By end June 2016</del></p> <p>By end of 2017</p> | System capability has meant this register has been created manually. June 2016.                                                                                                                                                                             | Reduced risk and less threat of reputational damage. |

|     |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                   |                                                                                                                                                                                                                      |                                                                                                     |
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|     |                                                                               | <p>Performance team.</p> <p>Contract Risk register is linked to corporate risk management activities and reported appropriately based on category.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                   | <p>Systems work planned for 2017 aims for partial automation.</p>                                                                                                                                                    |                                                                                                     |
| 2.5 | Benefits tracking methodology to be developed and embedded across the Council | <p>Develop an interim Benefits Tracking spreadsheet using Forward Plan (see 2.1) and Steering Group approvals as a basis for high level records on SECURED benefits.</p> <p>Agree with Service representatives the process for establishing actuals for delivery of SECURED benefits.</p> <p>Agree a methodology with Financial Controllers for realising DELIVERED benefits from budgets.</p> <p>Explore an integrated solution using eCM or eVPM to capture data per contract with the aim of automating all possible steps in these processes.</p> <p>Develop the communication strategy and processes for prompting the 'difference' that is being made as benefits are realised.</p> <p>Agree reporting hierarchy for benefits data throughout the</p> | By end March 2016 | <p>Process agreed by EOT March 2016.</p> <p>Further work undertaken during 2016 with Financial Controllers to record budget impact of procurement improvement.</p> <p>Eric page on procurement benefits created.</p> | Improved reporting of procurement performance and easier to track progress against savings targets. |

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|     |                                                                               | organisation, including budget holders, senior management and elected members.                                                                                                                                                                               |                          | <p>SP&amp;R Committee twice annually.</p> <p>MOWG as required.</p> <p>EOT quarterly</p> <p>CMG twice annually</p> <p>Service SMT's as required.</p> <p>Corporate Procurement Group 8 weekly.</p> <p><b>Status: Complete</b></p> |                                                                                |
| 2.6 | Develop and implement a corporate approach to contract management activities. | <p>Clearly defined contract management lifecycle documented and agreed, with category specific standards set out and communicated.</p> <p>Apply approach to segmented contract portfolio, prioritising highest risk and value contracts in the roll out.</p> | By end of December 2016. | <p>Embedded in systems – 48% of contracts delivered in this way during reporting period. This information has been used for prioritisation in 2016.</p> <p><b>Status: Partially</b></p>                                         | Increased savings opportunities secured and post award contract risks reduced. |

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|  |                                                                                                                                                                                                                                                                                                                                          |  |  | Complete – process developed in line with plan; implementation is ongoing.                                                                                                                                                   |  |
|  | <b>Expected Outcomes</b>                                                                                                                                                                                                                                                                                                                 |  |  | <b>Monitoring and evaluation</b>                                                                                                                                                                                             |  |
|  | <ul style="list-style-type: none"> <li>Improved evidence of strategic development of contracts</li> <li>Improved value from contracts</li> <li>Risk mitigation improved</li> <li>Improved involvement across the organisation in securing procurement improvements, through demonstration of benefits realised, to colleagues</li> </ul> |  |  | <ul style="list-style-type: none"> <li>Tracked benefits reported</li> <li>Contract Risk register reported</li> </ul>                                                                                                         |  |
|  | <b>Outcome</b>                                                                                                                                                                                                                                                                                                                           |  |  | <b>Evidence</b>                                                                                                                                                                                                              |  |
|  | <ul style="list-style-type: none"> <li>Savings achieved in line with budget projection</li> <li>Risk Register created</li> <li>Escalation of issues is recorded and reported to senior management</li> <li>PCIP score 30 percentage points higher than target</li> </ul>                                                                 |  |  | <ul style="list-style-type: none"> <li>Evidence of benefits realised</li> <li>Documented actions to mitigate risk</li> <li>Documented actions to improve contract performance.</li> <li>Improved PCIP performance</li> </ul> |  |



| <b>3</b> | <b>Priority: Systems</b><br>Invest in digital technology to ensure efficiency of our procurement processes and effective knowledge management for our contracts.                                                                                             |                                                                                                                                                                                                                                                                                                        |                                 |                                                                                                                                                                                                                             |                                                                                                                                                                                                                |
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|          | <b>Objectives</b>                                                                                                                                                                                                                                            | <b>Specific Action</b>                                                                                                                                                                                                                                                                                 | <b>Timescales</b>               | <b>Update</b>                                                                                                                                                                                                               | <b>Quality Improvement aims</b>                                                                                                                                                                                |
| 3.1      | Review IT systems from a procurement perspective and develop an appropriate action plan for improvement (resourced from Transformation project)                                                                                                              | <p>Liaise with ICT (Transformation) and Capital programme office to establish joint approach to developing systems.</p> <p>Map processes to ensure identified outcomes can be met.</p> <p>Generate a detailed requirements schedule to feed into related Transformation projects (IT, Performance)</p> | Review commenced in April 2016. | <p>Detailed map of procurement information needs was created.</p> <p>This has led to the development of a programme of information and systems architecture recommendations and changes.</p> <p><b>Status: Complete</b></p> | <p>Procurement opportunities more easily identified and measured.</p> <p>Increased user satisfaction which will improve compliance rates.</p> <p>Reduced risk by using consistent and automated processes.</p> |
| 3.2      | Develop plan for ensuring full compliance with use of Public Contract Scotland tender to improve coverage of the contract register to meet new legislative requirements and ensure a clear procurement pipeline of opportunities is developed and maintained | <p>Map the procurement journey in system terms with specific reference to change required; timings and resources to achieve full role out.</p> <p>Establish detailed parameters for creating the data in systems, naming conventions, titles, numbering of contracts.</p>                              | Plan in place by June 2016.     | <p>This work was integrated with the action described at 3.1.</p> <p>The planned work will be carried forward through 2017 and beyond,</p>                                                                                  | Full compliance with new Reform Act requirements. More consistency and easier for suppliers to do business with us.                                                                                            |

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|  |                                                                                                                                                                                                                                                                                                                                                    | <p>Develop a process to ensure the Forward Plan (see 2.1) is updated as support requests are logged with the procurement team.</p> <p>System access for individuals is aligned with identified roles and skills development plans. Access is restricted to those with no defined role and denied where skill gaps exist (see 1.1).</p> |  | <p>reflecting the complexity of the changes required.</p> <p><b>Status:</b><br/><b>Complete</b></p>                                                                                                                                                                                                                                                    |  |
|  | <b>Expected Outcomes</b>                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                        |  | <b>Monitoring and evaluation</b>                                                                                                                                                                                                                                                                                                                       |  |
|  | <ul style="list-style-type: none"> <li>Controls of purchasing activities are automated</li> <li>Purchasing transactions are simplified and efficient</li> <li>Sourcing activities are recorded electronically</li> <li>Contract documentation is systems based</li> <li>Annual Forward Plan accurate and complete with reduced resource</li> </ul> |                                                                                                                                                                                                                                                                                                                                        |  | <ul style="list-style-type: none"> <li>Percentages of invoices supported by an authorised instruction.</li> <li>Percentages of tenders managed electronically</li> <li>Percentage of Contract Register content enabled in eCM &amp; eVPM or appropriate equivalent (Concerto, NEC3 platform).</li> <li><a href="#">See listed data sets</a></li> </ul> |  |
|  | <b>Outcome</b>                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                        |  | <b>Evidence</b>                                                                                                                                                                                                                                                                                                                                        |  |
|  | <ul style="list-style-type: none"> <li>Improved contract governance and compliance with legislation.</li> <li>Reduced risk</li> <li>Increased efficiency of processes</li> </ul>                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                        |  | <ul style="list-style-type: none"> <li>PCIP scoring reflects improved standards.</li> </ul>                                                                                                                                                                                                                                                            |  |

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| <b>4</b> | <b>Team Priority: Governance and Reporting</b><br>Ensure the commercial activities undertaken maximise the benefit to our communities.     |                                                                                                                                                                                                                                                                                                                                                                                                                              |                                            |                                                                                                                                                         |                                                                                                                                                                                                                                                                       |
|          | <b>Objective</b>                                                                                                                           | <b>Specific Action</b>                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Timescales</b>                          | <b>Update</b>                                                                                                                                           | <b>Quality Improvement aim</b>                                                                                                                                                                                                                                        |
| 4.1      | Introduce a category management structure for key areas and develop reporting of key commodities at a corporate level                      | Establish the operating model for this structure, by providing an options appraisal to board.<br><br>Identify new areas for deployment of a category management approach and make recommendations for improving procurement opportunities for savings through restructuring/resourcing of contracting activities.<br><br>Reporting is improved through use of systems based data capture to populate clear, visual displays. | <del>By June 2016.</del><br><br>March 2018 | This work has been delayed and is carried forward into 2017.<br><br><b>Status: To Be Completed. Delayed due to reprioritisation of resources.</b>       | Reduces fragmentation and risk of duplication<br>Increases levels of expertise used in the category per contract<br><br>Increase savings<br><br>Increase efficiency and effectiveness of contract management<br><br>Prioritisation of opportunities is evidence based |
| 4.2      | Make better use of market research, cost avoidance and improved contract management to identify savings and potential service improvements | Explore available market research resources, make recommendation for adoption.<br><br>Each contract Strategy will include detailed information on market conditions relevant to the procurement exercise.                                                                                                                                                                                                                    | Process in place by April 2016.            | Trials of two online resources were compared from April 2016 to March 2017.<br><br>Neither system will be taken forward.<br><br><b>Status: Complete</b> | Better informed, more evidence based decision making                                                                                                                                                                                                                  |

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| 4.3                                                                                        | Establish a more regular, improved reporting of procurement performance in line with Audit Scotland recommendations | Develop a schedule for managing reporting on Transformation, to senior management and elected members.<br><br>Identify key data sets and prioritise generation of this data through action 3.1.3. | By April 2016    | As detailed in the update to action 2.5.<br><br><b>Status: Complete</b>                                                        | Improved governance and scrutiny of procurement decisions.                                                |
| 4.4                                                                                        | Develop regular report to capture procurement savings and other non-cashable savings such as community benefits     | Use information gathered through improvement's made at 2.5 to populate reports, report in line with schedule set out at 4.3.                                                                      | By December 2016 | Further to the stated action the monthly performance reporting has been developed and improved.<br><br><b>Status: Complete</b> | Increased focus on procurement and the benefits that can be delivered. Audit Scotland recommendations met |
| 4.5                                                                                        | Review procurement performance and progress.                                                                        | Arrange peer review of progress to data at end of June 2016.<br><br>Report on output of PCIP assessment carried out 16/9/16.                                                                      | Annually         | Peer review is being undertaken as part of the programme of collaborative work across Tayside.<br><br><b>Status: Ongoing</b>   | Increased focus on procurement and the benefits that can be delivered. Audit Scotland recommendations met |
| <b>Expected Outcomes</b>                                                                   |                                                                                                                     |                                                                                                                                                                                                   |                  | <b>Monitoring and evaluation</b>                                                                                               |                                                                                                           |
| Improved oversight and challenge                                                           |                                                                                                                     |                                                                                                                                                                                                   |                  | PCIP Score<br>Performance Reports to SMTs<br>Annual reports to committees                                                      |                                                                                                           |
| <b>Outcome</b>                                                                             |                                                                                                                     |                                                                                                                                                                                                   |                  | <b>Evidence</b>                                                                                                                |                                                                                                           |
| Broader awareness of procurement related strengths, opportunities, weaknesses and threats. |                                                                                                                     |                                                                                                                                                                                                   |                  | Reported impact – Annual Reports.                                                                                              |                                                                                                           |

## PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee  
21 June 2017**TENDERS ACCEPTED BY THE TAYSIDE PROCUREMENT CONSORTIUM  
AND COUNCIL SERVICES****Depute Chief Executive, Environment (Chief Operating Officer)****PURPOSE OF REPORT**

In accordance with the Council's Contract Rules, this report provides information on tenders accepted by the Tayside Procurement Consortium and Council Services under delegated authority.

**1. BACKGROUND/MAIN ISSUES**

- 1.1 Perth and Kinross Council's Scheme of Administration and Contract Rules require that tenders accepted are reported to Committee retrospectively for governance purposes. The detail regarding any contract listed within the appendices can be obtained by contacting the officer named in the appendix.
- 1.2 Slightly different arrangements are in place for contracts depending whether they are awarded by the Tayside Procurement Consortium or individual Council Services, as follows:

Tayside Procurement Consortium

- 1.3 The Council established the Tayside Procurement Consortium (TPC) in 2008 (Report No 08/69 refers) to manage collaborative procurement activity on its behalf, alongside Angus Council and Dundee City Council. Collaborative procurement delivers efficiency for the Councils, with the 3 Councils formally reporting in excess of £16.5 million in procurement savings since the launch of TPC in 2008. More information on TPC is available by clicking on this link [click here](#)
- 1.4 The Council agreed the requirement for the TPC to submit a report on an annual basis detailing all collaborative tenders accepted for use by the Council. The delegated authority to the TPC to contract for goods and services is contained within the Council's Scheme of Administration, which permits the Head of Community Planning, Strategic Commissioning and Organisational Development to approve TPC contracts on behalf of the Council in accordance with the Council's Contract Rules.
- 1.5 The tenders accepted by the TPC under delegated authority therefore require to be reported on an annual basis in a report to the Strategic Policy and Resources Committee. Appendix 1 contains the tenders accepted by TPC between 1 April 2016 and 31 March 2017.

## Council Services

- 1.6 The requirement to report tenders accepted is set out in the Council's Contract Rules.
- 1.7 Details of the tenders accepted by Services are contained at Appendix 2.

### Tendering Values

- 1.8 Each appendix highlights the tenders accepted and are grouped by the procurement process followed, before acceptance. The process followed is determined by risk and value factors as outlined below:
- Formal European Union (EU) Procurement Directive Tender Process – High Risk projects with a value expected to be in excess of £164,176 for goods, supplies and services and £4,104,394 for works
  - Tenders below EU Threshold – Medium risk projects with a value expected to be in excess of £50,000 and below EU Tender process thresholds (as above)
  - Quick Quotes – Low risk projects with a value expected to be less than £50,000
  - Transparency Notices (new category) – Contract awards that were not competitively advertised, but have been published to meet the openness and transparency requirements of the Procurement Reform (Scotland) Act 2014. An example of such activity would be the award of emergency works, or a purchase from a pre-existing framework where the value is greater than £50,000.
- 1.9 In addition to awards made via tenders or quotes invited by the Council, the Public Contracts Scotland portal - <http://www.publiccontractsscotland.gov.uk/> - is also used to provide information to businesses about how the Council has used contracts awarded by other contracting authorities. As mentioned above, these 'transparency notices' are required under new procurement legislation for awards having a value greater than £50,000 and are shown under a separate heading in Appendix 2.

## **2. PROPOSALS**

- 2.2 This report is presented to demonstrate good governance. Any questions on the contracts within Appendices 1 or 2 can be answered by contacting the officer named in the relevant section of the appendix.

## **3. CONCLUSION AND RECOMMENDATIONS**

- 3.1 This report is provided for information as required by the Council's Contract Rules.
- 3.2 The Committee is asked to note the tenders accepted under delegated authority as detailed in Appendices 1 and 2.

**Author(s)**

| <b>Name</b>    | <b>Designation</b>               | <b>Contact Details</b>                                                                             |
|----------------|----------------------------------|----------------------------------------------------------------------------------------------------|
| Lynne Prentice | Project Manager<br>(Procurement) | 01738 475000<br><a href="mailto:TESCommitteeReports@pkc.gov.uk">TESCommitteeReports@pkc.gov.uk</a> |
| Mary Mitchell  | Corporate<br>Procurement Manager | 01738 475000<br><a href="mailto:TESCommitteeReports@pkc.gov.uk">TESCommitteeReports@pkc.gov.uk</a> |

**Approved**

| <b>Name</b>   | <b>Designation</b>                                                  | <b>Date</b> |
|---------------|---------------------------------------------------------------------|-------------|
| Jim Valentine | Depute Chief Executive,<br>Environment (Chief<br>Operating Officer) | 30 May 2017 |

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

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

All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

- 1.1 The award of contracts to facilitate approved expenditure contributes to the delivery of the Perth and Kinross Community Plan / Single Outcome Agreement in terms of the following priorities:

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

#### Corporate Plan

- 1.2 The awarding of contracts to facilitate approved expenditure contributes to the achievement of the Council's Corporate Plan Priorities:

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



## **2. Resource Implications**

### Financial

- 2.1 Budgetary provision has already been made for all tenders accepted detailed in this document, and as such there are no direct financial implications arising from this Report.

## **3. Assessments**

### Equality Impact Assessment

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

### Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.4 The 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 This report has been prepared in consultation with Procurement champions in each Service, and has been reviewed by each respective Senior Management Team.

## External

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

## **5. Communication**

- 5.1 Information on each of the awards arising from tendering processes can be found on the national procurement advertising portal – Public Contracts Scotland. See link <http://www.publiccontractsscotland.gov.uk/>
- 5.2 A full register of contracts held by the Council is also available on this site. See link: [http://www.publiccontractsscotland.gov.uk/Contracts/Contracts\\_Search.aspx?AuthID=AA00372](http://www.publiccontractsscotland.gov.uk/Contracts/Contracts_Search.aspx?AuthID=AA00372). The Council's website [www.pkc.gov.uk](http://www.pkc.gov.uk) also directs to the published Contract Register.

## **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 a material extent in preparing the above report.

## **3. APPENDICES**

- Appendix 1 – Tenders accepted by the Tayside Procurement Consortium for the period 2015/16.
- Appendix 2 – Tenders accepted by Council Services to March 2016.

## Tenders Accepted by Tayside Procurement Consortium (To 31 March 2017)

(Each of the agreements listed in this table relates to an agreement which may be used by more than one public body. The values stated here are the anticipated value of Perth & Kinross Council's use of the agreement over the full term; from the start date given to the stated end date.)

| Tayside Procurement Consortium                                                                 |                         |            |            |
|------------------------------------------------------------------------------------------------|-------------------------|------------|------------|
| Tenders for goods, supplies and services or works where the Formal EU Process has been applied |                         |            |            |
| Title                                                                                          | Value (£)               | Start      | End        |
| Pest Control services                                                                          | £400,000                | 01/04/2016 | 01/03/2020 |
| Supply of Fruit and Vegetables                                                                 | £60,000                 | 01/04/2016 | 01/03/2019 |
| Street lighting: Bulk Renewal of Luminaries                                                    | £300,000                | 01/07/2016 | 01/06/2020 |
| Maintenance of Fixed and mobile adaptions (e.g. stair lifts and bath hoists).                  | £470,000                | 01/10/2016 | 01/09/2020 |
| Catering sundries                                                                              | £200,000                | 01/09/2016 | 01/07/2020 |
| Domestic furniture and furnishings                                                             | £1,600,000              | 01/11/2016 | 01/10/2020 |
| Application Design and Development Services                                                    | Not applicable          | 01/08/2016 | 01/07/2020 |
| Maintenance of Catering Equipment                                                              | £240,000                | 01/09/2016 | 01/08/2020 |
| Electrical Vehicle Charge Points                                                               | £5,000,000              | 01/09/2016 | 01/08/2020 |
| Digital conferencing services                                                                  | Not applicable          | 01/09/2016 | 01/08/2020 |
| Customer Service platform                                                                      | £320,000                | 01/10/2016 | 01/09/2020 |
| Postal services                                                                                | £1,800,000              | 01/10/2016 | 01/09/2020 |
| Demolition services                                                                            | £800,000                | 01/11/2016 | 01/07/2020 |
| IT consumables                                                                                 | £436,000                | 01/11/2016 | 01/10/2020 |
| Vehicle Parts                                                                                  | £800,000                | 01/01/2017 | 01/12/2020 |
| Bus shelter maintenance                                                                        | £120,000                | 01/02/2017 | 01/01/2021 |
| Bitumen                                                                                        | via TC – see note below | 01/03/2017 | 01/02/2021 |
| Engineering consultancy                                                                        | £1,000,000              | 01/03/2017 | 01/02/2021 |
| Foster care                                                                                    | £3,200,000              | 01/03/2017 | 01/03/2021 |
| Secure care                                                                                    | £750,000                | 01/04/2017 | 01/03/2020 |
| Tenders above £50k and below EU Threshold (Scottish Procurement Reform Act Regulations apply)  |                         |            |            |
| Repair and maintenance of Clocks                                                               | £14,000                 | 01/09/2016 | 01/08/2020 |

Note to the tables:

'Not applicable' is used, where the anticipated spend is as yet unknown. The award is for a Framework Agreement, the use of which will dependant on multiple factors and spend will vary dependant on requirements in any given year.

'via TC' means that the spend under this agreement will be committed by Tayside Contracts rather than the Council direct.

For further information contact: Head of Procurement TPC [allan.harrow@dundeecity.gov.uk](mailto:allan.harrow@dundeecity.gov.uk)  
01382 834084



## Tenders Accepted by Council Services (To 31 March 2017)

(The values stated in the following tables are the anticipated value over the full term; from the start date given to the stated end date.)

| Chief Executives Service                                                                            |           |            |            |
|-----------------------------------------------------------------------------------------------------|-----------|------------|------------|
| Tenders for goods, supplies and services or works where the Formal EU Process has been applied      |           |            |            |
| Title                                                                                               | Value (£) | Start      | End        |
| Supply of Banking Services                                                                          | £163,512  | 01/04/2017 | 31/03/2025 |
| Corporate Mobile Working Toolkit                                                                    | £120,375  | 29/09/2016 | 28/09/2021 |
|                                                                                                     |           |            |            |
| Tenders above £50k and below EU Threshold (Scottish Procurement Reform Act Regulations apply)       |           |            |            |
| Title                                                                                               | Value (£) | Start      | End        |
| Application Support & Maintenance of Corporate Gazetteer Solution                                   | £7,931    | 01/04/2016 | 31/03/2017 |
| Call off Award from RM1557vii CCS Framework G-Cloud Software as a Service                           | £29,296   | 23/12/2016 | 23/12/2018 |
| Supply of engineering insurance & inspection services 2015                                          | £97,862   | 01/10/2015 | 30/09/2019 |
|                                                                                                     |           |            |            |
| Three Competitive Quotes / Quick Quote                                                              |           |            |            |
| Title                                                                                               | Value (£) | Start      | End        |
| Renew/co-term existing Perth & Kinross Citrix XenDesktop and NetScaler licence estate February 2017 | £12,960   | 19/01/2017 | 18/01/2018 |
| Insurance Brokerage                                                                                 | £12,500   | 01/10/2016 | 30/09/2021 |
| Consultancy services to assess Data Management requirements                                         | £21,561   | 04/03/2016 | 05/03/2016 |
| Supply of Server and Storage Device - CCS RM1054 L1                                                 | £16,682   | 12/06/2015 | 13/06/2015 |
| Supply of 4 x Servers                                                                               | £19,453   | 16/02/2017 | 16/02/2017 |
| Renewal of Symantec Netbackup licensing & support                                                   | £10,038   | 22/03/2016 | 23/03/2016 |
| SolarWinds Upgrade & installation of SolarWinds LEM                                                 | £10,791   | 22/09/2016 | 23/09/2016 |
| Renewal of existing email security software                                                         | £17,595   | 10/06/2015 | 10/06/2018 |
| Technical Support for PKC Microsoft Environment                                                     | £21,275   | 01/11/2016 | 01/11/2018 |
| Purchase of Server                                                                                  | £7,758    | 17/10/2016 | 18/12/2016 |
| 2D and 3D Mapping for The City of Perth and surrounding area                                        | £8,900    | 29/07/2015 | 30/09/2015 |
| Support for implementation of Skype for Business                                                    | £10,500   | 12/12/2016 | 13/10/2016 |
| Support for Internal Audit Plan                                                                     | £37,275   | 01/06/2015 | 31/03/2016 |
| Transparency Notices                                                                                |           |            |            |
| 7 servers and 2 storage units (CCS RM1054 lot 1)                                                    | £62,033   | 11/03/2016 | 12/03/2016 |
| Unified Block & File Storage & associated services (CCS-RM3733/L1)                                  | £278,400  | 16/03/2017 | 16/03/2022 |

For further information contact: Lynn Law [lynnlaw@pkc.gov.uk](mailto:lynnlaw@pkc.gov.uk) 01738 475550

| Education and Children's Service                                                               |           |            |            |
|------------------------------------------------------------------------------------------------|-----------|------------|------------|
| Tenders for goods, supplies and services or works where the Formal EU Process has been applied |           |            |            |
| Title                                                                                          | Value (£) | Start      | End        |
| No tenders of this type were accepted by Education and Children's Services during this period  |           |            |            |
|                                                                                                |           |            |            |
| Tenders above £50k and below EU Threshold (Scottish Procurement Reform Act Regulations apply)  |           |            |            |
| Title                                                                                          | Value (£) | Start      | End        |
| No tenders of this type were accepted by Education and Children's Services during this period  |           |            |            |
|                                                                                                |           |            |            |
| Three Competitive Quotes / Quick Quote                                                         |           |            |            |
| Title                                                                                          | Value (£) | Start      | End        |
| Conservation of the Tailors Incorporation of Perth                                             | £32,975   | 15/07/2016 | 31/08/2017 |
| Consultancy Support to Conclude Review of Additional Support Needs                             | £10,000   | 28/02/2017 | 30/06/2017 |
| Culture Perth and Kinross - Communications Officer                                             | £8,100    | 25/11/2016 | 31/03/2017 |
| Design Delivery and Installation of Sensory Room at Errol Primary School                       | £5,938    | 01/02/2017 | 18/04/2017 |
| Perth & Kinross - Children & Young Peoples' Drug and Alcohol Service                           | £18,449   | 01/01/2017 | 31/03/2017 |
| Social Media Management for UK City of Culture Bid                                             | £23,375   | 29/07/2016 | 30/04/2017 |
| Supply & Maintenance of Crane Shopper 2 Food Merchandiser (Ultra Blue Graphic)                 | £5,339    | 25/04/2016 | 25/04/2019 |
| Supply and Assembly of a New Food Servery at Perth Grammar School                              | £20,806   | 01/02/2017 | 31/03/2017 |
| Supply and Maintenance of 3 x Espresso Coffee Machines                                         | £11,179   | 10/03/2017 | 31/03/2022 |
| Supply and Maintenance of Children's Bikes                                                     | £8,908    | 08/03/2017 | 31/03/2019 |
| Supply of EPOS Terminal                                                                        | £26,000   | 22/03/2016 | 23/03/2016 |
|                                                                                                |           |            |            |
| Transparency Notices                                                                           |           |            |            |
| Call off From ESPO 199 Framework Design & Technology Materials and Equipment                   | £10,752   | 09/01/2017 | 09/03/2027 |
| Call off From 199 ESPO Framework Design & Technology Materials and Equipment                   | £67,865   | 09/01/2017 | 09/03/2017 |

For further information contact: Andy Cook [acook@pkc.gov.uk](mailto:acook@pkc.gov.uk) 01738 476330

| Housing and Community Care                                                                                                      |            |            |            |
|---------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|
| Tenders for goods, supplies and services or works where the Formal EU Process has been applied                                  |            |            |            |
| Title                                                                                                                           | Value (£)  | Start      | End        |
| The Supply of Debt Collection Services                                                                                          | £302,565   | 27/06/2016 | 26/04/2020 |
|                                                                                                                                 |            |            |            |
| Tenders above £50k and below EU Threshold (Scottish Procurement Reform Act Regulations apply)                                   |            |            |            |
| Title                                                                                                                           | Value (£)  | Start      | End        |
| Decommissioning of Garage and Lock-Up Sites in the Perth & Kinross Council Area                                                 | £532,082   | 15/08/2016 | 19/06/2017 |
| Conversion of No.6 to No.12 New Row, Perth. PH1 5QA                                                                             | £242,182   | 01/04/2015 | 01/08/2015 |
| Conversion and Refurbishment of Existing Offices to Form 8 Flats at 4 to 12 St Catherine's Road, Perth                          | £429,340   | 28/09/2015 | 28/04/2016 |
| Conversion of 88 Glengarry Road, Perth to form 4 Self Contained Flats                                                           | £262,863   | 28/09/2015 | 28/01/2016 |
| Conversion and Extension of Former Offices at 22 Nimmo Place, Perth to form 6 Flats                                             | £452,698   | 28/09/2015 | 28/04/2016 |
| Housing Planned Maintenance Framework 2016-2019                                                                                 | £2,250,000 | 08/07/2016 | 07/07/2020 |
| Specialist Sensory Impairment Service for Perth and Kinross Residents                                                           | £910,970   | 01/10/2016 | 30/09/2021 |
| Design Team for Letham Community Wellbeing Hub Refurbishment                                                                    | £126,500   | 22/03/2017 | 22/11/2018 |
| External Fabric Refurbishment and Upgrading of Council Housing                                                                  | £1,820,886 | 15/03/2017 | 15/03/2020 |
| Care and Repair Services for Perth and Kinross                                                                                  | £970,725   | 02/01/2017 | 01/07/2018 |
| Three Competitive Quotes / Quick Quote                                                                                          |            |            |            |
| Title                                                                                                                           | Value (£)  | Start      | End        |
| Bathroom Extension at 55 Iona Court, Perth                                                                                      | £10,484    | 03/10/2016 | 10/12/2016 |
| Bathroom extension at 18 Beeches Road, Blairgowrie                                                                              | £15,101    | 17/10/2016 | 16/12/2016 |
| 8 Hayfield Road, Glenfarg - extension                                                                                           | £33,272    | 31/10/2016 | 30/01/2017 |
| Bedroom extension to 13 Birch Avenue, Scone, PH2 6LE                                                                            | £23,231    | 06/03/2017 | 26/05/2017 |
| Marketing Strategy to Recruit Care at Home Staff                                                                                | £10,000    | 28/11/2016 | 31/03/2017 |
| Supply and Installation of Entrance Stairs to 20 Static Caravans, Double Dykes Perth                                            | £47,600    | 06/12/2016 | 31/03/2017 |
| Soil Remediation and Associated Environmental Improvements at St.Johnstouns Buildings and Scott Street Courtyards, Perth        | £88,659    | 09/01/2017 | 30/01/2017 |
| Self Directed Support Review – Supporting People in their own homes                                                             | £19,780    | 16/03/2016 | 31/10/2016 |
| Transparency Notices                                                                                                            |            |            |            |
| Central Heating Upgrading Programme                                                                                             | £6,653,000 | 28/08/2015 | 27/08/2019 |
| Window and Door Replacement Programme                                                                                           | £4,300,000 | 05/06/2015 | 05/06/2018 |
| Residential development to create 10 units at former Garage & Lock Up site, Nimmo Avenue, Perth (Award under LHC NH1 Framework) | £1,308,439 | 19/09/2016 | 19/04/2017 |
| Residential development to create 8 units at former garage and lockup site Cairns Cres. Perth (Award under LHC NH1 Framework)   | £1,193,123 | 19/09/2016 | 19/04/2017 |

| Transparency Notices                                                                    |            |            |            |
|-----------------------------------------------------------------------------------------|------------|------------|------------|
| Title                                                                                   | Value (£)  | Start      | End        |
| Call Off from SPA NH1 Framework for the Construction of New Housing at Hillyland, Perth | £886,712   | 03/02/2017 | 03/08/2017 |
| Call Off from SPA NH1 Framework for Construction of New Housing at Glenearn Road, Perth | £1,397,161 | 03/01/2017 | 30/07/2017 |
| Call Off from SPA NH1 Framework for Construction of New Housing at Birch Avenue, Scone  | £2,427,679 | 20/02/2017 | 20/11/2017 |
| Call Off from LHC Framework Agreement (KB3) for kitchen and bathroom replacements       | £500,000   | 01/07/2016 | 01/07/2017 |

For further information contact: Amanda McKinnie [AMcKinnie@pkc.gov.uk](mailto:AMcKinnie@pkc.gov.uk) 01738 476789



| The Environment Service                                                                        |            |            |            |
|------------------------------------------------------------------------------------------------|------------|------------|------------|
| Tenders for goods, supplies and services or works where the Formal EU Process has been applied |            |            |            |
| Title                                                                                          | Value (£)  | Start      | End        |
| Reactive Maintenance Framework-Jobbing & Specialist Works Public Buildings                     | £6,000,000 | 01/04/2016 | 31/03/2020 |
| Sustainable Processing of Dry Mixed Recyclates from Perth and Kinross Council                  | £2,590,000 | 01/11/2016 | 31/10/2021 |
| Schedule of Rates Contracts for Minor Works to Public Buildings 2014 - 2017                    | £5,000,000 | 01/04/2014 | 31/03/2018 |
| Tenders above £50k and below EU Threshold (Scottish Procurement Reform Act Regulations apply)  |            |            |            |
| Title                                                                                          | Value (£)  | Start      | End        |
| Repairs to Glasgow Rd Railway Bridge                                                           | £48,730    | 15/08/2016 | 14/08/2018 |
| Education Transport Contracts - PSV                                                            | £55,613    | 16/08/2016 | 16/08/2021 |
| Glen Fender Embankment Stabilisation                                                           | £51,771    | 19/09/2016 | 18/12/2016 |
| Canal Street Multi-Storey Car Park Refurbishment (Perth)                                       | £1,514,482 | 01/08/2016 | 01/12/2016 |
| Provision of Energy Performance Certificates for Public Buildings in Perth & Kinross Area      | £41,585    | 02/05/2016 | 02/05/2020 |
| Asset Sponsorship (Income)                                                                     | (£50,000)  | 01/11/2016 | 01/11/2017 |
| Inchtute Primary School Multi Use Games Area (MUGA)                                            | £150,326   | 01/08/2016 | 01/11/2016 |
| Bridges Repair Pack 2016/17                                                                    | £40,673    | 08/02/2017 | 07/07/2018 |
| Bleaton Hallet Option E Design and Build Bridge Replacement                                    | £1,039,599 | 13/05/2016 | 12/05/2017 |
| Pitlochry Recreation Ground Phase 2: Terraces                                                  | £172,488   | 20/02/2017 | 20/05/2017 |
| Supply, Delivery, Installation and Maintenance of Smart City Signage                           | £30,000    | 22/04/2016 | 22/07/2016 |
| Perth and Kinross retail study                                                                 | £30,000    | 22/04/2016 | 22/07/2016 |
| Development of 5-6 Small Business Units at Perth Food and Drink Park                           | £1,801,232 | 05/12/2016 | 31/10/2017 |
| Supply & Delivery of "Invest in Perth" Magazine & Associated Services                          | £100,000   | 06/09/2016 | 05/09/2020 |
| Supply and Delivery of Memorials                                                               | £30,000    | 08/11/2013 | 31/03/2017 |
| Alyth Footbridge Replacement                                                                   | £174,124   | 05/10/2016 | 04/05/2017 |
| Social and Economic Impact Assessment                                                          | £12,025    | 12/12/2016 | 11/03/2017 |
| Economic Impact Assessment for Perth Events 2016                                               | £6,887     | 18/11/2016 | 17/02/2017 |
| Structures Agency Staff                                                                        | £21,168    | 15/08/2016 | 14/01/2017 |
| Bleaton Hallet Stage 2                                                                         | £21,038    | 09/05/2016 | 08/07/2016 |
| Inner Tay Regeneration - River Tay Pontoons, Design & Construction                             | £422,209   | 07/06/2016 | 07/10/2016 |
| Bus Shelter Advertising & Upkeep                                                               | £19,600    | 01/04/2016 | 31/03/2018 |
| Mill St, Perth - Public Realm Improvements (Phase 1)                                           | £1,460,065 | 25/07/2016 | 25/02/2017 |
| Blairgowrie; Cuttleburn Culvert                                                                | £97,504    | 01/02/2016 | 01/03/2016 |
| Grandtully Play Area Refurbishment 2016-17                                                     | £63,286    | 17/10/2016 | 17/12/2016 |
| Play Area Refurbishment 2016-17 Contract B                                                     | £123,177   | 17/10/2016 | 16/01/2017 |
| St Paul's Church (Former), Perth - Urgent Stabilisation and Repair Works                       | £400,000   | 06/02/2017 | 06/06/2017 |
| Flooding and Structures Repair Pack                                                            | £65,349    | 28/02/2017 | 27/10/2018 |

| Three Competitive Quotes / Quick Quote                                                                          |           |            |            |
|-----------------------------------------------------------------------------------------------------------------|-----------|------------|------------|
| Title                                                                                                           | Value (£) | Start      | End        |
| West of Fearnan Culvert Site Investigation                                                                      | £18,344   | 13/09/2016 | 14/09/2016 |
| Supply and installation of brine saturator unit                                                                 | £10,926   | 12/12/2016 | 13/12/2016 |
| 24 Hour Taxi service for Glen Fender Residents during Road Closure                                              | £7,615    | 03/10/2016 | 31/10/2016 |
| Supply of Vehicle CCTV System                                                                                   | £17,075   | 22/06/2016 | 22/06/2020 |
| Repair & Maintenance Contract for a Scarab Minor Street Sweeper                                                 | £7,500    | 01/03/2017 | 28/02/2018 |
| Ecological Surveys                                                                                              | £9,530    | 15/07/2016 | 16/07/2016 |
| Supply of 4 Working Platforms to Aid Refuse Vehicle and Artic Trailer Cleaning                                  | £14,455   | 04/08/2016 | 05/08/2016 |
| Play area refurbishments 2016-17 contract c                                                                     | £49,131   | 24/10/2016 | 28/11/2016 |
| Energy management software system                                                                               | £12,900   | 18/05/2016 | 19/05/2021 |
| Thermal Imaging Surveys                                                                                         | £11,340   | 28/06/2016 | 31/12/2017 |
| Demolition of School Outbuilding at Ardler Primary School                                                       | £7,002    | 25/10/2016 | 01/11/2016 |
| Letham Primary School Structural Repairs & Lintel Replacement                                                   | £47,354   | 20/01/2017 | 24/02/2017 |
| Pitlochry High School – Replacement of the Existing Access Control System                                       | £33,845   | 20/01/2017 | 24/02/2017 |
| Independent Assessment of Digital Outline Business Cases and their Delivery                                     | £9,000    | 06/02/2017 | 10/03/2017 |
| Provision of Website Solution and Development / Support Services for the Invest in Perth Environment            | £39,860   | 07/09/2016 | 07/09/2018 |
| Yetts of Muckart Bridge Supply Stone                                                                            | £6,766    | 13/02/2017 | 13/04/2017 |
| Supply of Festive Lighting for Perth and Blairgowrie                                                            | £21,350   | 27/10/2016 | 28/10/2016 |
| Provision of Fire Risk Assessments and Fire Engineering Strategies at three schools in the Perth & Kinross area | £15,025   | 13/06/2016 | 31/03/2019 |
| Site Investigation Works at LJ Welton Landfill                                                                  | £11,775   | 31/10/2016 | 31/12/2016 |
| Provision of Urban Design, and Arts, Events and Cultural Advice                                                 | £12,000   | 13/09/2016 | 14/09/2016 |
| City of Perth Light Event Proposal                                                                              | £15,000   | 21/10/2016 | 21/11/2016 |
| Community Space Lighting Project, Perth                                                                         | £20,210   | 17/11/2016 | 21/11/2016 |
| Supply of Entertainment for City of Perth Christmas Lights Event November 2016                                  | £45,450   | 19/11/2016 | 20/11/2016 |
| Supply of Security services to Perth and Kinross Council for an Outdoor Lighting Exhibition                     | £21,983   | 26/01/2017 | 15/02/2017 |
| Craighall Stone Supply                                                                                          | £7,370    | 18/01/2017 | 19/01/2017 |
| Low Carbon Transport and Active Travel Hub Consultant                                                           | £9,950    | 04/11/2016 | 16/11/2016 |
| Supply & Installation of Cycle & Scooter Parking                                                                | £24,639   | 13/02/2017 | 31/03/2017 |
| Norrie Millar Walk Lighting Scheme                                                                              | £44,765   | 21/12/2016 | 15/02/2017 |
| Supply and Installation of Tank Gauges with alarms                                                              | £12,484   | 01/08/2016 | 31/07/2017 |

| Three Competitive Quotes / Quick Quote                                                                                                                          |             |            |            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------|------------|
| Title                                                                                                                                                           | Value (£)   | Start      | End        |
| Supply of 5 plastic fuel tanks to Depots in Perth & Kinross                                                                                                     | £8,375      | 01/12/2016 | 30/11/2017 |
| Fire Risk Assessments & Fire Engineering Strategies at Various Properties                                                                                       | £8,900      | 19/09/2016 | 21/10/2016 |
| Glen Lednock Car Park Layout and Surface Improvements                                                                                                           | £22,412     | 09/09/2016 | 25/11/2019 |
| Ben Vrackie Creation of Overflow Car Park                                                                                                                       | £26,600     | 20/06/2016 | 01/07/2016 |
| Provision of eBIM Survey for Vacant Public Building in Perth                                                                                                    | £55,935     | 10/10/2016 | 12/12/2016 |
| A93 Blairgowrie Bridge Pier Protection Works                                                                                                                    | £27,393     | 09/09/2016 | 25/11/2016 |
| Old Struan and Bridge of Lyon Masonry Repairs                                                                                                                   | £20,431     | 24/01/2017 | 31/03/2017 |
| A827 Road Subsidence - Engineering and Technical Consultancy                                                                                                    | £24,205     | 07/07/2016 | 08/07/2016 |
| Project Management Support for River Tay Heat Pump, Perth                                                                                                       | £62,271     | 21/07/2016 | 22/07/2016 |
| River Bank Erosion Consultant, River Almond, Perth                                                                                                              | £8,983      | 11/08/2016 | 12/08/2016 |
| SXL Mini- Comp-A93/03 Queens Bridge, Perth - Inspecting, Testing and Assessment                                                                                 | £216,904    | 13/09/2016 | 13/11/2016 |
| Almondbank Flood Protection Scheme - Tender Assessment                                                                                                          | £5,000      | 05/10/2016 | 06/10/2016 |
| Investigation works at Former Calport Warehouse Perth Harbour Flooding                                                                                          | £9,229      | 18/10/2016 | 19/10/2016 |
| Perth Harbour Flooding Investigation Issue at Former Calport Warehouse                                                                                          | £25,596     | 09/01/2017 | 10/01/2017 |
| Bleaton Hallet Site Engineer                                                                                                                                    | £8,649      | 13/01/2017 | 13/03/2017 |
| Specialist contract to carry out additional Hydrographic / Bathymetric/ Geophysical Survey to Facilitate Dredging of the River                                  | £60,000     | 22/08/2016 | 30/11/2016 |
| Customer and Business Support Services Consultant                                                                                                               | £7,200      | 31/10/2016 | 31/03/2017 |
| Perth Pontoon Access Path - through                                                                                                                             | £38,478     | 27/10/2016 | 28/10/2016 |
| Lead Consultant- St Paul's Church                                                                                                                               | £44,400     | 01/08/2016 | 31/01/2017 |
| General Waste Analysis 2016-2018                                                                                                                                | £11,160     | 01/11/2016 | 31/03/2018 |
| The provision/supply of European Social Fund construction skills academy programme                                                                              | £18,605     | 06/03/2017 | 06/05/2017 |
| Demolition of Outbuilding at Blackwater Outdoor Centre                                                                                                          | £14,145     | 03/03/2017 | 03/03/2017 |
| Specialist contract to supply Project Management Work to Facilitate Dredging of the River                                                                       | £30,486     | 23/01/2017 | 26/09/2017 |
| Signs for Riverside Park Perth                                                                                                                                  | £6,988      | 04/11/2016 | 28/02/2017 |
| Perth Crematorium Refurbishment and Extension                                                                                                                   | £17,725     | 08/11/16   | 30/04/2017 |
| Refurbishment pf Play Area (7069D)                                                                                                                              | £38,673     | 09/09/2016 | 10/09/2016 |
| Provision of Public Wifi in Perth City Centre                                                                                                                   | £60,780     | 10/03/2017 | 09/03/2018 |
| Transparency Notices                                                                                                                                            |             |            |            |
| Almondbank Flood Protection Scheme flood defence walls and embankments, erosion control, three new bridges, eight pumping stations and landscaping - Contract 2 | £13,993,814 | 10/10/2016 | 09/02/2018 |
| A9/A85 Junction Improvement and Link Road to Bertha Park- Construction Works                                                                                    | £35,369,297 | 26/08/2016 | 31/08/2022 |

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## PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee  
21 June 2017

## TRANSFORMATION - EVOLVING OUR APPROACH

## Report by the Depute Chief Executive, Environment (Chief Operating Officer)

**PURPOSE OF REPORT**

This report provides an update on the Council's Building Ambition Transformation Programme which was approved by the Council on 1 July 2015 ([report 15/292](#)) and seeks approval to commence a programme of wider modernisation that will develop our staff and prepare them for the future.

**1. BACKGROUND / MAIN ISSUES**Overview

- 1.1 The Council's Transformation Strategy 2015-2020 and Organisational Development Framework, was approved by Council on 1 July 2015, ([Report No 15/292](#)). It identified that public services continue to face major challenges in dealing with budget reductions, and growing demands on a reducing workforce, as well as unprecedented population increases, whilst managing integration of health and social care, as part of a wider agenda of public service reform.
- 1.2 The Transformation Strategy provides a framework for innovation, creativity, flexibility and greater entrepreneurship to meet the challenges. Waste and inefficiency need to be reduced, and resources deployed, to deliver what matters to the people who need our services the most.
- 1.3 A major part of the Council's Transformation Strategy is being delivered through a programme of transformation reviews. The programme currently comprises 27 reviews, which are developing new ways of working, supported by efficient processes and systems, and new technologies that sustain high quality service delivery, while also achieving a challenging scale of savings.
- 1.4 The reviews originated from an initial invitation to staff to come forward with ideas that would provide financial savings, reduced future additional expenditure and/or result in improved services to the public. Proposals were presented to Council in July 2015 ([Report No 15/292](#)). Outline Business Cases were then considered by the Executive Officer Team, and successful cases were subsequently submitted to the Strategic Policy and Resources Committee for funding approval, in September 2015 ([Report No 15/397](#)). These were incorporated into a first phase of reviews. A second phase of reviews was submitted to the Strategic Policy and Resources Committee for funding approval in February 2016 ([Report No 16/50](#)).

- 1.5 Business cases for Transformation projects were assessed using criteria based on themes set out in the Transformation Strategy. These are detailed in Appendix 1
- 1.6 It should be noted that our Transformation Strategy is not confined to the programme of transformation reviews – it is about the changes in culture, behaviours, structures, processes and practices, throughout the organisation, that make us ready for the changing environment, and the challenges ahead.

### Transformation Progress

- 1.7 A number of projects have now been completed, realising cashbale savings of £996,000. This has been achieved against a target of £1,06,000 (99 % of target achieved) and has been delivered with an actual spend of £195,000 against a projected spend of £215,000 (9.3% under budget). The following Projects have been completed in the previous reporting period:
- Review of Facilities Management Services
  - Home First
  - Grounds Maintenance – Continental Shift Working Review
- 1.8 Progress to date on the transformation programme was last reported to the Strategic Policy and Resources Committee on 19 April 2017 ([report 17/156](#)). A full report on the Transformation Programme was also provided to Council on 22 February 2017 ([report 17/82](#)).
- 1.9 Appendix 2 to this report provides a detailed progress update on each review/project within the current programme.

## **2. EVOLVING OUR APPROACH**

- 2.1 The pace and extent of modernisation and transformation for public services is set to continue, and supporting and investing in staff to increase our capability and capacity for change, is vital. Staff are key to developing solutions to the big challenges we are facing as an organisation, for the ultimate benefit of the citizens and communities of Perth and Kinross.
- 2.2 Therefore, within the broader transformational context outlined in paragraph 1.6, it is proposed that we build on our approach to date, and specifically invest in activity which promotes a focus on preparing people for the future, encourages innovative approaches to developing people, and supports people to make the shifts towards new ways of working and different models of service delivery.
- 2.3 It is proposd that a sum of £200,000 is released from the earmarked Transformation Reserve for this purpose, with Services being invited to submit business cases to bid for a share of this funding.

- 2.4 Service Management Teams (SMTs) will oversee the process of encouraging and reviewing the development of proposals within their own area, and/or on a thematic basis. This aims to ensure that the approach to generating and agreeing proposals is relevant and appropriate for our future delivery of services.
- 2.5 It is a requirement that projects will support the people element of transformation, and meet the following criteria:-
- Reshaping our workforce, to support service re-design, and address issues emerging from workforce planning (for example learning new skills to move flexibility between jobs; supporting people through change; building resilience skills; developing job families).
  - Preparing staff for the future; expanding opportunities for career change, developing and retaining existing talent, (for example the Learn to Teach Programme provides staff with the opportunity to change to a career in teaching. This could be extended to other professions which are experiencing recruitment difficulties).
  - Supporting people to transition to new ways of working; (for example, upskilling staff - development of digital skills, such as greater use of technology and developing online services; commercial skills - innovative ways to generate more income; improving skills to engage in closer working with our communities)
  - Investing in young people, supporting work/life balance across the workforce (for example recruitment initiatives for more young people; development of career pathways; developing more mobile working; supporting health and wellbeing initiatives). This also includes an opportunity to work with skills Development Scotland over a graduate modern apprentice initiative starting in the new academic year.
- 2.6 It is proposed that Executive Officer Team (EOT) will make initial decisions on which proposals received from Services best meet the criteria, and which, through developing our people, will have the greatest benefit for the organisation and our communities. It is anticipated that first proposals will be reviewed by EOT during June and July, and initial funds released thereafter.
- 2.7 Importantly, the primary focus of the fund is on developing people to meet the challenges ahead, therefore return on investment will be measured by impact on staff, and the outcomes we deliver for communities.
- 2.8 To initiate the process, it is proposed that £200,000 for the earmarked Transformation Reserve is delegated to the Chief Executive. Updates on the application of this initial allocation and further bids will be considered by future meetings of the Strategic Policy & Resources Committee (following EOT consideration).

### 3. CONCLUSION AND RECOMMENDATIONS

3.1 It is recommended that Committee:

- a) Notes the progress related to the Transformation Programme, as detailed in Appendix 1.
- b) Approves the delegation of £200,000 from the earmarked Transformation Reserve to the Chief Executive to specifically support the people element of transformation over the short term.
- c) Agrees to the submission of a follow up report to the Committee in Autumn to provide an update on the bids approved, as detailed in sections 2.6- 2.8 of this report.

#### Author(s)

| Name           | Designation                                                                       | Contact Details                                                                                           |
|----------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Keith McNamara | Head of Community Planning Strategic Commissioning and Organisational Development | e-mail<br><a href="mailto:TESCommittee@pkc.gov.uk">TESCommittee@pkc.gov.uk</a><br>Telephone: 01738 475000 |

#### Approved

| Name          | Designation                                                      | Date        |
|---------------|------------------------------------------------------------------|-------------|
| Jim Valentine | Depute Chief Executive, Environment<br>(Chief Operating Officer) | 7 June 2017 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

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

### 2. Resource Implications

#### Financial

- 2.1 The report requests £200, 000 for the earmarked Transformation reserve

#### Workforce

- 2.2 Not applicable

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

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

### **3. Assessments**

#### Equality Impact Assessment

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

#### Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.4 The proposals within this report have been considered under the terms of the act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

#### Sustainability

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

#### Legal and Governance

- 3.7 Not applicable

#### Risk

- 3.8 There are no direct risks which arise from this report. The report presents progress on all aspects of the transformation programme. Project risks are managed within the context of each project.

#### **4. Consultation**

##### Internal

- 4.1 Service senior management teams and the Executive Officer Team were consulted in the preparation of this report.

##### External

- 4.2 Not applicable.

#### **5. Communication**

- 5.1 Communications with staff will be undertaken as part of the individual reviews/projects.

## **2. BACKGROUND PAPERS**

The background papers referred to within the report are:

- Report to Council, Building Ambition: The Council's Transformation Strategy 2015-2020 and the Organisational Development Framework ([report 15/292](#))
- Report to Council, Building Ambition: An Update on the Council's Transformation Programme ([report 17/82](#))
- Report to Strategic Policy and Resources Committee on 19 April ([report 17/156](#))

## **3. APPENDICES**

Appendix 1 – Transformation Themes.

Appendix 2 – Progress Report on live Building Ambition transformation reviews.



### Transformation Themes

#### From Transformation Strategy ([report 15/292](#))

**Efficiency** – Embedding efficiency and productivity into the fabric of the organisation to make the best use of our human, financial and other resources.

**Redesign** – Generating innovative ideas to transform our services, to deliver different ways of working, and to keep us at the forefront of modern Councils.

**Targeted Savings/Increased Income** – making the best use of our financial resources, to prioritise services to areas of greatest need, avoid additional future costs and proactively pursue commercial opportunities as a means of generating income, to offset the need to make savings.

**Partnerships** – participating in effective place-based partnership and integrated service provision between public services, to deliver services which best meet customer needs.

**Tackling Inequality** – pursuing preventative approaches to tackle disadvantage, prejudice and discrimination.

**Community Co-production** - engaging with the energy, wisdom, experience, knowledge, skills and other assets of communities. Recognising the vital role that people have in shaping and improving their own areas – making a difference to the places that they know best.

**Technology** – Maximise the opportunities for transforming customer services, and improving efficiency through technological advancements.



## Transformation 2015/20 Projects by Service

## APPENDIX 2

| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Project Title                                         | Project Manager           | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------------------|------------|----------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| Corporate Projects                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                       |                           |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                 |                 |                 |                 |               |
| Business Transformation Programme                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                       |                           |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                 |                 |                 |                 |               |
| BT000403                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Corporate - Council Assets for Commercial Sponsorship | David Fraser, Chris Jolly | 01/03/16   | 31/03/17 | Some Issues    | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 0               | 30              | 50              | 20              | 50              | 150           |
| <b>Brief Description :</b><br>This review aims to take an innovative approach by using the Councils existing assets as a means for producing a revenue stream by offering sponsorship and advertising opportunities to commercial organisations. The revenue generated from this project can offset the costs of providing valuable public services.                                                                                                                                                                                                                                                                                                                                                                                                   |                                                       |                           |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 0               | 0               | 80              | 20              | 50              | 150           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                       |                           |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 0               | 40              | 0               | 0               | 0               | 40            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                       |                           |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 0               | 40              | 0               | 0               | 0               | 40            |
| <b>Key Milestones :</b><br><div><div></div><div>● Phase 1 contract award and implementation - Refuse Collection Vehicles (RCVs)</div></div> <div><div></div><div>● Installation of approved roundabout artwork</div></div> <div><div></div><div>● Mapping of additional assets - Junctions, Lamppost Banners, Car-parks</div></div> <div><div></div><div>● Market test for Refuse Collection Vehicles (RCVs)</div></div> <div><div></div><div>● First income from roundabout sponsorship</div></div> <div><div></div><div>● Report on Additional Assets</div></div> <div><div></div><div>● Market consultation on digital signs</div></div> <div><div></div><div>● Marketing of additional assets - Junctions, Lamppost Banners, Car-parks</div></div> |                                                       |                           |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                       |                           |            |          |                | <b>31/05//2017 - Approved</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                       |                           |            |          |                | Projected income from roundabout sponsorship is c£12,000 per annum with instalments being received on a quarterly basis throughout the contracted period.                                                                                                                                                                                                                                                                                                                          |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                       |                           |            |          |                | A market test for refuse collection vehicle sponsorship has been completed in partnership with a fleet media management company with 3 businesses committing to a 3 month trial marketing period. Detailed financial proposals are due to be submitted by our partner fleet media company and these will be considered by the project board by the end of June.                                                                                                                    |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                       |                           |            |          |                | Mapping for further assets in phase 2 of the project (including junctions, lighting columns and car-parks) has taken place, and a further 25 assets have been identified. These sites will be offered for sponsorship subject to the approval of advertisement consent, if needed. A report has been prepared to gauge the appetite to proceed with these assets and also for future digital signage. Consultation with Planning colleagues is ongoing in respect to these assets. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                       |                           |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                       |                           |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                       |                           |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                       |                           |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                 | Project Title                                                                | Project Manager          | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|--------------------------|------------|----------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000406                                                                                                                                                                     | Corporate - Tomorrow's Customer and Business Support Services Transformation | Chris Jolly, Gill Reeves | 01/02/16   | 31/12/16 | Some Issues    | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 267             | 191             | 534             | 0               | 992           |
| <b>Brief Description :</b>                                                                                                                                                   |                                                                              |                          |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 0               | 267             | 191             | 534             | 0               | 992           |
| The Administrative and Support Functions Transformation Review will analyse how we deliver these functions now and consider how we may deliver these services in the future. |                                                                              |                          |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 135             | 45              | 0               | 0               | 180           |
|                                                                                                                                                                              |                                                                              |                          |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 135             | 45              | 0               | 0               | 180           |
| <b>Key Milestones :</b>                                                                                                                                                      |                                                                              |                          |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
| <div><div></div><ul style="list-style-type: none"><li>Workstream Project Plans considered at Corporate Change and Transformation Board</li></ul></div>                       |                                                                              |                          |            |          |                | 31/07/17<br><b>19/05/2017 -</b><br><br>Following the changes to the Executive Sponsor, the Senior Responsible Owner and having had the key work streams identified and approved by the Executive Officer Team, the core project team has now been formed. It is clear that addition support for the development of these work streams is likely to be needed and the detail of this is being worked up. Work is being undertaken to develop blueprints for each work stream as well detailed project plans. Progress on this will reported to the Project working group in early June. |                 |                 |                 |                 |                 |               |



| Project Code                                                                                                                                                                                                      | Project Title                                        | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                         | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------------|------------|----------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000377                                                                                                                                                                                                          | Corporate - Modernising Performance Reporting Review | Louisa Dott     | 01/11/15   | 30/06/17 | Some Issues    | Approved Savings                                                                                                                                                                 | 0               | 34              | 0               | 0               | 0               | 34            |
| <b>Brief Description :</b>                                                                                                                                                                                        |                                                      |                 |            |          |                | Projected Savings                                                                                                                                                                | 0               | 0               | 0               | 34              | 0               | 34            |
| Using technology better to transform the presentation of performance management information, allowing more efficient, effective and instant access to Council performance data, for all users of the information. |                                                      |                 |            |          |                | Approved Funding                                                                                                                                                                 | 0               | 16              | 0               | 0               | 0               | 16            |
|                                                                                                                                                                                                                   |                                                      |                 |            |          |                | Projected Spend                                                                                                                                                                  | 0               | 16              | 0               | 0               | 0               | 16            |
| <b>Key Milestones :</b>                                                                                                                                                                                           |                                                      |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                        |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Develop product spec</li> </ul>                                                                                                                                            |                                                      |                 |            |          |                | <b>02/06/2017- Approved</b>                                                                                                                                                      |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Engage ICT in development of Business Intelligence</li> </ul>                                                                                                              |                                                      |                 |            |          |                | Meetings with IT and Procurement colleagues have been scheduled for this month.                                                                                                  |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Produce list of Performance Indicators and Business systems used</li> </ul>                                                                                                |                                                      |                 |            |          |                | Following the Learn Innovate Grow (LIG) sessions and the broadening of the scope of the project, a new project plan has been drafted.                                            |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Finalise spec</li> </ul>                                                                                                                                                   |                                                      |                 |            |          |                | Mapping of the current strategies, plans and annual performance reports (APR) across the council is also being undertaken.                                                       |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Complete new contract stratgey document</li> </ul>                                                                                                                         |                                                      |                 |            |          |                | It is anticipated that we would go out to tender at the end of June/mid July.                                                                                                    |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Go out to tender</li> </ul>                                                                                                                                                |                                                      |                 |            |          |                | The delay in progress against milestones may impact on the delivery of the project against the original timeframe. For this reason the project has been marked as "some issues". |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Map all current strategies, plans and annual performance reports across the council</li> </ul>                                                                             |                                                      |                 |            |          |                |                                                                                                                                                                                  |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Project Title                                                      | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
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| BT000359                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Corporate - Review of Community Development & Engagement functions | David Stokoe    | 01/10/15   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 0               | 0               | 80              | 0               | 80            |
| <b>Brief Description :</b><br>This review will examine how PKC community development and engagement (CE&D) functions are currently deployed. It will examine how more resources can be unlocked for communities, and propose new delivery models which support community empowerment and achieve Best Value. Options appraisal will include examination of social enterprise delivery models.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                    |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 0               | 0               | 0               | 80              | 0               | 80            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                    |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 40              | 0               | 0               | 0               | 40            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                    |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 0               | 40              | 0               | 0               | 0               | 40            |
| <b>Key Milestones :</b><br><div> <div></div> <ul style="list-style-type: none"> <li>Preferred option identified for consideration by EOT</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Engagement with SMT's</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Start of Implementation process</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Additional scoping of other community engagement services</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Workshop with all CD staff</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>EOT updated on progress</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Develop Implementation Action Plan</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Staff workshop</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Develop an Organisational Development Plan for Stronger Communities Team</li> </ul> </div> |                                                                    |                 |            |          |                | <b>Progress to Date :</b><br><b>02/06/2017 - Approved</b><br><br>The Stronger Communities Working Group have continued to meet and have: <ul style="list-style-type: none"> <li>Developed the framework for an organisational development plan which will provide formal training on asset transfer, participatory budgeting, community engagement standards and informal learning opportunities through action learning, work shadowing.</li> <li>Identified a pilot area for the Stronger Communities Team to work together - Perth City.</li> <li>Emerging themes from localities will provide a pilot in a rural location.</li> <li>Identified the need for shared information and communication space to manage requests from the community and share good practice.</li> </ul><br>In addition, the Council Executive Officer Team have agreed the management structure for the Stronger Communities Team with Head of Community Planning, Organisational Development and Strategic Commissioning as the Strategic Lead, and the Service Manager for Communities leading the Operational Group. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                    |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                    |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                    |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                    |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Project Title                         | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
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| BT000367                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Corporate - Procurement Reform Review | Mary Mitchell   | 01/10/15   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0               | 500             | 1000            | 1000            | 0               | 2500          |
| <b>Brief Description :</b><br>Achieving further savings from procurement activities through closer management of suppliers, maximizing use of collaborative procurement consortia, development of professional procurement skills for staff, improved monitoring and reporting systems, and managing demand through re-specifying products and services.                                                                                                                                                                                                                                                         |                                       |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 0               | 1050            | 763             | 677             | 0               | 2490          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                       |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 17              | 255             | 272             | 226             | 0               | 770           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                       |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 3               | 210             | 331             | 226             | 0               | 770           |
| <b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Mapping of Systems Requirements</li> <li>Align procurement work to corporate sustainable development</li> <li>Carry out needs assessment for Community Benefits requirements from contracts</li> <li>Review of savings opportunity from all existing contracts</li> <li>Contract Delivery Plan</li> <li>Roll out of Systems enhancements plan</li> <li>Community Benefit - Digital Inclusion</li> <li>Develop a management approach to contracting by category of supply</li> <li>Tracking of secured savings from contracts (2017/18)</li> </ul> |                                       |                 |            |          |                | <b>Progress to Date :</b><br><b>29/05/2017 - Approved</b><br><br>There are three themes to the review, highlights of the work carried out in May 2017 under each theme are set out below:<br><br><b>Savings:</b> Targets have been achieved for 2016/17. We continue to develop contracts with a focus on both potential for savings and cost avoidance when they are awarded. There is some evidence of currency fluctuation continuing to affect the pricing of some goods in our supply chain and rising inflation is also impacting. Actions to minimise any price increases is ongoing.<br><br><b>Systems:</b><br>To develop a consistent approach to managing the performance and risk issues that arises from contract delivery we have begun rolling out the use of Corporate Contract Management platform to Services. There are now three major contracts live on the platform:<br>- the agreement with Axiom to manage our Community Campuses (~£14m p.a.),<br>- the Housing and Community Safety contract for the upgrade and refurbishment Garage and Lock Up sites across Perth and Kinross (~£700k);<br>- and the corporate contract for the provision of IT Consumables (~£125k p.a).<br><br>During July and August two newly awarded contracts are to be added - Care at Home (worth ~£50m of 6 years) and Housing Maintenance (various trades, worth ~£2.5m per annum). Other contracts will be identified as the roll out progresses.<br><br><b>Sustainability:</b> This update has previously provided information on the creation of a <a href="#">corporate reporting tool for the community benefits</a> . This tool has been developed since its launch and now holds records of 206 benefits offered to the Council, broken down as follows: Community Investment (9%), Economic Impact (2%), Improving Education (34%), Improving Employability (21%), Improving Skills (13%) with a further group largely relating to communication and engagement. |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                                                                                                         | Project Title                                                                                                         | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------|------------|----------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000368                                                                                                                                                                                                                                                                                                                                                             | Corporate - Online Services and myAccount Review                                                                      | Lynne Harris    | 01/10/15   | 28/09/18 | Some Issues    | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 215             | 377             | 412             | 448             | 1452          |
| <b>Brief Description :</b><br><br>Developing a whole organisation transformational approach to online services, and 'channel shift' (from face to face and telephone services, to online) which delivers savings, maximizes digital inclusion and improves customer satisfaction by giving access to Council services online anytime, anywhere, and from any device. |                                                                                                                       |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 0               | 24              | 68              | 97              | 103             | 292           |
|                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                       |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 362             | 554             | 461             | 56              | 1433          |
|                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                       |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 362             | 554             | 461             | 56              | 1433          |
| <b>Key Milestones :</b>                                                                                                                                                                                                                                                                                                                                              |                                                                                                                       |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                      | • Develop Customer portal (online service) identity and branding                                                      |                 |            |          | 30/06/16       | <b>Projected savings are phased beyond the reporting period: A recurring saving of £413,000 is expected to be saved by 2022/23.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                      | • Completion of Revised Business Case                                                                                 |                 |            |          | 31/08/16       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                      | • Procure technical components and services                                                                           |                 |            |          | 31/10/16       | <b>02/06/2017 - Approved</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                      | • Design online services technical blueprint incorporating MyAccount                                                  |                 |            |          | 31/12/16       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                      | • Revised Website launch                                                                                              |                 |            |          | 31/01/17       | Technical Customer Service Platform (CSP) environment- The initial build of the Customer Service Platform environment is 95% complete. Testing of mygovscot.myaccount is at an advanced stage.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                      | • Develop technical guidelines to support incorporation of third party solutions into PKC online services environment |                 |            |          | 31/03/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                      | • Online Portal Implementation                                                                                        |                 |            |          | 31/05/17       | Early Adopters<br><i>The Environment Service (TES) Online forms</i> -Development of all processes planned for first release is nearing completion with user testing completed and training sessions underway. First tranche of online forms scheduled to go live June 13 with further services launched July and August. Initial launch is in the form of a "public beta" release which means customers are encouraged to try out the new service and provide feedback.                                                                                                                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                      | • myAccount Implementation                                                                                            |                 |            |          | 31/05/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                      | • The Environment Service (TES) early adopter online services                                                         |                 |            |          | 16/06/17       | <i>Housing Repairs Report It forms</i> -This is scheduled for release August.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                      | • Housing Repairs online services                                                                                     |                 |            |          | 31/08/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                       |                 |            |          |                | Business Change and Communications- A Comms plan supporting the programme has been shared with Corporate Comms and key stakeholders - this will be taken for approval to June's Information and Communication Technologies (ICT) Transformation Board.<br>A marketing campaign to launch MyAccount within PKC is in development. This is deemed as critical in raising awareness locally of the expansion of our online offerings.<br>Targeted marketing, for those customers most affected by early adopter implementation, is being planned with Council House Tenants and previous users of existing TES report-it functions.<br>Individual communications plans for each service area/team are being developed, to ensure the appropriate levels of information and support is being provided to all stakeholders affected in the business change. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                       |                 |            |          |                | Service Profile/ Benefits Plan - A Service Profile is being created for every redesigned service.A model is being defined as part of the Early Adopter work. This will take into consideration baselined data, costs to deliver the redesigned service and take-up of the online service to allow us to identify more accurate savings information.Contained within this Service Profile will be the benefits plan for the service, this will include both Cashable and Non-Cashable benefits and provide details of how and when these will be tracked.                                                                                                                                                                                                                                                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                       |                 |            |          |                | Collaboration with Dundee and Angus-Opportunities to further collaborate with Dundee and Angus Councils on - for example redesigning services - are currently being explored.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                       |                 |            |          |                | Data Management - Work has progressed taking forward the recommendations of the Corporate Data Management assessment, with information gathering, stakeholder engagement and research into technical options in progress.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |

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| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Project Title                     | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
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| BT000369                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Corporate - Mobile Working Review | Lynne Harris    | 01/10/15   | 28/09/18 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 0               | 187             | 499             | 812             | 812             | 2310          |
| <b>Brief Description :</b><br>Implementing a corporate mobile solution which automates key tasks, processes and work flow to improve productivity, efficiency and quality, reducing the requirement for staff to navigate numerous systems and supporting the workforce to be more mobile, and work more efficiently and effectively.                                                                                                                            |                                   |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0               | 0               | 93              | 405             | 312             | 810           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                   |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 0               | 418             | 543             | 523             | 136             | 1620          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                   |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0               | 418             | 543             | 523             | 136             | 1620          |
| <b>Key Milestones :</b> <ul style="list-style-type: none"><li>Mobile working technical blueprint incorporating system integration model</li><li>Master list of services in scope</li><li>Technical components and services procured</li><li>Completion of Revised Business Case</li><li>Mobile working next phase proposals</li><li>Housing repairs solution design</li><li>Housing repairs solution build and testing</li><li>Housing repairs go live</li></ul> |                                   |                 |            |          |                | <b>Progress to Date :</b><br><b>Projected savings are phased beyond the reporting period: A recurring saving of £812,000 is expected to be made by 2020/21.</b><br><b>30/05/2017 - Approved</b><br>Technical Environment - Test and live environments upgrade completed.<br>Early Adopters:<br><i>Property Inspectors</i> - Go live scheduled June 2017<br><i>Private Housing</i> - Go live scheduled June 2017, pending training and decisions on devices<br><br><i>Housing Repairs</i> -The approach to integration between Totalmobile (TM) and the Northgate Housing Repairs system has been agreed. A revised implementation plan is being agreed. It is estimated delivery of the early adopter will move to October 2017.<br><br>Further quick wins will be investigated.<br><br>Business Change and Communications - Business change approach in place supporting the programme.<br>Programme Communications Plan shared with Corporate Comms and Board Members. Being taken for approval to June's ICT Transformation Board.<br><br>Council Wide Prioritised MobW Programme - Looking beyond the Early Adopter MobW project, the development of a Council wide prioritised rolling plan of mobile working projects is now being progressed. The first step towards development of this plan is to identify MobW priorities within individual Services; this is underway. IT staff have shadowed a number of teams in TES (The Environment Service) and Housing to understand existing ways of working and the potential for mobile working.<br><br>Staff Engagement - Shadowing of key Service personnel in designing new "As is" processes is proving extremely beneficial, is popular with Service staff and will continue as a key strand of service redesign.<br>Two Learn Innovate Grow (LIG) sessions scheduled for June to raise awareness around opportunities mobile working can bring. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                   |                 |            |          | 31/05/16       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                   |                 |            |          | 31/08/16       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                   |                 |            |          | 30/09/16       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                   |                 |            |          | 01/11/16       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                   |                 |            |          | 31/03/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                   |                 |            |          | 31/05/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                   |                 |            |          | 31/08/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                   |                 |            |          | 27/10/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                 |                 |                 |                 |               |

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| Project Code                                                                                                                                                                                                                                                                                                                                                                      | Project Title              | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
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| BT000405                                                                                                                                                                                                                                                                                                                                                                          | Corporate Digital Platform | Gordon Dawson   | 01/07/16   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Brief Description :</b><br>The Corporate Digital Platform Project is about establishing control and affording appropriate electronic access to the mass of information that exists in both electronic and paper form outside the controlled business systems (social work, planning, revenues and benefits, etc.)                                                              |                            |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                                                                                                                                                   |                            |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 100             | 33              | 33              | 33              | 199           |
|                                                                                                                                                                                                                                                                                                                                                                                   |                            |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0               | 0               | 133             | 33              | 33              | 199           |
| <b>Key Milestones :</b> <ul style="list-style-type: none"><li>Initial build and proving</li><li>Test version evaluation</li><li>EDMS (Electronic Document Management System) Full system build and proving</li><li>Full pilot complete</li><li>Full pilot evaluation</li><li>Develop user guide and training materials</li><li>Develop detailed scope and roll out plan</li></ul> |                            |                 |            |          |                | <b>Progress to Date :</b><br><b>31/05/2017 - Approved</b><br><br>In this reporting period, meetings have taken place with the developer of the Electronic Document Records Management System (EDRMS) and test team to identify minor issues. These are being addressed by the developer with a completion date of 30th June. Comprehensive training has been arranged for the test team ahead of the full evaluation.<br><br>A review of records storage has been undertaken to identify what records can be destroyed or archived. This has identified significant volumes of records and documents are being kept in the Pullar House Record store with no valid business or historic/archival reason. A bulletin has been circulated with the approval of the Head of Legal Services that the owner of records that from 1 June 2017 the default will be that when a file reaches the end of its retention period it will not be retained unless a specific request is made to keep it for a further year.<br><br>In practice, this means that every month, as usual, Services will be issued with lists of files that have reached the end of their retention period. Services will then have 28 days to identify any files which need to be kept and inform the Pullar House Record Store. After 14 days, a reminder will be issued to Services. At the end of the 28 days, if no request for an extended retention has been received, the files will go for either consideration by the Archivist for permanent preservation or destruction, as specified in the retention schedule. Document's relating to the Scottish Child Abuse Enquiry will be retained for an indefinite period. It is anticipated that this proactive approach to destruction will create sufficient space to move documents held externally back to Pullar House store and a plan is being developed to manage this.<br><br>A review of areas for potential storage out with Pullar House store have been identified within High Street.<br><br>As a result of interviews for Project Assistants, job offers have been made and accepted with a view to commence employment on 3rd July. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                   |                            |                 |            |          |                | 31/08/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                   |                            |                 |            |          |                | 31/10/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                   |                            |                 |            |          |                | 31/01/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                   |                            |                 |            |          |                | 30/06/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                   |                            |                 |            |          |                | 31/07/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                   |                            |                 |            |          |                | 30/09/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                   |                            |                 |            |          |                | 30/11/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |

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| Project Code                                                                                                                                                                                                                                                                                                                                                                                                             | Project Title                                                    | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-----------------|------------|----------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000363                                                                                                                                                                                                                                                                                                                                                                                                                 | Corporate - Smart Perth and Kinross: Perth and Kinross Open Data | Paul Davison    | 01/10/15   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Brief Description :</b><br><br>Reviewing the publication of Council data, in collaboration with other Scottish cities, for better co-ordination, and to develop a locality based community information system, to help identify and tackle inequalities, engage and empower communities and assist with neighbourhood planning.                                                                                       |                                                                  |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                  |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 91              | 75              | 75              | 75              | 316           |
|                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                  |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 0               | 91              | 75              | 75              | 75              | 316           |
| <b>Key Milestones :</b><br><div><div></div><div>• Finalised Project Initiation Document to Project Management Office (PMO)</div><div></div><div>• Specification for Open Data Platform completed / Invitation To Tender (ITT) issued</div><div></div><div>• Open Data Portal Beta Launch</div><div></div><div>• Supplier chosen for Open Data Platform</div><div></div><div>• Open Data Platform operational</div></div> |                                                                  |                 |            |          |                | <b>Progress to Date :</b><br><br><b>02/06/2017</b><br><br>While the procurement process for an open data platform has taken longer than initially anticipated, a preferred supplier has been selected based on the criteria outlined in the specification. The contract award process is currently ongoing, in coordination with PKC's Corporate Procurement team and the Tayside Procurement Consortium (TPC), which has led on the procurement process.<br><br>The Open Data Working Group met on 08/05/17, discussing several areas related to project governance, including the status of the updated data publication plan, and the progress on procurement of the platform. A further meeting will be organised following the contract award to outline an implamentation plan for the open data platform.<br><br>Work has progressed on area of collaborative work between the cities involved in the Scottish Cities Alliance's "8th City" Open Data project: outlining and delivering a programme of community and capacity building. The Open Data Institute's Open Data Maturity Model is being deployed across a number of areas of the Council - the results of this will be compared with the other cities participating in the wider SCA "8th City" Open Data project, and used to identify additional internal stakeholders. |                 |                 |                 |                 |                 |               |
| Approved Savings Total                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 0               | 1233            | 2117            | 2858            | 1310            | 7518          |
| Projected Savings Total                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 0               | 1341            | 1195            | 1847            | 465             | 4848          |
| Approved Funding Total                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 17              | 1457            | 1522            | 1318            | 300             | 4614          |
| Projected Spend Total                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 3               | 1312            | 1681            | 1318            | 300             | 4614          |

| Project Code                                                                                                                                                                                                    | Project Title                     | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|------------|----------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| <b>Education and Children's Services</b>                                                                                                                                                                        |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                 |                 |                 |                 |               |
| <b>Business Transformation Programme</b>                                                                                                                                                                        |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                 |                 |                 |                 |               |
| BT000358                                                                                                                                                                                                        | ECS - Review of Catering Services | Simon Farrer    | 01/09/15   | 31/03/20 | Some Issues    | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 0               | 0               | 200             | 200             | 400           |
| <b>Brief Description :</b>                                                                                                                                                                                      |                                   |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 0               | 0               | 0               | 200             | 200             | 400           |
| Examining optimum production, menu and service arrangements and looking at options for area based kitchens and partnership working with other organisations to ensure the most efficient and effective service. |                                   |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                 |                                   |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Key Milestones :</b>                                                                                                                                                                                         |                                   |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                 |                                   |                 |            |          | 30/06/17       | <b>25/05/2017 - Approved</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Business Case for PKC/Tayside Contracts model</li> </ul>                                                                                                                 |                                   |                 |            |          | 30/06/17       | <b>Being reported through Tayside Governance and Strategy Group</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Outline Business Case for 3 Council Model</li> </ul>                                                                                                                     |                                   |                 |            |          |                | <ul style="list-style-type: none"> <li>This project is being taken forward on a Tayside wide basis.</li> <li>Tayside Governance and Strategy Group (TGSG) acting as Project Board (Jim Valentine sits on this Board for PKC)</li> <li>Simon Farrer is representing PKC's interest on the Project Team.</li> <li>Project delayed due to ongoing discussion between the three Councils.</li> <li>The savings in 2018/2019 are likely to be delayed.</li> <li>Current work includes scoping a PKC / Tayside Contracts model.</li> </ul> |                 |                 |                 |                 |                 |               |



| Project Code                                                                                                                                      | Project Title                                  | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                     | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|---------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-----------------|------------|----------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000360                                                                                                                                          | ECS - Securing the Future of the School Estate | Carol Taylor    | 01/09/15   | 31/03/20 | Some Issues    | Approved Savings                                                                                                                                                                                                                                                                                                                             | 0               | 0               | 0               | 200             | 500             | 700           |
| <b>Brief Description :</b>                                                                                                                        |                                                |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                            | 0               | 0               | 0               | 200             | 240             | 440           |
| Reviewing the school estate to make the most effective and efficient use of buildings, and staff across the estate.                               |                                                |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                             | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                   |                                                |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                              | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Key Milestones :</b>                                                                                                                           |                                                |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                    |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Pre-consultation/Informal consultation completed</li> </ul>                                                |                                                |                 |            |          |                | <b>25/05/2017 - Approved</b>                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Phase 2 will commence</li> </ul>                                                                           |                                                |                 |            |          |                | <ul style="list-style-type: none"> <li>Programme of options appraisals approved. Phase 1 is ongoing and data gathering is taking place.</li> </ul>                                                                                                                                                                                           |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Detailed options on Phase1 to Lifelong Learning Committee (Indicative)</li> </ul>                          |                                                |                 |            |          |                | <ul style="list-style-type: none"> <li>Detailed project plan for Phase 1 has been developed.</li> </ul>                                                                                                                                                                                                                                      |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Statutory consultation on Phase 1 complete with recommendations to Lifelong Learning Committee.</li> </ul> |                                                |                 |            |          |                | <ul style="list-style-type: none"> <li>Struan and Straloch are now officially closed and declared surplus by ECS and will be disposed of through due process.</li> <li>Consultation commences June 2017 up until September 2017.</li> <li>Savings at risk due to continuing uncertainty on National Agreement on Teacher numbers.</li> </ul> |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                  | Project Title                                                         | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                       | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------|------------|----------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000361                                                                                                                      | ECS - Review of Community Campuses Contract and Charging Arrangements | Fiona Easton    | 01/09/15   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                               | 0               | 0               | 180             | 0               | 0               | 180           |
| <b>Brief Description :</b>                                                                                                    |                                                                       |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                              | 0               | 0               | 180             | 0               | 0               | 180           |
| Reviewing Community Campus contracts and charging to identify efficiency savings and commercial opportunities.                |                                                                       |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                               | 0               | 38              | 12              | 0               | 0               | 50            |
|                                                                                                                               |                                                                       |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                | 0               | 34              | 16              | 0               | 0               | 50            |
| <b>Key Milestones :</b>                                                                                                       |                                                                       |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                      |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>New integrated flexible support staffing structure fully implemented</li> </ul>        |                                                                       |                 |            |          |                | <b>25/05/2017 - Approved</b>                                                                                                                                                                                                                                                   |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Process Mapping completed</li> </ul>                                                   |                                                                       |                 |            |          |                |                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Revised Campus Management and Operational arrangements in place</li> </ul>             |                                                                       |                 |            |          |                | <ul style="list-style-type: none"> <li>Implementation of the new integrated staffing structure within campuses will be complete by June 2017.</li> </ul>                                                                                                                       |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Review Campus Leader and Campus Business Manager roles and responsibilities</li> </ul> |                                                                       |                 |            |          |                | <ul style="list-style-type: none"> <li>Process mapping workshops continue.</li> </ul>                                                                                                                                                                                          |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Marketing strategy for Community Campuses to be developed by</li> </ul>                |                                                                       |                 |            |          |                | <ul style="list-style-type: none"> <li>Campus Leaders have been consulted on the remit and role of Community Campus Management Groups. This will be implemented by August 2017.</li> </ul>                                                                                     |                 |                 |                 |                 |                 |               |
|                                                                                                                               |                                                                       |                 |            |          |                | <ul style="list-style-type: none"> <li>A requirements specification for a short-term marketing consultant to assess current marketing practices and create a marketing plan for campuses has been written. Procurement of this piece of work to occur in June 2017.</li> </ul> |                 |                 |                 |                 |                 |               |
|                                                                                                                               |                                                                       |                 |            |          |                | <ul style="list-style-type: none"> <li>The review of Campus Leader and Campus Business Manager roles has commenced. Meeting with Campus Leaders has been arranged to discuss.</li> </ul>                                                                                       |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Project Title                        | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
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| BT000365                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | ECS - Strategic Commissioning Review | Caroline Mackie | 01/09/15   | 31/03/19 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0               | 45              | 41              | 37              | 0               | 123           |
| <b>Brief Description :</b><br>Developing a strategic commissioning approach to services for children, young people and families, to ensure that Council funds are more efficiently targeted to meet strategic objectives, and support 3rd sector groups to explore new ways to deliver services, diversify their funding base, and draw upon new and alternative funding streams.                                                                                                                                |                                      |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 45              | 41              | 37              | 0               | 123           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                      |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0               | 24              | 0               | 0               | 0               | 24            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                      |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 0               | 24              | 0               | 0               | 0               | 24            |
| <b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Commissioning Strategy developed</li> <li>Commissioned Services Board Meeting</li> <li>Commissioning Strategy to Education and Children's Services Senior Management Team</li> <li>Commissioning Strategy to the Executive Officer Team</li> <li>Commissioning Strategy to Lifelong Learning Committee (Indicative Date)</li> <li>Publish commissioning strategy (this may include collaborative work)</li> <li>Identify 18/19 savings</li> </ul> |                                      |                 |            |          |                | <b>Progress to Date :</b><br><b>25/05/2017 - Approved</b> <ul style="list-style-type: none"> <li>Draft Commissioning Strategy complete and approved by the ECS Commissioned Services Board.</li> <li>Draft strategy approved by Education and Children's Services Senior Management Team on 25 May 2017 and will be presented to the Executive Officer Team on 6 June 2017.</li> <li>Specification for high priority service areas under development. Progress being reported to the Education and Children's Services Commissioned Services Board.               <ul style="list-style-type: none"> <li>Intensive Family Support re-commissioning has slipped due to unforeseen timescales for procurement activity. Recommendations approved at ECS Commissioned Services Board and agreed actions being taken forward.</li> </ul> </li> <li>ECS Commissioned Services Board forward plan agreed with all board members up until May 2018.</li> <li>Commissioning and Monitoring Officers group set up and training requirements being mapped out in conjunction with Corporate Procurement colleagues.</li> <li>Continued engagement with the 3rd sector forum is ongoing.</li> </ul> |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                                                                                                                       | Project Title                      | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------|------------|----------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000390                                                                                                                                                                                                                                                                                                                                                                           | ECS - Review of Inclusion Services | Rodger Hill     | 01/01/16   | 31/03/18 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Brief Description :</b><br>Redesigning the delivery model which may result in some efficiencies but any savings or changes to service provision must be undertaken within legal duties held by the council.                                                                                                                                                                     |                                    |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                                                                                                                                                    |                                    |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 20              | 15              | 15              | 0               | 50            |
|                                                                                                                                                                                                                                                                                                                                                                                    |                                    |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0               | 10              | 40              | 0               | 0               | 50            |
| <b>Key Milestones :</b><br><div> <div></div> <ul style="list-style-type: none"> <li>Communications Plan</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>ECS SMT to consider review recommendations</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Report to Lifelong Learning Committee (Indicative Date)</li> </ul> </div> |                                    |                 |            |          |                | <b>Progress to Date :</b><br><b>25/05/2017 - Approved</b><br><br>The external consultant has now completed four days of fieldwork. During this time they have visited all specialist or enhanced Additional Support Needs (ASN) provisions as well as Fairview School. Each visit consisted of a tour of the school/ facility and a discussion with the head teacher or responsible senior manager.<br><br>The final round of fieldwork will take place on 29 and 30 May, where the consultant will meet with six focus groups and complete interviews with key staff.<br><br>Final recommendations are due to be received by Education and Children's Services Senior Management Team by 30 June 2017. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                    |                                    |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                    |                                    |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                    |                                    |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                          | Project Title                                                                         | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-----------------|------------|----------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000391                                                                                                                                                                                              | ECS - Review and remodelling of Residential Care Services (Children and Young People) | Hazel Robertson | 01/01/16   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Brief Description :</b>                                                                                                                                                                            |                                                                                       |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 0               | 0               | 0               | 0               | 0               | 0             |
| To avoid escalating costs of residential care for children and to better meet increasing and changing demands of children and young people who need to be looked after in residential care provision. |                                                                                       |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 41              | 50              | 0               | 0               | 91            |
|                                                                                                                                                                                                       |                                                                                       |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 4               | 87              | 0               | 0               | 91            |
| <b>Key Milestones :</b>                                                                                                                                                                               |                                                                                       |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Consultation with key officers on recommendations</li> </ul>                                                                                                   |                                                                                       |                 |            |          |                | <b>25/05/2017 - Approved</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Final report and recommendation presented to the Executive Officer Team</li> </ul>                                                                             |                                                                                       |                 |            |          |                | <b>This project is a preventative measure to mitigate pressures in overspend (cost avoidance £250k)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Report to Lifelong Learning Committee (Indicative Date)</li> </ul>                                                                                             |                                                                                       |                 |            |          |                | <ul style="list-style-type: none"> <li>Fully costed options presented to Education and Children's Services Senior Management Team and preferred option approved.</li> <li>Consultation with Senior Depute Chief Executive, Director of Education and Children's Services and Chief Social Work Officer carried out. Further consultation ongoing.</li> <li>Final report and recommendation to be presented to the Executive Officer Team on 06/06/2017.</li> <li>Pending approval an implementation plan will be developed.</li> </ul> |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                  | Project Title                        | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------|------------|----------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000392                                                                                                                                                                      | ECS - Expansion of Family Based Care | Linda Richards  | 01/01/16   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Brief Description :</b><br>To meet the increasing demand for foster carers and family-based carers for children and young people looked after by Perth and Kinross Council |                                      |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                               |                                      |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 0               | 67              | 110             | 32              | 0               | 209           |
|                                                                                                                                                                               |                                      |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 0               | 30              | 0               | 0               | 0               | 30            |
|                                                                                                                                                                               |                                      |                 |            |          |                | <b>Key Milestones :</b><br><div> <div></div> <ul style="list-style-type: none"> <li>Process Mapping of recruitment process completed</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Key performance indicators drafted and agreed</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>All posts to support the project filled</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Interim project progress report to Executive Officer Team</li> </ul> </div>                                                                                                                                                                                           |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                               |                                      |                 |            |          |                | <b>Progress to Date :</b><br><b>25/05/2017 - Approved</b> <ul style="list-style-type: none"> <li>Process mapping of foster and supported lodgings recruitment processes completed.</li> <li>Evidence gathering and mapping of foster care recruitment requirements completed and infographics shared with the project team.</li> <li>Key performance indicators for the Expansion of Family Based Care project created and agreed with the project team. Further information will be gathered and captured on a monthly basis.</li> <li>Foster carer recruitment in year 1 is currently on target and a full year 1 progress report on the Expansion of Family Based Care project will be developed for November 2017.</li> </ul> |                 |                 |                 |                 |                 |               |

| Project Code                                                        | Project Title                                                                                                         | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------|------------|----------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000394                                                            | ECS - Review the Delivery of Class Contact Time                                                                       | Isabelle Smit   | 01/01/16   | 31/03/19 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 0               | 0               | 0               | 0               | 0             |
| Brief Description :                                                 |                                                                                                                       |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0               | 0               | 0               | 0               | 0               | 0             |
| This proposal is to review and redesign Reducing Class Contact Time |                                                                                                                       |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 18              | 32              | 0               | 0               | 50            |
|                                                                     |                                                                                                                       |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 18              | 32              | 0               | 0               | 50            |
| Key Milestones :                                                    |                                                                                                                       |                 |            |          |                | Progress to Date :                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |                 |                 |                 |                 |               |
|                                                                     | • Exp. Arts training programme devised                                                                                |                 |            |          | 18/01/17       | 25/05/2017 - Approved<br><br>There is a risk to this project regarding teacher/pupil ratios which must be considered as part of this review process.<br><br>• It was agreed at Full Council on 22 February 2017 as part of the budget that the savings initially identified for this Transformation project would be removed as the current lock on teacher numbers means there is no opportunity to realise savings.<br>• Final report will be presented to Lifelong Learning Committee on 23 August 2017. |                 |                 |                 |                 |                 |               |
|                                                                     | • Teachers informed of PE training opportunities                                                                      |                 |            |          | 27/01/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                     | • Initial block of Expressive Arts training delivered                                                                 |                 |            |          | 31/03/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                     | • Detailed breakdown of savings achieved produced by Finance and compared with original estimates attached to project |                 |            |          | 30/04/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                     | • Principal Teacher of Expressive Arts recruited for 2017/18                                                          |                 |            |          | 31/05/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                     | • Report to Modernising Governance Member Officer Working Group (MOWG) - (indicative)                                 |                 |            |          | 31/07/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                     | • Report to Lifelong Learning Committee (indicative)                                                                  |                 |            |          | 23/08/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                     | • New and sustainable delivery models for Expressive Arts and Physical Education are established.                     |                 |            |          | 30/06/18       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
| Approved Savings Total                                              |                                                                                                                       |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 45              | 221             | 437             | 700             | 1403          |
| Projected Savings Total                                             |                                                                                                                       |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 45              | 221             | 437             | 440             | 1143          |
| Approved Funding Total                                              |                                                                                                                       |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 208             | 219             | 47              | 0               | 474           |
| Projected Spend Total                                               |                                                                                                                       |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 120             | 175             | 0               | 0               | 295           |

| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Project Title                  | Project Manager                              | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------------------------------------|------------|----------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| Housing and Community Care                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                |                                              |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
| Business Transformation Programme                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                |                                              |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
| BT000370                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | HCC - Communities First Review | Jamie Cormack, Diane Fraser, Lesley Sinclair | 30/11/15   | 31/03/19 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 72              | 322             | 200             | 0               | 594           |
| <b>Brief Description :</b><br>By reshaping current commissioning, creating greater co-production opportunities in communities and restructuring the management and fieldwork teams in localities, Communities first will facilitate greater use of innovative mobile technologies, build integrated working in localities, support the wider commissioning strategy for the partnership and develop alternative market place opportunities. This will support people to live as independently as they can, with greater choice and control.                                                                                                                                                                                                                                                         |                                |                                              |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 0               | 72              | 218             | 287             | 0               | 577           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                |                                              |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 286             | 304             | 331             | 0               | 0               | 921           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                |                                              |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 98              | 280             | 332             | 165             | 46              | 921           |
| <b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Obtain Executive Officer Team (EOT) approval to commence consultation process for implementation of new locality staffing structure</li> <li>Consultation proposals and process sign of by E/SMT to start the 21 day formal process</li> <li>Start of the formal consultation process with staff</li> <li>Development Worker proposal approved by Senior Management Team (SMT)</li> <li>Undertake review of third sector provision within localities</li> <li>End of formal consultation process</li> <li>Consultation outcome report approved and signed off at SMT</li> <li>Consultation outcome report approved and signed off at EOT</li> <li>Review of eligibility criteria completed</li> <li>E-Marketplace created</li> </ul> |                                |                                              |            |          |                | <b>Progress to Date :</b><br><b>25/05/17 - Approved</b> <ul style="list-style-type: none"> <li>End to end process mapping relating to team structures in localities across Early Intervention &amp; Prevention and Long-term/complex functions continues. Recommendations will form next stage service improvements towards supporting integrated locality working. Expected completion date for mapping existing process of 30/06/17</li> <li>Finalise formal consultation arrangements for community support workers (09/06/2017)</li> <li>Continue discussions with the third sector regarding the development of social enterprises. Report on proposals to be submitted for approval to Senior Management Team (SMT) on 22/06/17</li> <li>Continue the development of SWIFT AIS and other Information Technology (IT) developments to support locality working</li> <li>Continuing to develop E-Market place to provide alternative provision of services</li> <li>Share the findings of Participatory Budget events with locality steering groups commencing 12/06/17</li> </ul> |                 |                 |                 |                 |                 |               |



| Project Code                                                                                                                                                                                 | Project Title                                                                                      | Project Manager                              | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                          | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|----------------------------------------------|------------|----------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000371                                                                                                                                                                                     | HCC - Review of Residential Care                                                                   | Diane Fraser, Jamie Cormack, Lesley Sinclair | 10/11/15   | 31/03/19 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                  | 0               | 0               | 0               | 696             | 0               | 696           |
| <b>Brief Description :</b>                                                                                                                                                                   |                                                                                                    |                                              |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                 | 0               | 0               | 0               | 696             | 0               | 696           |
| Reviewing residential care provision to ensure that people are supported to live in the community for longer, and that available care home provision across the full area is fully utilised. |                                                                                                    |                                              |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                  | 25              | 100             | 50              | 0               | 0               | 175           |
|                                                                                                                                                                                              |                                                                                                    |                                              |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                   | 14              | 47              | 99              | 15              | 0               | 175           |
| <b>Key Milestones :</b>                                                                                                                                                                      |                                                                                                    |                                              |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | • Workforce plan and recommended model approved by Transformation Board                            |                                              |            |          | 13/07/17       | <b>25/05/17 - Approved</b> <ul style="list-style-type: none"><li>Discussions continue at a partnership level around options for consideration through the review.</li><li>Staff and management proposals reviewed and paper prepared in anticipation of future engagement</li><li>Key milestones remain on target however timescales are tight with no room for flexibility should engagement not take place as planned</li></ul> |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | • Update to be tabled at Members Officer Working Group (MOWG)                                      |                                              |            |          | 14/07/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | • Sign off of workforce plan by Executive Officer Team (EOT)                                       |                                              |            |          | 08/08/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | • Sign-off of recommended future model of residential care by committee                            |                                              |            |          | 23/08/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | • Based on committee decision move to formal consultation and implementation of workforce planning |                                              |            |          | 23/08/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | • Sign-off results of formal consultation period by Transformation Board                           |                                              |            |          | 31/10/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | • Based on Committees decision commence asset management process                                   |                                              |            |          | 30/11/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | • Completion of the review                                                                         |                                              |            |          | 31/03/19       |                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |                 |                 |                 |                 |               |

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| Project Code                                                                                                                                                                                    | Project Title                                                                                               | Project Manager                              | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|----------------------------------------------|------------|----------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000381                                                                                                                                                                                        | HCC - Review of Day Care Services                                                                           | Jamie Cormack, Lesley Sinclair, Diane Fraser | 10/11/15   | 31/03/18 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0               | 0               | 239             | 463             | 0               | 702           |
| <b>Brief Description :</b>                                                                                                                                                                      |                                                                                                             |                                              |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 0               | 0               | 239             | 463             | 0               | 702           |
| Reviewing and redesigning existing Day Services and Day Opportunities across community care client groups, in line with the ethos of 'supporting people at home' in a more personalised manner. |                                                                                                             |                                              |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                 |                                                                                                             |                                              |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Key Milestones :</b>                                                                                                                                                                         |                                                                                                             |                                              |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                 | • Proposal for new service provision model and amended business case signed off by PKC Transformation Board |                                              |            |          | 10/08/17       | <b>25/05/2017 - Approved</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                 | • Executive Officer Team (EOT) approval for new service model                                               |                                              |            |          | 22/08/17       | <ul style="list-style-type: none"> <li>Planned engagement with service users and families commencing 17/07/17</li> <li>Engagement programme approved by PKC Transformation Board 13/04/17 Day services staff will be actively involved in the engagement activity along with Independent Advocacy and Centre for Inclusive Living</li> <li>Engagement results will be included in options paper for new model. Date for recommendations around new model of delivery likely to be available in August 2017 with anticipated update to Committee same</li> <li>Regular day care modelling continues to be undertaken to ensure that current usage of services across all day care services remains up to date during the review and is representative of all service groups sitting within it.</li> <li>Dementia Outreach and Community Activities projects from New Rannoch have been presented at Perth City Locality management group. Further actions and linkages have been highlighted and will be progressed.</li> </ul> |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                 | • Update tabled at Member Officer Working Group (MOWG) - estimated                                          |                                              |            |          | 31/08/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                 | • Based on committee decision formal consultation process started and workforce planning completed          |                                              |            |          | 31/08/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                 | • Sign-off of formal consultation period by Transformation Board                                            |                                              |            |          | 12/10/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                 | • Capital resource recommendations approved at PKC Transformation Board                                     |                                              |            |          | 14/12/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                 | • Sign-off of capital resource plan by Executive Officer Team (EOT)                                         |                                              |            |          | 22/12/17       | Targets have been changed to reflect Transformation Board dates                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Project Title                       | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
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| BT000373                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | HCC - Review of HCC Repairs Service | Lorna Cameron   | 22/10/15   | 31/10/18 | Some Issues    | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 100             | 200             | 200             | 0               | 500           |
| <b>Brief Description :</b><br>Reviewing options for housing repairs in localities to improve services and maximize cost savings.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                     |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 100             | 50              | 150             | 200             | 500           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                     |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 20              | 0               | 0               | 0               | 0               | 20            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                     |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 20              | 0               | 0               | 0               | 0               | 20            |
| <b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Creation of Organisational Development (OD) plan for Workforce Planning</li> <li>Report to Senior Management Team (SMT)/ Transformation Board seeking approval for revised roles and workforce structure, extended to 13th July 2017</li> <li>Informal engagement sessions with staff throughout June 2017</li> <li>Formal consultation with staff regarding changes to workforce structure - estimated</li> <li>Stores implementation plan finalised and begin process of relocation to Arran Road</li> <li>Total mobile to produce mobile solutions for trades in line with corporate transformation agenda</li> </ul> |                                     |                 |            |          |                | <b>Progress to Date :</b><br><b>25/05/2017 - Approved</b><br><br>The Repairs Team have already implemented a number of changes to improve productivity, reducing spend on external contractors, improving voids performance and delivering substantial savings against budget for this year. The next phase of the project will build on this foundation with more transformational change.                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                     |                 |            |          |                | <b>Workstream 1 – Workforce Planning</b> <ul style="list-style-type: none"> <li>Workshop held to choose options for workforce structure 22/05/17</li> <li>Structure to be chosen at next full project meeting 30/05/17</li> <li>Informal engagement with teams to present workforce models and gain comments/feedback to begin in June 2017</li> </ul>                                                                                                                  |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                     |                 |            |          |                | <b>Workstream 3 –Supply Chain and Procurement</b> <ul style="list-style-type: none"> <li>Costings for IT, heating and refurbishments obtained following consultations in May 2017</li> <li>Formal agreement for the Arran Road premises awaits confirmation from The Environment Service (TES). which may impact on delivery of this element of the Business Case</li> </ul>                                                                                            |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                     |                 |            |          |                | <b>Workstream 4 – Scheduler .</b> <ul style="list-style-type: none"> <li>The workshop on April 27th 2017 between Northgate, Total Repairs and Total Mobile provided demonstrations. It is proposed that the contractors module in Northgate is replaced by Total Repairs</li> <li>Workshop on 15th June to look at integrating Northgate and Total Repairs</li> <li>The full progress of this is reported under Project BT000369 – Corporate Mobile Working.</li> </ul> |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                     |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                      | Project Title                                                          | Project Manager              | Start Date | End Date | Project Status | Finances                                                                                                                                                                 | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------|------------|----------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000374                                                                                                          | HCC - Review of Community Care Packages for Adults                     | Colin Johnston, Diane Fraser | 23/09/15   | 31/03/19 | On Target      | Approved Savings                                                                                                                                                         | 0               | 0               | 0               | 560             | 0               | 560           |
| Brief Description :                                                                                               |                                                                        |                              |            |          |                | Projected Savings                                                                                                                                                        | 0               | 303             | 0               | 257             | 0               | 560           |
| Working with community care clients, their families and carers, to provide financially sustainable care packages. |                                                                        |                              |            |          |                | Approved Funding                                                                                                                                                         | 75              | 249             | 249             | 149             | 0               | 722           |
|                                                                                                                   |                                                                        |                              |            |          |                | Projected Spend                                                                                                                                                          | 14              | 146             | 253             | 219             | 90              | 722           |
| Key Milestones :                                                                                                  |                                                                        |                              |            |          |                | Progress to Date :                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                   | ● Consultation with clients and families                               |                              |            |          | 31/03/17       | 25/05/2017 - Approved                                                                                                                                                    |                 |                 |                 |                 |                 |               |
|                                                                                                                   | ● Staff consultation and engagement                                    |                              |            |          | 31/05/17       | £303k accelerated saving have been achieved.                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                   | ● Engagement and Communication with Providers/Service Level Agreements |                              |            |          | 31/05/17       | ● Clients receiving moderate cost care packages have been identified and forwarded to locality teams, along with list of high cost packages to be reviewed by localities |                 |                 |                 |                 |                 |               |
|                                                                                                                   | ● Review existing care packages and amend where appropriate            |                              |            |          | 30/04/18       |                                                                                                                                                                          |                 |                 |                 |                 |                 |               |
| Approved Savings Total                                                                                            |                                                                        |                              |            |          |                |                                                                                                                                                                          | 0               | 172             | 761             | 2119            | 0               | 3052          |
| Projected Savings Total                                                                                           |                                                                        |                              |            |          |                |                                                                                                                                                                          | 0               | 475             | 507             | 1853            | 200             | 3035          |
| Approved Funding Total                                                                                            |                                                                        |                              |            |          |                |                                                                                                                                                                          | 406             | 653             | 630             | 149             | 0               | 1838          |
| Projected Spend Total                                                                                             |                                                                        |                              |            |          |                |                                                                                                                                                                          | 146             | 473             | 684             | 399             | 136             | 1838          |

| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Project Title                                                   | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-----------------|------------|----------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| The Environment Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                 |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
| Business Transformation Programme                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                 |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
| BT000398                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | TES - Council Vehicle Fleet Utilisation and Optimisation Review | Bill Morton     | 01/04/16   | 30/03/18 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 0               | 0               | 25              | 75              | 50              | 150           |
| <b>Brief Description :</b><br>The Council Vehicle Fleet Utilisation and Optimisation Review looks towards the better utilisation of the council's small vehicle fleet through the introduction of telematics and effective ongoing analysis of associated data. In addition the project proposes to undertake a review of the grey fleet (ie private vehicles used for council business) with the aim of reducing the extent to which delivery of Council Services rely on this.                                                                                                                                                                                                                                                                                  |                                                                 |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0               | 0               | 25              | 50              | 75              | 150           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 96              | 36              | 18              | 0               | 0               | 150           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0               | 16              | 134             | 0               | 0               | 150           |
| <b>Key Milestones :</b><br><div> <div></div> <ul style="list-style-type: none"> <li>Tracker System Procured</li> <li>Trade Union consultation</li> <li>Completion of Council wide Privacy Impact Assessment</li> <li>Recruit Project Officer</li> <li>Issue Communication</li> <li>Project Officer start date</li> <li>Review 2016/17 data on fleet usage</li> <li>Installation of telematics tracker system</li> <li>Review Travel Policy</li> <li>Complete business case for Pool Booking System</li> <li>Initial analysis of vehicle journeys using tracker information</li> <li>1st phase of savings identified</li> <li>Actions implemented for 2017/18 savings</li> <li>Full year report on vehicle usage identifying savings for 2018/19</li> </ul> </div> |                                                                 |                 |            |          |                | <b>Progress to Date :</b><br><b>23/05/2017</b><br>The communications message has been sent out through an Inside News Bulletin to all Council employees informing them of the imminent installation of telematics and tracking system into each vehicle. The system training has started and levels of access have been set up with further training taking place throughout May and June. The installation of the larger vehicle fleet has now been completed and are now live on the system with the smaller vehicle fleet installation planned for week commencing 26 June for 140 vehicles. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                 |            |          |                | 31/01/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                 |            |          |                | 17/03/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                 |            |          |                | 31/03/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                 |            |          |                | 31/03/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                 |            |          |                | 01/05/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                 |            |          |                | 01/05/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                 |            |          |                | 31/05/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                 |            |          |                | 30/06/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                 |            |          |                | 30/09/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                 |            |          |                | 31/10/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                 |            |          |                | 30/11/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                 |            |          |                | 31/01/18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                 |            |          |                | 31/03/18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                 |            |          |                | 30/04/18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Project Title                    | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------|------------|----------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000375                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | TES - Review of Roads Activities | Willie Young    | 01/11/15   | 31/03/18 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 0               | 0               | 200             | 0               | 200           |
| <b>Brief Description :</b><br>Examining potential efficiencies, including collaborative working with other Councils and working arrangements with current and potential future contractors.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                  |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 0               | 0               | 200             | 0               | 200           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                  |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 10              | 40              | 0               | 0               | 0               | 50            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                  |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0               | 50              | 0               | 0               | 0               | 50            |
| <b>Key Milestones :</b><br><div> <div></div> <ul style="list-style-type: none"> <li>Baseline information</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Options developed for potential service delivery approaches</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Engage specialist consultant</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Approval of option for potential future service delivery by Joint Management Team</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Second report with detailed options approved by Joint Management Team</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Full business case and options to be considered</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Develop implementation plan</li> </ul> </div> |                                  |                 |            |          |                | <b>Progress to Date :</b><br>01/06/2017<br><br>There has been a collaborative board created between Angus; Dundee and Perth and Kinross Councils to establish a programme to work towards achieving the Roads Review. There have been various meetings held and an option appraisal has been undertaken on potential future service delivery models.<br><br>The group has updated and verified the baseline data as at 1st April 2017 as several organisational changes have taken place since September 2016 when originally completed.<br><br>The expanded working group covering the full range of activities outlined in the scope met on 29 May to review potential staffing structures under the different options. Potential savings were identified but with a significant impact on service delivery and these impacts are to be examined more fully when the group next meet in late June 2017.<br><br>An update report will be presented to the Joint Executives of the 3 authorities in mid-June with a view to a more detailed business case being submitted in September. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                                              | Project Title                                                                                      | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                        | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-----------------|------------|----------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000366                                                                                                                                                                                                                                                                                                  | Corporate - Corporate Property Asset Management Review                                             | Keith Colville  | 01/11/15   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                | 0               | 0               | 190             | 605             | 1000            | 1795          |
| <b>Brief Description :</b>                                                                                                                                                                                                                                                                                |                                                                                                    |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                               | 0               | 0               | 0               | 795             | 1000            | 1795          |
| Reviewing the Council's property assets to; provide a property estate which is appropriately sized for requirements, well used, properly maintained, integrated with partner organisations' asset management plans, maximising collaborative opportunities, and is in appropriate geographical locations. |                                                                                                    |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                                                                           |                                                                                                    |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                 | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Key Milestones :</b>                                                                                                                                                                                                                                                                                   |                                                                                                    |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           | • Vacant properties database collated to identify opportunities to reduce costs                    |                 |            | 31/08/16 |                | <b>1/06/17</b>                                                                                                                                                                                                                                                  |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           | • Completion of property review project in Crieff/Blairgowrie                                      |                 |            | 31/12/16 |                | <b>Crieff:</b> Project complete.                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           | • Data gathering and development of programme plan for "Place based/ Area Asset Management Review" |                 |            | 31/12/16 |                | <b>Blairgowrie:</b> Agreement has been reached between representatives from PKC and NHS Tayside in respect of the relocation of staff from Jessie St ARC to Blairgowrie Community Hospital (BCH), occupying three currently unused wards.                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           | • Start of area reviews (5 reviews - each started 6 months apart, 18 months duration)              |                 |            | 01/01/17 |                | As previously reported, a governance/protocol document for building sharing is currently being written up by Scottish Futures Trust and Burness Paul Solicitors and will be in place prior to PKC staff taking up occupation of Blairgowrie Community Hospital. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           | • Completion of Area Reviews                                                                       |                 |            | 31/03/20 |                | The date programmed for the start of the construction phase of the project is late August 2017 and consultation meetings with (Housing and Community Safety HCS) management are taking place regarding the phasing of the various movements of staff.           |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           |                                                                                                    |                 |            |          |                | <b>Vacant Properties:</b> As previously reported, it is considered that some fourteen buildings are surplus to the Council's requirements and could be disposed of, saving around £70k per annum in running costs.                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           |                                                                                                    |                 |            |          |                | <b>Data gathering:</b> As previously reported, the data gathering/mapping exercise with regard to the 'Place based/ Area Asset Management Review' was completed in December 2016.                                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           |                                                                                                    |                 |            |          |                | A report has been prepared with the findings from the data gathering exercise and will be presented to The Environment Service Senior Management Team asking for further guidance on the next steps.                                                            |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                      | Project Title                                                      | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                               | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-----------------|------------|----------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000376                                                                                                                                                                                                                                          | TES - Review of Recycling Service                                  | Donna Rigby     | 30/06/15   | 30/09/17 | On Target      | Approved Savings                                                                                                                                                                                                       | 0               | 0               | 110             | 110             | 0               | 220           |
| <b>Brief Description :</b>                                                                                                                                                                                                                        |                                                                    |                 |            |          |                | Projected Savings                                                                                                                                                                                                      | 0               | 0               | 0               | 220             | 0               | 220           |
| Reviewing the range of recyclables accepted through the kerbside lidded bin, while reducing households' general waste capacity, thereby creating an incentive to recycle more, with savings achieved through reduced costs for landfilling waste. |                                                                    |                 |            |          |                | Approved Funding                                                                                                                                                                                                       | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                   |                                                                    |                 |            |          |                | Projected Spend                                                                                                                                                                                                        | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Key Milestones :</b>                                                                                                                                                                                                                           |                                                                    |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                   | ● Phase 3 - Perth                                                  |                 |            |          | 31/08/16       | <b>30/5/2017</b>                                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                   | ● Phase 4 - Perth - 6132 householders                              |                 |            |          | 31/12/16       | Phase 7 (Highland Perthshire) now complete.                                                                                                                                                                            |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                   | ● Phase 5 - Kinrosshire - 5798 householders                        |                 |            |          | 31/12/16       | Eastern Perthshire (Blairgowrie) Phase 8 will see the remaining 7811 householders move to the new service. Mailing advising householders of the change in service has been sent and arrived on doorsteps w/c 22nd May. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                   | ● Phase 6 - Crieff and Strathearn - 5734 householders              |                 |            |          | 31/03/17       | 140 litre bins scheduled to start arriving at depot w/c 12th June, with delivery to householders programmed to be completed by early July.                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                   | ● Phase 7 - Highland Perthshire - 4536 householders                |                 |            |          | 31/05/17       |                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                   | ● Phase 8 - Blairgowrie and Eastern Perthshire - 7700 householders |                 |            |          | 31/08/17       |                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |

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| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Project Title                     | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|------------|----------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000401                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | TES - Community Greenspace Review | Bruce Reekie    | 01/04/16   | 31/12/18 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Brief Description :</b><br>Exploring the best way to work with our communities to take on smaller community greenspace sites for community benefit, reduce maintenance activities and explore potential alternative delivery mechanisms.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                   |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                   |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 0               | 20              | 0               | 0               | 0               | 20            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                   |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0               | 20              | 0               | 0               | 0               | 20            |
| <b>Key Milestones :</b><br><div> <div></div> <ul style="list-style-type: none"> <li>Job evaluation and Employee Approval Process (EAP) approval</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Appointment of Greenspace Partnership Officer</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Scoping of framework for sites applicable for review complete</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Implementation of community agreements to adopt sites, support groups where required</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Project completion</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Licence to occupy/agreements complete</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Equip communities</li> </ul> </div> |                                   |                 |            |          |                | <b>Progress to Date :</b><br><br><b>17/05/17</b><br><br>Sites identified to date:<br>Rannoch Station - Discussions with landowner regarding land transfer (Network Rail/Scot Rail) to facilitate community taking on maintenance are still ongoing.<br><br>Perth Lade - Letters to businesses being set up to appeal for support. Successful litter pick involving Community Greenspace/Waste Services, Operations and Community Volunteers took place on 4 May 2017. Management Plan to be updated meeting to be held on 7 June 2017. Programme of works being developed. Meeting took place with local nursery to look at proposed areas for setting up planting areas for the nusery to maintain and a no littering/dog fouling poster competition.<br><br>St Michaels Churchyard - Partnership Officer is in ongoing discussions with the group, Bereavement Services,Operations and Waste Services. Site plans provided to group.<br><br>Glenearn Road, Perth - Beds scheduled to be tarmacked over at the end of the building works at this site around late Autumn.<br><br>Alyth In Bloom - new group has been set up, Community Greenspace Partnership officer and Environment Initiatives Officer to continue support. Material and plants provided. Discussions with Estates regarding land transfer.<br><br>Burnbank Meadows, Kinross- residents look to take on maintenance of area of land that will be transferred over to Perth and Kinross Council. In consultation with Estates Section and Insurance Section a written agreement has been set up pending the transfer.<br><br>Abernethy - working with Community Council regarding assistance with maintenance of beds in town centre.<br><br>Pitlochry Recreation Park - The Pavilion Users Group (PUG) will be taking over the maintenance of 2 shrub beds within the park. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
| Approved Savings Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0               | 0               | 325             | 990             | 1050            | 2365          |
| Projected Savings Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0               | 0               | 25              | 1265            | 1075            | 2365          |
| Approved Funding Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 106             | 96              | 18              | 0               | 0               | 220           |
| Projected Spend Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0               | 86              | 134             | 0               | 0               | 220           |

| Project Code                    | Project Title | Project Manager | Start Date | End Date | Project Status | Finances | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|---------------------------------|---------------|-----------------|------------|----------|----------------|----------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| Approved Savings Overall Total  |               |                 |            |          |                |          | 0               | 1450            | 3424            | 6404            | 3060            | 14338         |
| Projected Savings Overall Total |               |                 |            |          |                |          | 0               | 1861            | 1948            | 5402            | 2180            | 11391         |
| Approved Funding Overall Total  |               |                 |            |          |                |          | 529             | 2414            | 2389            | 1514            | 300             | 7146          |
| Projected Spend Overall Total   |               |                 |            |          |                |          | 149             | 1991            | 2674            | 1717            | 436             | 6967          |

## PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee  
21 June 2017

## THE ROYAL NATIONAL MÒD 2021

## Report by Director (Environment) and Senior Depute Chief Executive

**PURPOSE OF REPORT**

The purpose of this report is to advise Committee of the process to bid for the Royal National Mòd in 2021, the anticipated outcomes of the event and the financial implications of hosting the event.

**1. BACKGROUND**

- 1.1 In 2004, Perth hosted the Royal National Mòd for the first time in 26 years. Post event evaluation estimated the Mòd to have attracted around 6,600 visitors; 1,900 of these being competitors and the remainder largely spectators. The event generated net expenditure of approximately £525,000. Subsequently, the Council committed itself to hosting the Mòd at a future juncture. In addition, in 2013 the Council launched a new Events and Festivals Strategy (Report No 13/275 refers), which stated the ambition to be a leading events tourism destination and to secure events of scale for the area. As such, attracting the Mòd back to Perth and Kinross was identified as a future opportunity.
- 1.2 Following engagement with An Comunn Gàidhealach, a bid to host the 2019 Mòd was submitted in June 2015. On this occasion Glasgow was awarded the 2019 event. An Comunn Gàidhealach provided positive feedback on the Perth bid and identified that the next opportunity to host the Mòd would be 2021. Perth is also bidding to be the UK City of Culture 2021 and hosting the Mòd would complement the programme of events for that year. Paisley is also bidding for the City of Culture 2021 title and to host the Mòd in the same year. An Comunn Gàidhealach have stated that if one of the cities is shortlisted for UK City of Culture they will be awarded the Mòd for 2021. If both cities are either shortlisted or unsuccessful at stage 1 of City of Culture 2021 the decision for the Mòd will be based on the quality of each cities bid document.
- 1.3 In preparation for the bid to host the 2019 Mòd a short study was undertaken by the Council's Enterprise team to assess its feasibility. This took account of changes in infrastructure requirement and venues used by the Mòd since 2004. It also included an estimate of the likely economic impact and return on investment, given the scale of financial commitment that the Council would be required to provide. This entailed venue inspections by representatives of An Comunn Gàidhealach and also engagement with some local branch members who would be closely involved in the bidding process for the Mòd. The study, which was completed by a consultant familiar with the Mòd in general and the 2004 Mòd in Perth, was extremely positive about Perth's potential. This was as a result of the available venues, particularly in regard to the venues that

could be used such as Perth Concert Hall and Perth Theatre, as well as other venues including the community campuses.

- 1.4 The bid has been prepared by the Gaelic Development Officer and Economic Development Team and is based on the 2019 bid document. Perth Gaelic Society have been consulted on the bid document and it has been agreed that they will be the lead bidding partner; supported by the Council and Horsecross Arts. It is a bidding requirement that the application is submitted by a local Mòd branch, or equivalent (in this case the Perth Gaelic Society). In the event of the bid being successful, a wider group would be established to form a Local Organising Committee to address the local delivery arrangements for the event.

## **2. PROPOSALS**

- 2.1 The bid document comprises of information on venues, accommodation, infrastructure, financial support and issues such as past performance. The financial and other support of the local authority, and any other funding sources, is a material consideration and will be negotiated by An Comunn Gàidhealach with relevant agencies. The decision on who will host the Mòd is traditionally announced in October on the Friday of the Royal National Mòd.
- 2.2 While the responsibility for raising the major funding required for staging the Mod rests with An Comunn Gàidhealach (including engagement with the local authority), it is also expected that the Local Organising Committee undertakes fundraising locally in order to assist with meeting the costs of staging the event.
- 2.3 The bid document itself outlines the strong case for Perth as the host location. It is informed by the findings of the feasibility study and the known venue requirements from information provided by An Comunn Gàidhealach. The city of Perth is well placed to host the Mòd with Perth Concert Hall being used for the four or five very large events, including public concerts, included as part of overall programme. As well as the Concert Hall, the extensive number of other rooms and halls across the city for the various events and competitions include the redeveloped Perth Theatre , St John's Kirk, Perth Playhouse and North Inch Community Campus as potential venues. The Mòd traditionally takes place during the October school holiday period. As previously stated hosting the Mòd would enhance our City of Culture 2021 programme, if we prove to be successful.
- 2.4 A key feature of the Mòd is the “buzz” that the event brings to the particular host location and it is important that consideration is given to community and business engagement in the area in order that this is delivered. Moreover, there is an opportunity to develop a “fringe” programme which would complement the official Mòd programme. Accordingly, the bid document highlights the experience of the Council and its partners in delivering a range of events and festivals. It also highlights the Council's experience in engaging with communities and businesses to make Perth and Kinross a leading events and festivals destination. In terms of accommodation supply, analysis showed

that the area does have the bed spaces across a range of accommodation categories available for an estimated 1,500 Mòd visitors each night. The bid document reflects the extensive range of accommodation options throughout the area.

- 2.5 Consideration is also being given to funding a Modern Apprentice and/or a Graduate Trainee to work with the Local Organising Committee and the Council in the lead-up to the event. This would be considered as a part of the Council's overall contribution to support the Mòd. This would provide an early career opportunity for some of the talented young people emerging from Further/Higher Education courses in Gaelic.

### **3. ANTICIPATED OUTCOMES**

- 3.1 The feasibility study assessed the potential impact of the event for Perth and Kinross. In so doing, comparative data from the evaluations of recent Mòds including Dunoon and Paisley were used together with data from our own 2004 evaluation to inform the estimates of visitation and impacts. (An independent assessment of the 2014 Mòd in Inverness showed that £3.5M was generated in additional economic benefits to the local area.)
- 3.2 Estimates of visitors, including overnight and day trippers, were used together with expenditure by both visitors and the organisers in staging the event. It is estimated that the Mòd could attract 7,500 visitors and that the total direct and indirect expenditure by visitors and the organisers could amount to £1,040,970. Assuming an investment by Perth and Kinross Council of £160,000 the estimated rate of return would be just under 7 to 1. (Approximately £7 of expenditure generated for every £1 of investment by the Council).
- 3.3 In addition to the direct economic impacts, it is acknowledged that there is significant exposure for the host area. In Paisley in 2013 for example, the Mòd was covered in 33 different press titles which reached some 9 million readers. It was also covered by both BBC and STV, with the former reaching some 6.5 million viewers. There will also be educational and cultural benefits, making it important for the Council and its partners to consider a legacy programme.

### **4. RESOURCE IMPLICATIONS**

- 4.1 The Council has been making budget provision since 2006/7 to support the hosting of this festival of Gaelic culture. As a result, if no other demands are made on this budget, there will be £180,000 allocated towards this. This will be the Council's direct contribution and it should also be noted:
- Perth Gaelic Society has confirmed that £5,000 remains in the local funding allocation from the 2004 Perth Mòd which can be redirected to support the 2021 event;

- For the 2004 Mòd, over £100,000 of public sector support was provided. In addition, the Local Organising Committee would be expected to raise £30,000 towards the event.

## 5. CONCLUSION AND RECOMMENDATIONS

- 5.1 The Royal National Mòd is clearly a significant event for a local authority area to host and the Council has been making financial provision for a number of years. Given the established circuit of locations in the Argyll and Bute, Highland, and Western Isles local authority areas, the opportunity to bid for the Mòd is not a regularly recurring one. The assessment undertaken by the Council shows that Perth has the supply of venues and accommodation required to host the Mòd and that the area would be an appealing prospect for Mòd goers.
- 5.2 The hosting of such an event is in line with the ambition of the Council's Gaelic Language Plan, Events and Festivals Strategy, Cultural Strategy and the ambition set out within the Perth City Plan as a vibrant cultural centre and leading events destination.
- 5.3 It is recommended that the Committee:
- Notes the progress made with the preparation of the formal bid to An Comunn Gàidhealach to host the Royal National Mòd in Perth in 2021
  - Approves the bid in principle with authority delegated to the Senior Deputy Chief Executive and Director (Environment) to finalise the bid.
  - Approves the subsequent expenditure to stage the Royal National Mòd, including a fee to An Comann Gàidhealach, of £180,000 from Council resources if the bid is successful.
  - Approves that consideration is given to seek a Modern Apprentice or Graduate Trainee as part of the overall Council's contribution.
  - Instructs the Director (Environment) and the Senior Deputy Chief Executive to seek other sources of funding to support the hosting of the Mòd, if the bid is successful
  - Requests reports to future meetings of relevant Committees in respect of progress regarding this event.

### Author(s)

| Name         | Designation                 | Contact Details                      |
|--------------|-----------------------------|--------------------------------------|
| David Stokoe | Service Manager Communities | CommunityPlanningPartnership@pkc.gov |

### Approved

| Name       | Designation                   | Date                      |
|------------|-------------------------------|---------------------------|
| John Fyffe | Senior Deputy Chief Executive | 26 <sup>th</sup> May 2017 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

- 1.1 This section should set out how the proposals relate to the delivery of the Perth and Kinross Community Plan / Single Outcome Agreement in terms of the following priorities:

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

#### Corporate Plan

- 1.2 This section should set out how the proposals relate to the achievement of the Council's Corporate Plan Priorities:

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

## **2. Resource Implications**

### Financial

- 2.1 Subject to the budget review process the budget fee payable would be accommodated within the Council's Revenue Budget.

### Workforce

- 2.2 Consideration is also being given to funding a Modern Apprentice and/or a Graduate Trainee to work with the Local Organising Committee and the Council in the lead-up to the event. This would be considered as a part of the Council's overall contribution to support the Mod.

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

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

## **3. Assessments**

### Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. An equality impact assessment needs to be carried out for functions, policies, procedures or strategies in relation to race, gender and disability and other relevant protected characteristics. This supports the Council's legal requirement to comply with the duty to assess and consult on relevant new and existing policies.
- 3.2 The function, policy, procedure or strategy presented in this report was considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome: Assessed as not relevant for the purposes of EqIA.

### Strategic Environmental Assessment

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

### Sustainability

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



activities in this report will contribute towards sustainable economic development in Perth and Kinross.

#### Legal and Governance

- 3.5 The consideration of the report is in line with the Council's Scheme of Administration and specifically the role of the Environment, Enterprise and Infrastructure Committee in developing measures to support and promote economic activity and to plan key infrastructure.

#### Risk

- 3.6 Risks and the controls required to mitigate any risks will be reported through the Council's risk management process where the Council is the lead on individual projects.

### **4. Consultation**

#### Internal

- 4.1 The Head of Planning and Development and Head of Finance have been consulted in the development of the report.

#### External

- 4.2 Consultation has been undertaken with the Perth Gaelic Society.

### **5. Communication**

- 5.1 Any communications required will be undertaken by the Council in the event of the bid being successful.

### **2. BACKGROUND PAPERS**

Events & Festivals Strategy – Report by the Depute Director (Environment) to the Environment, Enterprise and Infrastructure Committee (ref: 13/275); 5 June 2013

### **3. APPENDICES**

None

