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Council Building
2 High Street
Perth
PH1 5PH

Wednesday, 01 February 2017

A Meeting of the **Strategic Policy and Resources Committee** will be held in the **Council Chambers, Ground Floor, Council Building, 2 High Street, Perth, PH1 5PH** on **Wednesday, 08 February 2017 at 10:00.**

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

BERNADETTE MALONE
Chief Executive

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

Members:

Councillor Ian Miller (Convener)
Councillor Alan Grant (Vice-Convener)
Councillor Bob Band
Councillor Peter Barrett
Councillor Ian Campbell
Councillor Dave Cuthbert
Councillor Dave Doogan
Provost Liz Grant
Councillor John Kellas
Councillor Alan Livingstone
Councillor Alistair Munro
Councillor Douglas Pover
Councillor Mac Roberts
Councillor Barbara Vaughan
Councillor Willie Wilson
Councillor Anne Younger

Strategic Policy and Resources Committee

Wednesday, 08 February 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.

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|--------------|--|------------------|
| 1 | WELCOME AND APOLOGIES/SUBSTITUTES | |
| 2 | DECLARATIONS OF INTEREST | |
| 3 | MINUTES | |
| (i) | MINUTE OF MEETING OF THE STRATEGIC POLICY AND RESOURCES COMMITTEE OF WEDNESDAY 30 NOVEMBER 2016 | 5 - 8 |
| (ii) | MINUTE OF MEETING OF THE EMPLOYEES JOINT CONSULTATIVE COMMITTEE OF THURSDAY 22 SEPTEMBER 2016 | 9 - 14 |
| (iii) | MINUTE OF MEETING OF THE CORPORATE HEALTH, SAFETY AND WELLBEING CONSULTATIVE COMMITTEE OF MONDAY 12 SEPTEMBER 2016 | 15 - 20 |
| 4 | REVENUE BUDGET 2016/17 - MONITORING REPORT NO.3 Report by the Head of Finance (copy herewith 17/59) | 21 - 40 |
| 5 | COMPOSITE CAPITAL BUDGET 2016/23 & HOUSING INVESTMENT PROGRAMME 2016/21 - MONITORING REPORT NUMBER NO.3 Report by the Head of Finance (copy herewith 17/60) | 41 - 72 |
| 6 | TRANSFORMATION PROGRAMME 2015-2020 PROGRESS UPDATE Report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (copy herewith 17/62) | 73 - 110 |
| 7 | CORPORATE RISK MANAGEMENT STRATEGY Report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) | 111 - 148 |

(copy herewith 17/63)

Note: This Report will also be submitted to the Scrutiny Committee on 8 February 2017

8 DATA PROTECTION POLICY

149 - 160

Report by Head of Legal and Governance Services (copy herewith 17/64)

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STRATEGIC POLICY AND RESOURCES COMMITTEE

Minute of meeting of the Strategic Policy and Resources Committee held in the Gannochy Suite, Dewar's Centre, Glover Street, Perth on Wednesday 30 November 2016 at 10.00am.

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

In Attendance: B Malone, Chief Executive; J Valentine, Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development); L Gowans, C Irons, L Simpson, J Symon, G Taylor and K Wilson (all Corporate and Democratic Services); S Devlin and J Cockburn, both Education and Children's Services; B Renton, T Flanagan, D Fraser, S Homer, S Huggins, L McIntyre, K McNamara, M Mitchell (from Art. 809) and S Terras (all Environment Service) and B Atkinson, N Copland and A Taylor (all Housing and Community Care).

Also In Attendance: R Packham, Health and Social Care Partnership. (Up to Art. 805)

Apologies for Absence: Councillor J Kellas

Councillor I Miller, Convener, Presiding.

801. WELCOME AND APOLOGIES

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

802. DECLARATIONS OF INTEREST

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

803. MINUTES OF PREVIOUS MEETINGS

(i) Strategic Policy and Resources Committee

The minute of meeting of the Strategic Policy and Resources Committee of 21 September 2016 (Arts. 638-651) was submitted, approved as a correct record and authorised for signature.

(ii) Employees Joint Consultative Committee

The minute of meeting of the Employees Joint Consultative Committee of 26 May 2016 was submitted and noted. (**Appendix I**)

PERTH AND KINROSS COUNCIL
STRATEGIC POLICY AND RESOURCES COMMITTEE
30 NOVEMBER 2016

(iii) Corporate Health, Safety and Wellbeing Consultative Committee

The minute of meeting of the Corporate Health, Safety and Wellbeing Consultative Committee of 13 June 2016 was submitted and noted.
(Appendix II)

(iv) Property Sub-Committee

The minute of meeting of the Property Sub-Committee of 17 August 2016 was submitted and noted. **(Appendix III)**

804. REVENUE BUDGET 2016/17 - MONITORING REPORT NUMBER 2

There was submitted a report by the Head of Finance (16/527), providing an update (1) on the progress made with the 2016/17 General Fund Revenue Budget based upon the September 2016 Ledger, updated for any subsequent known material movements; and (2) on the projected financial position of the Housing Revenue Account.

Resolved:

- (i) The contents of Report 16/527 be noted.
- (ii) The adjustments to the 2016/17 Management Revenue Budget, as detailed in Appendix 1 and Section 2 of Report 16/527, be approved.
- (iii) Service virements, as summarised in Appendices 2 and 5 to Report 16/527, be approved.

805. COMPOSITE CAPITAL BUDGET 2016/23 & HOUSING INVESTMENT PROGRAMME 2016/21 – MONITORING REPORT NUMBER 2

There was submitted a report by the Head of Finance (16/528), (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; (2) seeking approval for adjustments to the Programmes and (3) advising of new proposals for accounting for Loan Charges.

Resolved:

- (i) The contents of Report 16/528 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 of Report 16/528 and summarised at Appendices 1 and 2 to Report 16/528, be approved.
- (iii) The proposed budget adjustments to the Housing Investment Programme Budget 2016/17 and 2020/21 as set out in Section 4 of Report 16/528 and summarised at Appendix 3 to Report 16/528, be approved.
- (iv) The revised accounting policies for the Loans Fund as detailed in Section 7 of Report 16/528, be approved.

806. EMPLOYABILITY STRATEGY AND ACTION PLAN

There was submitted a report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (16/529), presenting the refreshed employability strategy for Perth and Kinross.

Resolved:

- (i) The significant progress made in delivering employability in Perth and Kinross be noted.
- (ii) The significant external challenges due to the dynamics and reviews within national and local policy and agencies that will impact on the Council's approach to employability be noted.
- (iii) The development of a refreshed "One Council" approach to employability to meet these challenges effectively and intelligently be agreed.
- (iv) The revised employability strategy as detailed in Appendix A to Report 16/529, be approved.

807. TRANSFORMATION REVIEW OF COUNCIL ASSETS FOR COMMERCIAL SPONSORSHIP

There was submitted a report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (16/530), (1) proposing a policy for sponsorship and advertising for the Council; and (2) providing an update on the progress being made with the Transformation Review of Council Assets for Commercial Sponsorship.

Resolved:

The Sponsorship and Advertising Policy for use by the Council, as attached at Appendix 1 to Report 16/530, be approved.

808. ANNUAL RISK REPORT 2015/2016

There was submitted a report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (16/531), submitting the Annual Risk Report 2015/16 for consideration by the Committee.

Resolved:

The Annual Risk Report for 2015/16 as detailed in Appendix 1 to Report 16/531, be approved.

809. FLEET AND MECHANICAL EQUIPMENT ASSETS ANNUAL STATUS REPORT

There was submitted a report by the Director (Environment) (16/532), (1) presenting a status summary of the Council's Fleet and Mechanical Equipment (FaME) assets at 31 March 2016; (2) describing the current condition of the asset; and (3) providing an opportunity to confirm the Fleet Replacement Programme approved in the FaME Asset Management Plan within current agreed funding.

PERTH AND KINROSS COUNCIL
STRATEGIC POLICY AND RESOURCES COMMITTEE
30 NOVEMBER 2016

Resolved:

- (i) The contents of Report 16/532 be noted.
- (ii) The Director (Environment) be requested to submit an annual report on the performance of, and investment in, the Council's Fleet and Mechanical Equipment Assets in accordance with the approved Asset Management Plan, including benchmarking information.

810. PERTH AND KINROSS COUNCIL DIGITAL STRATEGY 2016-20

There was submitted a report by the Depute Chief Executive, Housing and Community Care (Corporate and Community Development Services) and Chief Operating Officer (16/533), recommending approval of the Digital Strategy and related Development Plan for the Council.

Resolved:

- (i) The Digital Strategy, as detailed in Appendix 1 to Report 16/533, be approved.
- (ii) The associated Digital Strategy Development Plan, as detailed in Appendix 2 to Report 16/533, be approved.

811. PROCUREMENT STRATEGY AND IMPROVEMENT PLAN

There was submitted a report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (16/534), setting out the updated Procurement Strategy and Improvement Plan to support the Council's strategic objectives, meet impending legal requirements and help deliver financial savings.

Resolved:

- (i) The Procurement Strategy, as detailed in Appendix 1 to Report 16/534, be approved.
- (ii) The Contract Delivery Plan as appended to the Procurement Strategy, be approved.
- (iii) The Procurement Improvement Plan, which complements the Council's Procurement Strategy and is included as an Appendix to the Strategy, be approved.

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**PERTH AND KINROSS COUNCIL  
STRATEGIC POLICY AND RESOURCES COMMITTEE  
EMPLOYEES JOINT CONSULTATIVE COMMITTEE**

Minute of meeting of the Employees Joint Consultative Committee, held in the Hay Room, Dewar's Centre, Glover Street, Perth on Thursday 22 September 2016 at 10.00am.

**Present:                   Representing Perth and Kinross Council:**

Councillors I Miller and M Roberts; G Boland (Education & Children's Services); S MacKenzie (The Environment Service); A Taylor (Housing and Community Care).

**Present:                   Representing Trade Unions:**

F Fraser, S Hope, G Mackie and T Maric (UNISON); A Thomas (Unite the Union); T Todd (UCATT); and H Meldrum (GMB).

**In Attendance:**       R Packham, Chief Officer, Perth and Kinross Integration Joint Board; K Ridley, L Shannon, J Somerville and P Steel (all Corporate and Democratic Services);

**Apologies:**           Councillors A Grant and A Munro; K Donaldson (Corporate Human Resources Manager); L McLaren (Unite the Union); and L Selby (UNISON).

G Mackie, Convener, in the Chair

**1.       DECLARATIONS OF INTEREST**

There were no declarations of interest in terms of the Councillors' Code of Conduct.

*THE CONSULTATIVE COMMITTEE UNANIMOUSLY AGREED TO CONSIDER  
ITEM 5 NEXT ON THE AGENDA*

**2.       HEALTH AND SOCIAL CARE PARTNERSHIP**

**(i)      Update on the Perth and Kinross Social Care Partnership**

Rob Packham, Chief Officer, welcomed the opportunity to provide an update to the Consultative Committee on the Perth and Kinross Integration Joint Board. During the presentation R Packham, referred to very significant change to the NHS; the ageing population and social isolation; the aim to wrap services around communities and the multi-disciplinary approach; two organisations running in parallel and the work of the voluntary sector; the make-up of the Integration Joint Board; and the financial challenges faced.

In response to a question, R Packham also referred to a number of current challenges including the out-of-hours service being managed in Angus but requiring to be dealt with locally as well.

The Convener thanked Rob Packham for his attendance at the meeting and for providing the informative update.

**(ii) Consultative / Partnership Forum**

There was submitted a report by the Corporate Human Resource Manager (G/16/222) providing an update on discussions held with the staff side/trade unions of the NHS and Council in relation to the Perth and Social Care Partnership and proposals to engage with trade unions and professional associations for matters that related to the Partnership. P Steel briefly spoke to the paper and noted that the proposed forum was not to be a decision-making group and that terms of reference were still to be agreed.

**Resolved:-**

- (i) The update on discussions held regarding the creation of a local joint forum with the NHS and Council trade unions and professional associations be noted.
- (ii) The creation of a forum be agreed in principle and nominations as to who should attend on behalf of Perth and Kinross Council trade unions be forwarded to Grant Mackie in the first instance.

**3. APPOINTMENT OF JOINT SECRETARY**

Following the recent retirement of Colin Coupar, Joint Secretary, the Trade Unions nominated Dougie Macguire, Unite the Union, as Joint Secretary of the Employees JCC.

In the absence of Mr Macguire from the meeting, it was agreed to contact him prior to the next meeting and ask him to confirm his acceptance of the position of Joint Secretary.

**4. MINUTE OF PREVIOUS MEETING**

The minute of meeting of the Employees Joint Consultative Committee of 26 May 2016 was submitted and approved.

**5. MATTERS ARISING**

**(i) Fair Work Framework (Item 9 refers)**

K Ridley referred to the update provided by the Corporate Human Resources Manager at the last meeting of the JCC. K Ridley noted the recent publication of an Inside News Bulletin and plans for forthcoming focus groups to involve a wide-range of employees. The Convener encouraged participation in the process and K Ridley also referred to a

focus group the previous year and added that this group would also be invited back again in order to build on previous work. K Ridley also reported that following the current consultation, the intention was to submit a report to the Executive Officer Team (EOT) in December 2016.

## **6. EQUALITIES MONITORING – EQUAL PAY AUDIT**

K Ridley provided the JCC with a brief verbal update and noted that the Equal Pay Audit was legally required to be carried out at least every two years. He then referred to some of the highlights of the 2015-16 audit. It was noted that the position remained positive but that the basic pay gap had gone up only slightly since the last audit in 2013-14. He, however, noted the main reason for this increase was the significant numbers of new female employees in lower grades due to Scottish Government initiatives of extending free school meal provision to all P1-P3 children and where funding was provided to increase the entitlement of early learning and childcare for children aged 3 to 5 and Looked After 2 year olds. Keith Ridley also noted that prior to this audit the gender pay gap had reduced consistently over the past 10 years.

He added that the total pay gap had also increased slightly but there was no evidence of there being any discriminatory practice relating to access to overtime or premium payments. He concluded by noting the progress made and the positive picture which had emerged.

In response to a question from the Convener, K Ridley confirmed that there were no outstanding Equal Pay claims lodged by trade unions and that only 9 claims lodged by unrepresented claimants remained outstanding.

### **Resolved:-**

The JCC noted the position.

## **7. LIVING WAGE**

K Ridley provided the JCC with a brief verbal update on the Living Wage accreditation and advised that the implementation plan which had been agreed with the Poverty Alliance was being progressed. He added that the Council could not legally require contractors to adopt the Living Wage but that this issue would be considered within the procurement process when contracts were being renewed.

### **Resolved:-**

The JCC noted the position.

## **8. TRANSFORMATION PROGRAMME**

C Jolly, Team Leader, updated the JCC on the current transformation programme and noted that amongst the present constraints was the financial climate as well as a projected increasing population in Perth and Kinross of 25% in the over 70 age group. He referred to the significant challenges being

faced by local authorities and noted that transformation was not only about financial constraint but that it also centred on service redesign.

The JCC was advised that the Transformation Programme had started in July 2015 and was made up of 34 individual and dynamic project plans which would progress individually. C Jolly then noted that Phase 3 of the project had now been agreed and funding attributed, with reporting at each cycle to the Strategic Policy and Resources Committee.

Councillor Miller noted that transformation was crucial towards setting balanced budgets and the provision of services fit for the modern world. P Steel referred to the trade union engagement with services in May 2016 and the need to continue to engage as appropriate as each project progressed. In response to a question, P Steel also agreed that a number of projects were cross cutting.

P Steel asked the trade union representatives to indicate the frequency of updates at the JCC and what type of information would be most useful for sharing. The Convener suggested that feedback could be provided to him directly or via Pauline Steel. The Convener thanked Chris Jolly for his attendance at the meeting and for the useful update.

**Resolved:-**

The JCC noted the position.

**9. VOLUNTARY SEVERANCE SCHEME (VSS)**

K Ridley reported that the 4<sup>th</sup> round of the Voluntary Severance Scheme (VSS) had launched on 24 August 2016 and that to date, 214 requests had been submitted. He added that the significant change on this occasion was the increase in the severance aspect of the scheme increasing the maximum payment to 60 weeks and that it was hoped this would make the scheme more attractive to those who did not have access to their local government pension. The closing date for applications was 9 September 2016 and it was expected that final applications would be considered by the Executive Officer Team (EOT) on 6 December with applicants being informed by 9 December 2016. In response to a question, K Ridley reported that there had been assurances from the Local Government Pension administrators in Dundee that the deadline of 4 November 2016 would be met in time for applications to progress.

**Resolved:-**

The JCC noted the position.

**10. ANY OTHER COMPETENT BUSINESS**

**(i) Perth Office Programme (POP)**

S MacKenzie (The Environment Service) provided a brief update to the JCC on the move back for staff to 2 High Street. He added that

progress was going according to plan and that the move would begin on a phased basis from the beginning of October 2016. He expressed appreciation for all of those who had contributed during the process and thanked Grant Mackie for being a single point of contact and for being a channel for the process of negotiation. G Mackie agreed that he would continue to share any further issues with other trade union representatives and thanked S MacKenzie for providing the update.

**(ii) Health and Wellbeing**

P Steel reported that resilience training was currently being rolled out and that work within teams was being undertaken, the Council had signed up to the 'See Me' campaign, we continued to work with Occupational Health with the aim of improving early intervention and have achieved the Healthy Working Lives Silver Award. She reported that there had been an increase in sickness levels amongst all staff groups, and an increase in the long term sickness absence of staff. A short-life working group was established in HR to consider the increase in sickness levels and to identify what other supportive measures could be introduced. It had been determined that a review of the existing Maximising Attendance policy be undertaken and that trade union representatives would be invited to discuss in due course.

T Maric noted interest in maximising attendance and queried if the current policy complied with the complex issues associated with the Equality Act and P Steel reported that the policy did comply but that a review would provide an opportunity to discuss all aspects when the dialogue commenced.

**(iii) Third Sector**

The Convener suggested that following on from the update at today's meeting by Rob Packham it would be informative and helpful to invite Helen McKinnon, PKAVS to provide a presentation to a future meeting of the JCC.

**11. PROPOSED TIMETABLE OF MEETINGS 2017**

Prior to the Local Government Elections in May 2017, only one meeting of the JCC was proposed for 16 February 2017

**12. DATE OF NEXT MEETING**

The next meeting would take place on Thursday 24 November 2016 at 10.00am. Members would be informed if the meeting would take place at 2 High Street in due course.



**PERTH AND KINROSS COUNCIL  
STRATEGIC POLICY AND RESOURCES COMMITTEE  
CORPORATE HEALTH, SAFETY AND WELLBEING  
CONSULTATIVE COMMITTEE**

Minute of meeting of the Corporate Health, Safety and Wellbeing Consultative Committee held in the Hay Room, Dewar's Centre, Glover Street, Perth on Monday 12 September 2016 at 10.00am.

**Present:**

**Representing Perth and Kinross Council**  
Councillor P Barrett  
Councillor B Ellis  
Councillor A Younger  
G Boland, Senior Business and Resource Manager (on behalf of Director (Education and Children's Services))  
S Crawford, Head of Property (on behalf of Director (Environment))  
P Steel, Human Resources Manager – Operations (on behalf of the Corporate Human Resources Manager)  
A Taylor, Head of Corporate IT and Revenues (on behalf of Director (Housing and Community Care))

**Trade Union Safety Representatives and Elected Representatives of Employee Safety Committees**  
M Blacklaws, SSTA  
S Hope, UNISON  
S Peddie, EIS  
A Thomas, UNITE (AMICUS)  
T Todd, UCATT

**In attendance:** J Handling, Health, Safety and Wellbeing Manager, the Environment Service and C Irons, Committee Officer, Corporate and Democratic Services.

**Apologies:** Councillor H Stewart; L McLaren, S MacKenzies and C Flynn.

Councillor B Ellis, Vice-Convener in the Chair.

## 1. APPOINTMENT OF CONVENER AND VICE CONVENER

Councillor Ellis proposed that the appointment of the Convener and Vice Convener, in terms of the Corporate Health, Safety and Wellbeing Consultative Committee Constitution, be delayed until after the local government election to avoid the appointments having to be made again in May 2017, thereby extending the current appointments.

**Resolved:**

The two year appointment of Convener and Vice Convener be delayed to the Consultative Committee meeting in June 2017.





## **2. DECLARATIONS OF INTEREST**

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

## **3. MINUTES**

The minute of the meeting of the Corporate Health, Safety and Wellbeing Consultative Committee of 13 June 2016 was submitted and approved as a correct record.

## **4. MATTERS ARISING**

There were no matters arising.

## **5. HEALTH AND SAFETY ANNUAL REPORT**

There was submitted and noted the Health and Safety Annual Report for 2015/16(G/16/206) which reviews the Health and Safety management activities between 1 April 2015 and 31 March 2016.

The following points were also noted :-

- The Risk Profiling exercise had now been completed across the Council
- Additional support to services had been provided where deemed necessary
- Enhanced Health and Safety Training was now being provided through the Council's new E-Learning platform
- The Health, safety and Wellbeing Manager regularly attends the Executive Officer Team meeting
- The Corporate Management Group continues its enhanced Health and Safety Governance role with a lead officer appointed in each service
- All management arrangements and guidance documents would be in place following approval today of the violence and aggression documents
- Reportable incidents had reduced to seven this year from twenty-one in 2014/15
- The Chief Executive replied to a Notice of Contravention from the Health and Safety Executive which was in relation to a contractor carrying out work on behalf of the Council.
- Performance Monitoring Records provide Managers and the Health, Safety and Wellbeing Team with a comprehensive tool to review performance
- Fourteen automated external defibrillators have been made available at various locations and there are two mobile units allocated to the Community Alarms team. A map to be made available on the Council's website will show the location of the defibrillators
- A review will take place in 2016 with the Authority Benchmarking Club and an action plan prepared to address any issues raised
- Health, Safety and Wellbeing advisers continue to undertake Continued Professional Development to maintain their chartered status
- A wide range of training courses were offered during 2015/16

## **6. TRADE UNION HEALTH AND SAFETY PROTOCOL**

There was submitted the Joint Working Health and Safety Protocol (G/16/207) to review the document approved in December 2014.

### **Resolved:**

- (i) The word 'often' be added to paragraph 3.3 in respect of workplace inspections to read 'in practice this is likely to be less often.'
- (ii) That the protocol be review every three years by this Committee, be approved.

## **7. HEALTH AND SAFETY KEY PERFORMANCE INDICATORS – QUARTERLY REPORT**

There was submitted and noted a report by the Head of Performance and Resources, the Environment Service (G/16/208) providing the Committee with the Health and Safety Key Performance Indicators for quarter 1 of 2016/17, 1 April to 30 June 2016.

J Handling advised that there were 5 RIDDOR incidents reported which was an increase from the same quarter last year but was still low.

J Handling added that 79% of all employee reported incidents was violence and aggression, however, there had been a decrease in such incidents in comparison to the same quarter in the previous year.

Non-employee incidents totalled 23 which was an increase from the previous year.

## **8. FIRE SAFETY KEY PERFORMANCE INDICATORS – QUARTERLY REPORT**

There was submitted a report by the Head of Performance and Resources, the Environment Service (G/16/209) on the monitoring of fire safety performance across Perth and Kinross Council in quarter 1 of 2016/17.

J Handling referred to the two incidents of fire during the quarter. S Crawford advised that Property Services were dealing with the oldest actions first where practical and there were a considerable number of actions in progress. The action required at 2 High Street was being undertaken as part of the ongoing work to the building.

### **Resolved:**

- (i) Twelve Council premises had their Fire Risk assessment reviewed during quarter 1 of 2016/17.
- (ii) Forty-four Council premises had outstanding actions from the previous quarter's fire risk assessment reviews, however, no outstanding actions presented an immediate risk in terms of fire safety to either occupants or visitors to Council premises.

- (iii) The Scottish Fire and Rescue Service carried out audits on three Council premises during this quarter.
- (iv) Seven Council premises had outstanding actions from the Scottish Fire and Rescue audits carried out in previous quarters and these would be addressed during 2016/17.
- (v) There were two reported incidents of fire and near misses at Council owned or operated premises during the quarter.

**9. CORPORATE HEALTH AND SAFETY POLICY – VIOLENCE AND AGGRESSION MANAGEMENT ARRANGEMENT AND GUIDANCE DOCUMENTS**

There was submitted the Violence and Aggression Management Arrangement, Guidance document and Violent Marker Guidance (G/16/210) following further consideration since the meeting of 13 June 2016.

**Resolved:**

The Violence and Aggression Management Arrangement, Guidance Document and Violent Marker Guidance be approved for immediate implementation.

**10. ANY OTHER COMPETENT BUSINESS**

There were no other items of competent business.

**11. DATE OF NEXT MEETING**

It was noted that the next meeting would be held on Monday 12 December 2016 at 10.00am



**PERTH AND KINROSS COUNCIL****Strategic Policy and Resources Committee – 8 February 2017****REVENUE BUDGET 2016/17 – MONITORING REPORT NUMBER 3****Report by the Head of Finance****PURPOSE OF REPORT**

This report provides an update on progress with the 2016/17 General Fund Revenue Budget based upon the November 2016 ledger, updated for any subsequent known material movements, and the projected financial position of the Housing Revenue Account.

The total net projected under spend on the 2016/17 General Fund Management Budget is £3,933,000 (see Appendix 1).

**1. BACKGROUND / MAIN ISSUES**

- 1.1. This is the third report updating the Committee on progress with the 2016/17 Revenue Budget. Appendix 1 to this report summarises the current projected year end (outturn) position for each Service based upon the November 2016 ledger, updated for any subsequent known material movements.
- 1.2. The budget total reflected in column 1 of Appendix 1 to this report is that approved by the Council in setting the Final Revenue Budget for 2016/17 on 11 February 2016 (Report No. 16/51 refers). In addition, adjustments that were approved by the Strategic Policy and Resources Committee on 20 April, 21 September and 30 November 2016 (Report Nos. 16/179, 16/400 and 16/527 refer) are reflected in Appendix 1 (column 2).
- 1.3. The Council's Financial Regulations allow Service Directors to vire budgets up to £100,000 within their Service. Any virements between Services or in excess of £100,000 are either included in the body of the revenue monitoring report or in the appendices for approval.
- 1.4. This report details the latest projected outturns and proposed adjustments to the 2016/17 General Fund and Housing Revenue Account budgets.

## **2. PROPOSALS**

### **2.1 Service Budgets**

- 2.1.1 Details of variances against Service budgets are shown in Appendix 2 to this report with the most significant variances summarised below. The total net projected under spend on Service budgets, as set out in Appendix 1 to this report, is £3,144,000 which represents 1.01% of total net Service expenditure. (In the corresponding report for financial year 2015/16 the projected under spend was £6,995,000 or 2.23%).
- 2.1.2 The utilisation of these Service under spends are considered throughout the financial year and as part of the Revenue Budget strategy for future years. Specific proposals to utilise the net under spends identified in Appendix 2 will be considered by the Council on 9 February 2017 in setting Revenue Budgets.
- 2.1.3 **Education & Children's Services:** The projected outturn (excluding Devolved School Management (DSM)) is currently anticipated to be £1,026,000 less than budget – a favourable movement of £165,000 from the position last reported to Committee.
- 2.1.4 The latest revenue monitoring position includes increases in projected under spends as follows:
- Staff costs (£698,000) due to additional slippage and the virement of income to offset expenditure in this area.
  - Supplies and Services (£76,000) due, primarily, to a rephasing of expenditure on the Evidence to Success project.
  - Additional income (£131,000) in relation to community engagement
  - Other projected under spends on staff transport costs and loan charges (£16,000 and £8,000 respectively)
- 2.1.5 These movements to projected under spends are offset by the following adjustments to projected over spends as follows:
- Residential Schools / Foster and Kinship Care (net movement of £504,000) due to an increased demand for these services including four new placements and five extensions to existing placements partially offset by one placement ending.
  - Third Party Payments (£68,000) following an update of the projected outturns for Early Learning and Childcare and services to Children and Families.
  - Income (£192,000) following virements to staff costs to reflect staff secondments.
- 2.1.6 There is also a projected under spend of £598,000 on Devolved School Management budgets (DSM) due to a projected under spend on staff costs in excess of budgeted slippage targets and the receipt of income from staff secondments and the Scottish Qualifications Authority. It is anticipated that,

in line with the approved DSM scheme, the eventual over and under spends will be carried forward into 2017/18.

2.1.7 The projected carry forward of £598,000 represents 0.71% of the overall DSM budget.

2.1.8 **Housing & Community Care:** The projected outturn is currently anticipated to be £2,273,000 less than budget – a favourable movement of £815,000 from the position last reported to Committee.

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

- Finance and support (£134,000) due, primarily, to the accelerated delivery of approved savings and the receipt of additional non-recurring income.
- Strategic Support and Commissioning (£124,000) due, in the main, to the accelerated delivery of approved savings.
- Older People (£292,000) due, in the main to the accelerated delivery of approved savings and further projected under spends across Care Teams, Care at Home and residential care homes.
- Learning Disabilities (£224,000) due primarily to the further acceleration of approved savings and a projected under spend on Direct Payments as unutilised monies have been recovered.
- Community Safety (£28,000) due to further staff slippage.
- Other Community Care Services (£151,000) due, primarily, to revised projections for income from the approved Contributions Policy.

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

- Housing (£138,000) due, primarily, to an increase in the projected over spends on temporary accommodation as the Homefirst service delivery model is rolled out and reduced income.

2.1.11 The Health and Social Care Integration Scheme for Perth and Kinross was considered by Council on 7 October 2015. The Scheme states that “in the event that an under spend is evident.....this will be retained by the Integration Joint Board as Reserves following agreement with the Partners”. Proposals for the use of this under spend will be considered by the Council on 9 February 2017.

2.1.12 Within the Housing and Community Care projected under spend, £1,984,000 relates to activities that are under the direction of the Perth and Kinross Health and Social Care Partnership. Subject to agreement by the Council on 9 February it is proposed that £1,386,000 of the under spend is retained in its Reserves by the Partnership to take forward a number of projects and that £598,000 is earmarked in the Council's Reserves to allow future health and social care transformation proposals to be developed with the latter adjustment being reflected in Appendix 1.

2.1.13 The Council will be asked to approve that Perth and Kinross Health and Social Care Partnership retains the £1,386,000 of projected under spend at the meeting on 9 February 2017. Appendix 1 and 2 has been presented on the basis that these adjustments are approved by the Council.

2.1.14 **ACTION:** The Committee is asked to approve the transfer of £598,000 from Housing and Community Care to Reserves to be earmarked for future health and social care transformation related activity. This adjustment is reflected in Appendix 1 (Column 3) to this report.

2.1.15 The adjustments proposed at 2.1.12 above result in a revised projected outturn of £289,000 for the current financial year

2.1.16 **The Environment Service:** The projected outturn is currently anticipated to be £1,479,000 less than budget – a favourable movement of £1,259,000 from the position last reported to Committee.

2.1.17 This latest revenue monitoring position reflects movements of projected under spends as follows:

- Staff slippage across the Service in excess of budget (£250,000).
- Additional savings on fuel costs (£50,000).
- Projected savings on Prudential Borrowing costs in line with the approved vehicle replacement programme (£100,000).
- Projected savings on street lighting costs due to reduced charges and the impact of LED replacement programme (£230,000).
- Projected under spends on Council building energy and water costs (£190,000).
- Projected under spend in Procurement (£10,000).

2.1.18 In addition due to the nature of the activity undertaken across the Environment Service there are projected under spends in a number of projects that, subject to Council approval on 9 February 2017, will be rephased to match expenditure commitments.

- Upgrade of CCTV City Operations Centre (£120,000).
- Council-Wide Marketing and Promotion initiative (£155,000).
- Contribution to European Social Fund projects (£215,000).
- Approved support to Perth Visitor Information Centre (£32,000).
- Funding to support the vacant property initiative (£25,000).
- Rural broadband contribution in line with LEADER funding (£219,000).
- Perth and Kinross Employment Recruitment initiatives to match existing commitments (£28,000).
- City development funding towards environmental improvements (£50,000).
- Landslip construction project (£130,000).
- Bridge maintenance budget to meet future planned maintenance works (£40,000).
- Flood studies funding for future commitments (£65,000).



- Asset Management business systems budget for future development requirements (£30,000).

2.1.19 These projected under spends and rephasings are partially offset by:

- A projected shortfall in income from professional fees and additional specialist design and technical costs in relation to the planned and reactive maintenance programme (£300,000).
- Costs associated with footbridges in Alyth (£150,000).
- Additional planned bridge inspection costs (£230,000).

2.1.20 **Corporate and Democratic Services:** The projected outturn is currently anticipated to be £350,000 less than budget – a favourable movement of £44,000 from the position last reported to Committee.

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

- Further staff slippage in excess of budgeted levels across the Service (£31,000).
- Other projected net under spends across the Service (£13,000).

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

## 2.2 Movements in Funding

2.4.1 Since Revenue Monitoring Report No. 2 was approved by this Committee (Report No. 16/527 refers) notification has been received of additional resources in the current financial year from a number of sources as set out in paragraphs 2.2.2 and 2.2.5 and Appendix 3.

### 2.4.2 Scottish Government: Revenue Support Grant (£532,823)

- Teacher Induction Scheme: £501,823 (Education & Children's Services – ECS)
- Extension of Free School Meals: £28,000 (ECS)
- Council Tax Reform Data Extract: £3,000 (Housing & Community Care)

2.4.3 The Scottish Government has advised that the increase in Revenue Support Grant identified at 2.2.2 of £532,823 will be made through a redetermination of the Council's Revenue Support Grant. It is therefore necessary to adjust the net Revenue Budgets for Education & Children's Services, Housing & Community Care and Revenue Support Grant.

- 2.4.4 **ACTION:** The Committee is asked to approve the following adjustments to the Education & Children's Services (£529,823) and Housing & Community Care (£3,000) budgets to reflect the additional resources being made available through Revenue Support Grant. These adjustments are reflected in Appendix 1 (Column 3) to this report.

Other Funding (£116,735)

- 2.4.5 Other funding amounting to £116,735 will be paid outside the Revenue Support Grant mechanism as Other Grant income and is cost neutral in terms of the budget summary – details of this other funding is set out in Appendix 3.
- 2.4.6 **ACTION:** The Committee is asked to note the receipt of £116,735 of additional resources, with this funding being reflected within Education & Children's Services, Housing and Community Care and the Environment Service as additional grant income. The current projected outturn assumes that all of these additional resources will be fully expended in 2016/17.

## 2.3 Virements

Contribution to/from Capital Fund

- 2.3.1 In line with the strategy for managing the Council's Capital Programme over the medium term (as reported to Council on 22 June 2016 – Report No. 16/277 refers) it is recommended that the eventual over or under spend on Capital Financing Costs and Interest on Revenue Balances be transferred from or to the Capital Fund.
- 2.3.2 The latest monitoring indicates a small increase in the projected outturn for capital financing costs (loan charges) of £11,000 and an increase in the level of projected income from Interest on Revenue Balances of £30,000. The variances reflect the latest treasury activity undertaken by the Council.
- 2.3.3 **ACTION:** The Committee is requested to approve the virement of £11,000 to the Capital Financing Costs (Loan Charges) Budget; £30,000 to Interest on Revenue Balances with a net increase of £19,000 in the projected Contribution to the Capital Fund. These adjustments have been reflected in Appendix 1 (column 4) to this report.

## 2.4 Movements in Reserves

Revenue Grants – Transfer to Reserves

- 2.4.1 The Council received funding of £210,000 during 2016/17 towards the national Getting it Right for Every Child "GIRFEC" agenda. Delays in the implementation of Parts 4 and 5 of the Children and Young Peoples Act (Scotland) Act 2014 have meant that this funding will not be required in the current financial year. It is proposed that this funding is transferred to Reserves to be drawn down by Education and Children's Services when the expenditure will be incurred.

- 2.4.2 **ACTION:** The Committee is asked to approve the transfer of £210,000 from Education and Children's Services to the Earmarked Reserve for Revenue Grants. This adjustment is reflected in Appendix 1 (column 5) to this report.

#### Investment in Improvement / Corporate Transformation Programme

- 2.4.3 Approval is sought to rephase budgets for a number of Investment in Improvement and Corporate Transformation Programme projects leading to reductions in budgets totalling £832,000 in 2016/17 as set out in Appendix 4.
- 2.4.4 **ACTION:** The Committee is asked to approve the adjustments listed in Appendix 4 in relation to Investment in Improvement and Corporate Transformation Programme projects. This adjustment is reflected in Appendix 1 (column 5) to the report.

#### Public Sector Network

- 2.4.5 The 2016/17 Revenue Budget includes £164,000 towards Public Sector Network compliance. It is anticipated that Corporate and Democratic Services will incur expenditure of £96,000 in the current year and therefore approval is sought to transfer the balance to Reserves.
- 2.4.6 **ACTION:** The Committee is asked to approve the transfer of £68,000 from Corporate and Democratic Service to Reserves. This adjustment is reflected in Appendix 1 (column 5) to the report.

#### Car Park Reserve (£1,300,000)

- 2.4.7 The Council has previously approved contributions from the Car Park Reserve for improvement works at Canal Street (Report No. 15/352 refers) and Mill Street (Report No. 15/35 refers). The Committee is asked to approve the transfer of £1,200,000 from the Car Park Reserve to the Environment Service to fund this contribution to the capital works. In addition there has been £100,000 of expenditure on new infrastructure including ticket machines.
- 2.4.8 **ACTION:** The Committee is asked to approve the transfer of £1,300,000 to the Environment Service from the Car Park Reserve. This adjustment is reflected in Appendix 1 (column 5) to the report.

### **3. CORPORATE BUDGETS**

#### Contributions to Tayside Valuation Joint Board

- 3.1 The Treasurer of the Tayside Valuation Joint Board is currently projecting an under spend of £23,000 primarily due to reduced staff costs. Perth and Kinross Council's share of this projected under spend is approximately £9,000. This under spend is reflected in Appendix 1.

### Un-Funded Pensions Costs

- 3.2 Based on the latest invoices from Dundee City Council, who administer Tayside Pension Fund, there is a projected under spend of £100,000. This under spend has arisen due to the phasing of staff departures under the Voluntary Severance Scheme approved in February 2016. This under spend is reflected in Appendix 1.

### Council Tax Income

- 3.3 The latest monitoring of Council Tax Income indicates that additional income in excess of budget will be generated in the current year in the order of £680,000. The primary reasons for this additional income are anticipated favourable movements in the provisions for bad debts (£400,000) and a net increase in the Council Tax base in excess of budget assumptions (£100,000).
- 3.4 In addition there is a projected under spend on the Council Tax Reduction Scheme (£180,000) due to lower than budgeted activity in this area.
- 3.5 These projections are indicative at this stage and are subject to further changes in a number of variables including further movement in the tax base; movements in the level of provisions; effects of exemption and discount reviews and in year collection levels. This additional income is reflected in Appendix 1.

## **4. HOUSING REVENUE ACCOUNT (HRA)**

- 4.1 The Director (Housing and Social Work) is currently projecting a planned reduction in expenditure of £18,000 on the Housing Revenue Account (HRA) in order to increase the balance on the HRA Reserve to £800,000 in accordance with the approved strategy for managing Housing Revenue Account Balances.
- 4.2 This latest revenue monitoring position also reflects movements to projected under spends in:
- Increases in staff cost slippage in Improvements & South (£45,000), Letham & North (£12,000) and Perth City & Specialist (£30,000).
  - Housing Management (£27,000) based on the latest projections for the HRA Innovation Fund,
  - Administration (£1,000) based on the latest projections for loan charges.
- 4.3 This latest revenue monitoring position reflects movements to projected over spends in:
- Income (£33,000) due to a further projected reduction in rent from Council houses, lock ups & garages and interest on revenue balances.

- 4.4 The net projected movements described above result in an increase in the projected contribution to Capital Financed from Current Revenue (CFCR) (£82,000) available for the HRA Capital Programme.
- 4.5 Full details of the movement against the HRA Revenue Budget are set out in Appendix 5.

## 5. CONCLUSION AND RECOMMENDATIONS

- 5.1. The total net projected under spend on the General Fund net expenditure, as set out in Appendix 1 to this report, is £3,933,000.
- 5.2. Additionally the projected planned under spend on Devolved School Management Budgets currently stands at £598,000.
- 5.3. The Director (Housing and Social Work) is currently projecting a planned under spend of £18,000 in order increase the balance on the HRA Reserve to £800,000 in accordance with the approved strategy for managing Housing Revenue Account Balances.
- 5.4. The Committee is requested to:
- Note the contents of the report;
  - Approve the adjustments to the 2016/17 Management Revenue Budget detailed in Appendix 1 and Section 2 above;
  - Approve Service virements summarised in Appendices 2 and 5.

### Author(s)

| Name         | Designation      | Contact Details                                                  |
|--------------|------------------|------------------------------------------------------------------|
| Scott Walker | Chief Accountant | <a href="mailto:chxfinance@pkc.gov.uk">chxfinance@pkc.gov.uk</a> |

### Approved

| Name       | Designation     | Date            |
|------------|-----------------|-----------------|
| John Symon | Head of Finance | 27 January 2017 |

## ANNEX

### 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

#### 1. Strategic Implications

##### 1.1. Corporate Plan

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

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

- 1.1.2 This report relates to all of these objectives.

#### 2. Resource Implications

##### 2.1. Financial

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

## 2.2. Workforce

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

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

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

## 3. **Assessments**

### 3.1. Equality Impact Assessment

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

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

### 3.2 Strategic Environmental Assessment

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

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

### 3.3 Sustainability

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

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

## **4. Consultation**

### **4.1 Internal**

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

## **2. BACKGROUND PAPERS**

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

## **3. APPENDICES**

|              |                                                                       |
|--------------|-----------------------------------------------------------------------|
| Appendix 1 – | General Fund 2016/17 Revenue Budget - Summary                         |
| Appendix 2 – | General Fund 2016/17 Projected Outturn – Service Analysis             |
| Appendix 3 – | Other Funding                                                         |
| Appendix 4 – | Adjustments to Projects funded from the Corporate Transformation Fund |
| Appendix 5 – | Housing Revenue Account 2016/17 Projected Outturn                     |



**PERTH & KINROSS COUNCIL GENERAL FUND  
2016/17 REVENUE BUDGET - SUMMARY**

**APPENDIX 1**

|                                                                                           | (1)                                                | (2)                                            | (3)                        | (4)       | (5)                         | (6)                                 | (7)                  | (8)                                        | (9)                                        |
|-------------------------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------|----------------------------|-----------|-----------------------------|-------------------------------------|----------------------|--------------------------------------------|--------------------------------------------|
|                                                                                           | 2016/17<br>Council<br>Approved<br>Budget<br>Feb-16 | Previously<br>Approved<br>Adjustments<br>(Net) | Movements<br>in<br>Funding | Virements | Movements<br>in<br>Reserves | 2016/17<br>Revised<br>Mgt<br>Budget | Projected<br>Outturn | Variance<br>to<br>Revised<br>Mgt<br>Budget | Variance<br>to<br>Revised<br>Mgt<br>Budget |
| <i>Reference: Section in Report</i>                                                       |                                                    |                                                |                            |           |                             |                                     |                      |                                            |                                            |
| <b>SERVICE</b>                                                                            | £'000                                              | £'000                                          | £'000                      | £'000     | £'000                       | £'000                               | £'000                | £'000                                      | %                                          |
| <b>Education &amp; Children's Services</b>                                                | 171,854                                            | (3,352)                                        | 530                        |           | (227)                       | 168,805                             | 167,779              | (1,026)                                    | (0.61%)                                    |
| <b>Housing and Community Care</b>                                                         | 65,466                                             | 678                                            | 3                          |           | (1,103)                     | 65,044                              | 64,755               | (289)                                      | (0.44%)                                    |
| <b>The Environment Service</b>                                                            | 57,969                                             | 3,857                                          |                            |           | 1,228                       | 63,054                              | 61,575               | (1,479)                                    | (2.35%)                                    |
| <b>Corporate and Democratic Services</b>                                                  | 14,399                                             | 356                                            |                            |           | (306)                       | 14,449                              | 14,099               | (350)                                      | (2.42%)                                    |
| <b>Sub - Total: Service Budgets</b>                                                       | <b>309,688</b>                                     | <b>1,539</b>                                   | <b>533</b>                 | <b>0</b>  | <b>(408)</b>                | <b>311,352</b>                      | <b>308,208</b>       | <b>(3,144)</b>                             | <b>(1.01%)</b>                             |
| <b>Corporate Budgets</b>                                                                  |                                                    |                                                |                            |           |                             |                                     |                      |                                            |                                            |
| Contribution to Valuation Joint Board                                                     | 1,166                                              |                                                |                            |           |                             | 1,166                               | 1,157                | (9)                                        | (0.77%)                                    |
| Capital Financing Costs                                                                   | 16,352                                             | (1,514)                                        |                            | 11        |                             | 14,849                              | 14,849               | 0                                          | 0.00%                                      |
| Interest on Revenue Balances                                                              | (200)                                              | 88                                             |                            | (30)      |                             | (142)                               | (142)                | 0                                          | 0.00%                                      |
| Net Contribution to/(from) Capital Fund                                                   | (586)                                              | 520                                            |                            | 19        |                             | (47)                                | (47)                 | 0                                          | 0.00%                                      |
| Contribution to/(from) Renewal and Repair Fund                                            | 0                                                  | (822)                                          |                            |           |                             | (822)                               | (822)                | 0                                          | 0.00%                                      |
| Trading Operations Surplus                                                                | (250)                                              |                                                |                            |           |                             | (250)                               | (250)                | 0                                          | 0.00%                                      |
| Support Service External Income                                                           | (1,888)                                            |                                                |                            |           |                             | (1,888)                             | (1,888)              | 0                                          | 0.00%                                      |
| Un-Funded Pension Costs                                                                   | 1,551                                              |                                                |                            |           |                             | 1,551                               | 1,451                | (100)                                      | (6.45%)                                    |
| Discretionary Relief                                                                      | 150                                                |                                                |                            |           |                             | 150                                 | 150                  | 0                                          | 0.00%                                      |
| <b>Net Expenditure (General Fund)</b>                                                     | <b>325,983</b>                                     | <b>(189)</b>                                   | <b>533</b>                 | <b>0</b>  | <b>(408)</b>                | <b>325,919</b>                      | <b>322,666</b>       | <b>(3,253)</b>                             | <b>(1.00%)</b>                             |
| <b>Financed By:</b>                                                                       |                                                    |                                                |                            |           |                             |                                     |                      |                                            |                                            |
| Revenue Support Grant                                                                     | (184,101)                                          | (2,436)                                        | (533)                      |           |                             | (187,070)                           | (187,070)            | 0                                          | 0.00%                                      |
| Ring Fenced Grant                                                                         | (113)                                              |                                                |                            |           |                             | (113)                               |                      | 0                                          | 0.00%                                      |
| Non Domestic Rate Income                                                                  | (57,555)                                           |                                                |                            |           |                             | (57,555)                            | (57,555)             | 0                                          | 0.00%                                      |
| Council Tax Income                                                                        | (73,664)                                           | (1,300)                                        |                            |           |                             | (74,964)                            | (75,464)             | (500)                                      | (0.67%)                                    |
| Council Tax Reduction Scheme                                                              | 6,249                                              |                                                |                            |           |                             | 6,249                               | 6,069                | (180)                                      | (2.88%)                                    |
| Capital Grant                                                                             | (6,944)                                            | 4,670                                          |                            |           |                             | (2,274)                             | (2,274)              | 0                                          | 0.00%                                      |
| <b>Total Financing</b>                                                                    | <b>(316,128)</b>                                   | <b>934</b>                                     | <b>(533)</b>               | <b>0</b>  | <b>0</b>                    | <b>(315,727)</b>                    | <b>(316,407)</b>     | <b>(680)</b>                               | <b>(0.22%)</b>                             |
| <b>Financed from/(returned to) Reserves<br/>including use of Budget Flexibility b/fwd</b> | <b>9,855</b>                                       | <b>745</b>                                     | <b>0</b>                   | <b>0</b>  | <b>(408)</b>                | <b>10,192</b>                       | <b>6,259</b>         | <b>(3,933)</b>                             |                                            |

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

| SERVICE                                                 | Variance<br>£'000 | Variance<br>£'000 | Summary of Service Variances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------|-------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>Education &amp; Children's Services (ECS)</u></b> |                   |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Total                                                   | (1,026)           |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                         |                   |                   | <b><u>Devolved School Management (DSM)</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                         |                   | (398)             | <b><u>Staff Costs</u></b><br>Teachers salaries projected under spend of £1,656,000 due to staff turnover. Single Status staff are projecting an under spend of £448,000 also due to staff turnover. This is offset by a slippage target for 2016/2017 of £1,706,000.                                                                                                                                                                                                                                                                                                                                           |
|                                                         |                   | (200)             | <b><u>Income</u></b><br>Projected additional income of £200,000 offsets additional expenditure on staff costs above for secondments and SQA work.                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                         |                   | 598               | The projected DSM carry forward for 2016/17 is £598,000 which is a reduction of £660,000 on the balance brought forward from 2015/16. This level of carry forward represents approximately 0.71% of the overall DSM budget.                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                         |                   |                   | <b><u>Other Education &amp; Children's Services Sectors:</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                         |                   | (1,175)           | <b><u>Staff Costs</u></b><br>This projected under spend is made up of movements across all sectors and cost centres and is after recognising a slippage target of £841,000.                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                         |                   | 32                | <b><u>Property Costs</u></b><br>Projected over spend in relation to Non-Domestic Rates for 2016/17.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                         |                   | (563)             | <b><u>Supplies and Services</u></b><br>Projected under spend in Early Learning and Childcare provision (£63,000) and Evidence 2 Success (£500,000) due to the phasing of expenditure.                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                         |                   | 350               | Virement to reflect additional school meals activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                         |                   | (28)              | <b><u>Transport Costs</u></b><br>Projected under spend on car allowances, travel and subsistence payments.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                         |                   | (258)             | <b><u>Home to School Transport</u></b><br>Projected under spend due to contractual price reduction of 1.49% compared to an inflationary increase of 5% that was assumed in setting the 2016/17 Revenue Budget.                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                         |                   | 35                | <b><u>Third Party Payments</u></b><br>There is a projected under spend in Early Learning and Childcare (£135,000) offset by a projected over spend in Children, Young People and Families for supporting young people (£103,000) and Direct Payments & Personal Home Care (£67,000).                                                                                                                                                                                                                                                                                                                           |
|                                                         |                   | (416)             | <b><u>Residential Schools/Foster Care and Kinship Care:</u></b><br>The budget for young people with Additional Support Needs (ASN) who are educated out with the Council's mainstream school provision is projected to under spend in the current financial year due to a lower level of placements than that assumed in setting the original revenue budget.                                                                                                                                                                                                                                                  |
|                                                         |                   | 828               | The budget for young people with complex behavioural issues which includes a number of pupils placed within secure schools is projected to over spend based on current activity levels.                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                         |                   | 747               | The Foster care budget is projected to over spend (£787,000) due to high demand for external foster carers to date partially offset by a projected under spend on Kinship care (£40,000).                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                         |                   | (48)              | <b><u>Loan Charges</u></b><br>Projected under spend on prudential borrowing loan charges due to revised projections for land disposals.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                         |                   | (49)              | <b><u>Income</u></b><br>Projected additional income of £49,000. The main areas are Out of School Kids Clubs (£30,000); recharging other authorities for Pupil Support Assistants and Learning Support (£19,000); Police Scotland (£6,000) for Child Protection Inter Agency work; Duke of Edinburgh Awards (£8,000), school meals (£33,000), school lets (£19,000), Strathearn Community Wing (£3,000), Internal Recharges (£10,000) and Rattray Community Connect (£1,000). These are partially offset by reduced Renewable Heat Initiative income (£80,000) due to delays in changes to plant and equipment. |
|                                                         |                   | (131)             | Income in relation to community empowerment.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                         |                   | (350)             | Virement to reflect additional income from school meals.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

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

| SERVICE                                  | Variance<br>£'000 | Variance<br>£'000 | Summary of Service Variances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------|-------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>Housing and Community Care</u></b> |                   |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Total                                    | (289)             |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                          |                   | 424               | <b><u>Housing</u></b><br>There is a projected over spend on Temporary Accommodation (£325,000) as the Homefirst service delivery model is rolled out on a phased basis and reduced income at Greyfriars and Rio (£180,000) due to occupancy levels being lower than that budgeted. This is partially offset by additional slippage on staff costs (£33,000) and Private Sector Housing Grant (£48,000).                                                                                                                                                                                                                                                                                                                                            |
|                                          |                   | (491)             | <b><u>Finance and Support</u></b><br>Projected under spend due to additional income from Sheriff Officers (£50,000), accelerated delivery of approved savings (£177,000), additional non-recurring income (£161,000) and other miscellaneous under spends (£103,000).                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                          |                   | (124)             | <b><u>Strategic Support and Commissioning</u></b><br>Accelerated delivery of approved savings (£155,000), additional non-recurring income (£13,000) and other minor under spends (£40,000) partially offset by projected over spends on staff costs and supplies and services (£84,000).                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                          |                   | (1,425)           | <b><u>Older People</u></b><br>There is a projected under spend on Care At Home (£395,000) due to recruitment delays and a shortage of external supply; Care Teams (£245,000) as the Service moves to locality team models; Occupational Therapy (£42,000) due to additional income from NHS Tayside, staff slippage and equipment purchases; LA Residential Homes (£252,000) due to increased income and staff slippage and Day Care (£147,000) due to staff slippage and the accelerated delivery of savings and external residential placements (£164,000) due to a higher turnover of clients compared to budget. The accelerated delivery of further approved savings (£170,000) and the receipt of additional non-recurring income (£10,000). |
|                                          |                   | (460)             | <b><u>Learning Disabilities</u></b><br>There is a projected under spend due to staff slippage in day care (£88,000), the accelerated delivery of approved savings (£245,000), a reduction in purchased services (£85,000), Direct Payments (£80,000) and the receipt of non-recurring income (£10,000). This is partially offset by projected over spends on external residential placements (£30,000) and supported living projects (£18,000).                                                                                                                                                                                                                                                                                                    |
|                                          |                   | (98)              | <b><u>Community Safety</u></b><br>There is a projected under spend due to additional staff slippage and reduced third party payments (£86,000) and the accelerated delivery of approved savings (£12,000).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                          |                   | (99)              | <b><u>Other Community Care Services</u></b><br>The accelerated delivery of approved savings will deliver additional savings in the current year (£239,000). Addiction Services are projecting an under spend due to additional staff slippage (£63,000). Management cost centres are projected to over spend due to the non-achievement of slippage targets (£136,000), an increased provision for bad debts (£79,000) partially offset by additional income from the approved Contributions Policy (£12,000).                                                                                                                                                                                                                                     |
|                                          |                   | 598               | Transfer to Reserves for future health and social care transformation related activity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                          |                   | 1,386             | Transfer to Perth and Kinross Health and Social Care Partnership                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

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

| SERVICE                               | Variance<br>£'000 | Variance<br>£'000 | Summary of Service Variances                                                                                                                                                          |
|---------------------------------------|-------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>The Environment Service</u></b> |                   |                   |                                                                                                                                                                                       |
| Total                                 | (1,479)           |                   |                                                                                                                                                                                       |
|                                       |                   | (250)             | <b><u>Service Wide Staffing Budgets</u></b><br>Projected slippage in excess of target across the Service                                                                              |
|                                       |                   | 40                | <b><u>Community Greenspace</u></b><br>Contribution to Tayside Landscape Partnership                                                                                                   |
|                                       |                   | 60                | <b><u>Planning and Regeneration</u></b><br>Provision of free public Wi-Fi network in Perth City Centre                                                                                |
|                                       |                   | 65                | Investment in marketing and promotion across Perth and Kinross                                                                                                                        |
|                                       |                   | (140)             | Projected additional income from commercial lets                                                                                                                                      |
|                                       |                   | (215)             | Projected rephasing of expenditure in relation to European Social Fund to deliver approved projects                                                                                   |
|                                       |                   | (32)              | Projected rephasing of funding to support Perth Visitor Information Centre                                                                                                            |
|                                       |                   | (25)              | Projected rephasing of funding for vacant property initiative                                                                                                                         |
|                                       |                   | (219)             | Proposed rephasing of rural broadband funding to match Leader funding                                                                                                                 |
|                                       |                   | (28)              | Proposed rephasing of Perth and Kinross Recruitment Initiatives funding to meet existing commitments                                                                                  |
|                                       |                   | (50)              | Proposed rephasing of City Development funding for environmental improvements                                                                                                         |
|                                       |                   | (150)             | <b><u>Operations &amp; Waste Strategy</u></b><br>Projected saving on fuel costs based on current price and consumption estimates.                                                     |
|                                       |                   | (100)             | Projected non-recurring saving on loan charges based on existing vehicle replacement programme                                                                                        |
|                                       |                   | (220)             | <b><u>Roads &amp; Transport</u></b><br>Depot recharge to Tayside Contracts                                                                                                            |
|                                       |                   | 120               | Share of depot recharge costs for PKC roads maintenance activities                                                                                                                    |
|                                       |                   | 100               | Share of South Inch pumping station repair costs and additional reactive roads maintenance costs                                                                                      |
|                                       |                   | (80)              | Projected additional income from Statutory Site notices                                                                                                                               |
|                                       |                   | (230)             | Projected under spend on street lighting energy costs and carbon reduction commitment payments due to lower than anticipated price increases and impact of LED installation programme |
|                                       |                   | 230               | Additional bridge inspection costs                                                                                                                                                    |
|                                       |                   | (130)             | Proposed rephasing of landslip construction project                                                                                                                                   |
|                                       |                   | 150               | Replacement footbridge in Alyth                                                                                                                                                       |
|                                       |                   | (40)              | Proposed rephasing of bridge maintenance expenditure to match works                                                                                                                   |
|                                       |                   | (65)              | Proposed rephasing of flood studies budget to match commitments                                                                                                                       |
|                                       |                   | 1,200             | <b><u>Car Parking</u></b><br>Investment in Canal Street and Mill Street car parks                                                                                                     |
|                                       |                   | 100               | Investment in new infrastructure                                                                                                                                                      |
|                                       |                   | (1,300)           | Contribution from Car Park Reserves.                                                                                                                                                  |
|                                       |                   | (30)              | <b><u>Corporate Functions</u></b><br>Proposed rephasing of asset management business systems budget to meet ongoing development requirements                                          |
|                                       |                   | (10)              | Projected under spend on Procurement staffing                                                                                                                                         |
|                                       |                   | (650)             | <b><u>Property</u></b><br>Projected saving on energy costs due to lower than anticipated price increases.                                                                             |
|                                       |                   | (140)             | Projected saving on water costs.                                                                                                                                                      |
|                                       |                   | 260               | Projected additional expenditure on the school estate including Auchterarder High School                                                                                              |
|                                       |                   | 300               | Projected shortfall in professional fees and additional design and technical costs arising from planned and reactive maintenance programmes                                           |

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

| SERVICE                                         | Variance<br>£'000 | Variance<br>£'000 | Summary of Service Variances                                                                                                                              |
|-------------------------------------------------|-------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>Corporate and Democratic Services</u></b> |                   |                   |                                                                                                                                                           |
| Total                                           | (350)             |                   |                                                                                                                                                           |
|                                                 |                   | (7)               | <b><u>Core Costs</u></b><br>Projected net under spend on staff costs due to slippage.                                                                     |
|                                                 |                   | (50)              | <b><u>Legal Services</u></b><br>Projected under spend on staff costs due to vacancies.                                                                    |
|                                                 |                   | 21                | Projected over spend on other costs across the Division, primarily publications and photocopying.                                                         |
|                                                 |                   | (12)              | Projected additional income due to the cyclical nature of a number of the income streams.                                                                 |
|                                                 |                   | (157)             | <b><u>Finance</u></b><br>Projected under spend on staff costs due to slippage in excess of budgeted levels.                                               |
|                                                 |                   | (5)               | Miscellaneous under spends across the Finance Division                                                                                                    |
|                                                 |                   | (31)              | <b><u>Human Resources</u></b><br>Various net projected under spends across staff costs, supplies and services, third party payments and transport costs   |
|                                                 |                   | 2                 | <b><u>Democratic Services</u></b><br>Miscellaneous over spends in staff costs, supplies and services and third party payments across Democratic Services. |
|                                                 |                   | (51)              | <b><u>IT</u></b><br>Projected under spend on staff costs due to slippage in excess of budgeted levels.                                                    |
|                                                 |                   | (60)              | Projected under spend on hardware maintenance, software licenses and network costs.                                                                       |
| <b>TOTAL</b>                                    | <b>(3,144)</b>    |                   |                                                                                                                                                           |

**Other Funding**

|                                                                                                                |                 |
|----------------------------------------------------------------------------------------------------------------|-----------------|
| Scottish Fire & Rescue Service – Action Partnerships (Education & Children’s Services)                         | <b>£2,000</b>   |
| Department of Work and Pensions – Fraud & Error Reduction Incentive Scheme: FERIS 2 (Housing & Community Care) | <b>£4,735</b>   |
| Big Lottery Fund – Inner Tay Regeneration Scheme (Pontoon) (The Environment Service - TES)                     | <b>£100,000</b> |
| Transport Scotland – Low Carbon Travel & Transport (TES)                                                       | <b>£10,000</b>  |
| <b>TOTAL</b>                                                                                                   | <b>£116,735</b> |

**Corporate Transformation Programme**

|                                                        |                                  |
|--------------------------------------------------------|----------------------------------|
| SWIFT Integrated Care (Housing & Community Care) (HCC) | <b>Reduction of<br/>£62,000</b>  |
| Review of Community Care Packages for Adults (HCC)     | <b>Reduction of<br/>£143,000</b> |
| Communities First Review (HCC)                         | <b>Reduction of<br/>£300,000</b> |
| Open Data (Education and Children's Services)          | <b>Reduction of<br/>£17,000</b>  |
| Procurement Review (The Environment Service) (TES)     | <b>Reduction of<br/>£67,000</b>  |
| Organisational Development (TES)                       | <b>Reduction of<br/>£5,000</b>   |
| Mobile Working (Corporate & Democratic Services)       | <b>Reduction of<br/>£130,000</b> |
| Online / MyAccount                                     | <b>Reduction of<br/>£108,000</b> |
| <b>TOTAL</b>                                           | <b>Reduction of<br/>£832,000</b> |

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

| £'000 | Summary of Service Variances                                                                                                                                                                                                                                                                                                                                                              |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (42)  | <b>Housing Improvements and South</b><br>Projected staff slippage in excess of budget                                                                                                                                                                                                                                                                                                     |
| 30    | <b>Letham and North</b><br>Projected over spend due to non-achievement of staff slippage target and revised projections for sheriff officer costs.                                                                                                                                                                                                                                        |
| (2)   | <b>Perth City and Specialist</b><br>Minor net projected under spends across the team.                                                                                                                                                                                                                                                                                                     |
| (35)  | <b>Housing Management</b><br>Projected under spend on the HRA Innovation Fund.                                                                                                                                                                                                                                                                                                            |
| (110) | <b>Administration</b><br>The projected under spend is due to anticipated reduced capital financing costs                                                                                                                                                                                                                                                                                  |
| 290   | <b>Income</b><br>There is a projected under recovery of income from reduced Interest on Revenue Balances (£44,000) due to low interest rates, from rental income due to the delayed completion of new builds and increased right to buy applications (£164,000) and a reduction in income from lock up and garages due to stock movements and the capital investment programme (£82,000). |
| (149) | <b>Capital Financed from Current Revenue</b><br>As a result of the projected net over spends highlighted above, this is the reduction in the amount available to invest in the HRA capital programme.                                                                                                                                                                                     |
| (18)  |                                                                                                                                                                                                                                                                                                                                                                                           |



## PERTH AND KINROSS COUNCIL

## Strategic Policy and Resources Committee – 8 February 2017

COMPOSITE CAPITAL BUDGET 2016/23 & HOUSING INVESTMENT  
PROGRAMME 2016/21 – MONITORING REPORT NUMBER No.3

## Report by the Head of Finance

**PURPOSE OF REPORT**

This report provides a summary position to date for the Composite Capital Programme for 2016/17 to 2022/23 and the Housing Investment Programme 2016/17 to 2020/21, and seeks approval for adjustments to the programmes.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 The meeting of this Committee on 30 November 2016 approved a revised Composite Capital Budget for the seven years 2016/17 to 2022/23 (report 16/528 refers), with total approved resources totalling £537,141,000. The Committee also approved a revised five year Housing Investment Programme for the 5 years 2016/17 to 2020/21, with the estimated net expenditure over the 5 years totalling £84,335,000.
- 1.2 This report advises of expenditure to 31 December 2016 and the latest estimated projected outturn for each programme. The Capital Programme Exceptions Report at Appendix V provides summary information on the latest position for individual projects reported within Sections 3 and 4 of this report.

**2. COMPOSITE CAPITAL PROGRAMME – CAPITAL RESOURCES**

- 2.1 The current estimated total gross capital resources available over the seven years 2016/17 to 2022/23 amount to £547,865,000. Movements from the revised Composite Capital Budget approved on 30 November 2016 are summarised in the table below, and the constituent elements for each year are summarised at Appendix I.
- 2.2

|              | Total Composite Capital Resources |                     |               |
|--------------|-----------------------------------|---------------------|---------------|
|              | Approved<br>30 Nov 2016           | Current<br>Estimate | Movement      |
|              | £'000                             | £'000               | £'000         |
| 2016/17      | 70,132                            | 65,750              | (4,382)       |
| 2017/18      | 100,405                           | 107,799             | 7,394         |
| 2018/19      | 61,592                            | 63,471              | 1,879         |
| 2019/20      | 103,362                           | 93,681              | (9,681)       |
| 2020/21      | 92,143                            | 96,675              | 4,532         |
| 2021/22      | 68,467                            | 79,527              | 11,060        |
| 2022/23      | 41,040                            | 40,962              | (78)          |
| <b>Total</b> | <b>537,141</b>                    | <b>547,865</b>      | <b>10,724</b> |

- 2.3 The total increase of £10,724,000 above is mostly related to movements in Capital Grants, Third Party Contributions, Commercial Property Receipts Carried-Forward, and a reduced borrowing requirement. However, this is partly offset by a reduction in Revenue Contributions. All these movements are detailed below.
- 2.4 Projected **Third Party Contributions** have increased by £1,248,000 over the seven year budget. This is mainly due to contributions of £300,000 for Inspiring Learning Spaces (Section 3.3.6), £1,000,000 towards the Redevelopment of Perth Theatre (Section 3.3.3), partly offset by a reduction in contributions on various projects within the Environment Service programme totalling £52,000. **Revenue Contributions** have reduced by £658,000, as a result of transfers to the Revenue Budget as part of the funding strategy for Bridge Assessments (Section 3.4.2), offset by further Contributions within the Property Division. All movements in Contributions have been included in Appendices I and II.
- 2.5 Following a review of **General Fund Property Disposal programme**, estimated receipts in 2017/18 have increased by £400,000 in respect of property purchased by Prudential Borrowing. This will, therefore, reduce the outstanding debt under the programme. There has also been some rephasing of other general receipts. There is no change in the amount of **Commercial Property Disposal receipts** estimated over the seven year period, however, the timing of the receipts have also been rephased. There has been an increase of £74,000 in projected Commercial Property expenditure over the seven-year period, and consequently the estimated **receipts carried forward to future years** have decreased by this amount. All these movements have been summarised at Appendix I and II.
- 2.6 The Scottish Government announced the Local Government Finance Settlement for 2017/18 on 15 December 2016 (Circular 9/2016 refers). The amount of **General Capital Grant** allocated to the Council is £17.512M, which is an increase of £3.16M from the amount of Capital Grant previously estimated for 2017/18. In addition, £1.082M of grant anticipated to be received from the Scottish Government in 2017/18 has been reprofiled to 2018/19 and 2019/20. In addition, a further £205K has been allocated in 2017/18 as a **ring-fenced Capital Grant** for Cycling Walking & Safer Streets (CWSS). This is a reduction of £9,000 from the amount previously estimated, however, as a result of the re-profiling, a further £14,000 is still to be allocated in 2018/19 and 2019/20. Therefore, the overall amount of ring-fenced grant has increased by £5,000 which has been reflected in the CWSS programme at Appendix II.
- 2.7 The Scottish Government funding for Flooding Events, Infrastructure Funding and the Bellwin Claim received as a result of the severe weather last winter have been reflected in the 2016/17 Revenue Budget (report 16/400 refers). It was also approved that the cost of replacing Bleaton Hallet Bridge, estimated at £1,135,000, be met from this funding. The replacement bridge was completed in December 2016. However, it has now been clarified that the Infrastructure Funding is to be used for Capital works, and therefore, it is proposed that this grant amounting to £1,028,000 be transferred to the Capital

Budget to fund the Bleaton Hallet Bridge replacement as a ring-fenced grant in line with proper accounting practices. It is also proposed that the balance of the cost of £107,000 be met from the allocation of £2,000,000 approved by the Council in February 2016 for capital road maintenance projects (see Section 3.4.2 below).

- 2.8 Within the Flood Prevention programme a further £111,000 of grant has been allocated in 2017/18 in respect of Almondbank Flood Prevention Scheme. This represents the balance of funding to bring the Scottish Government's contribution to 80% of the original approved cost. In addition, updated estimated costs of the 4 priority schemes at Comrie, Milnathort, South Kinross and Scone, currently approved to be part-funded by the Scottish Government, indicate that the overall costs have increased by £9.322M (see section 3.4.3). As 80% of these costs are grant funded, this has resulted in an increase in estimated grant to be received between 2017/18 and 2021/22 of £7.472M. Flood Prevention grants are included within the overall estimated General Capital Grant at Appendices I and II.
- 2.9 After allowing for the Council's 20% share of the increased costs of the priority flood prevention schemes, amounting to £1,850,000, the remaining unallocated Capital Grant amounts to £1,421,000. The Council has previously approved the deferral of setting a new seven year Capital Budget to February 2018 (report 16/438 refers), covering the period 2018/19 to 2024/25. It is proposed that the utilisation of the unallocated grant is considered by the Council at the Special Council meeting on 9 February 2017.
- 2.10 The projected **Borrowing Requirement** in 2016/17, which is effectively the balancing item for resources, is £42,599,000, which is £5,822,000 lower than the previous Borrowing Requirement approved on 30 November 2016. This reduction is primarily due to rephasing of the projected expenditure within The Environment Service programme (the most significant of which is within the Prudential Borrowing Programme), and the additional contributions for the Redevelopment of Perth Theatre.
- 2.11 The total Borrowing Requirement in the subsequent years 2017/18 to 2022/23 has increased by £3,706,000 to £339,255,000, resulting in an overall reduction of £2,116,000 across the whole seven year programme. This reflects the increased General Capital Grant, of which £1,421,000 has not been allocated to any expenditure proposals, reduced borrowing on Perth Theatre of £870,000 and reduced Prudential Borrowing of £400,000 due to increased property receipts, offset by an increased Prudential Borrowing Requirement of £575,000 within The Environment Service programme. All movements in the Borrowing Requirement are shown in the Proposed Budget Adjustment column within Appendix II, and summarised in the table below:

|                                                                                      | 2016/17        | 2017/18      | 2018/19      | 2019/20        | Later Years  | Total           |
|--------------------------------------------------------------------------------------|----------------|--------------|--------------|----------------|--------------|-----------------|
|                                                                                      | £'000          | £'000        | £'000        | £'000          | £'000        | £'000           |
| (Increase)/Decrease in General Capital Grant (Section 2.6 to 2.8)                    | 0              | (2,499)      | 998          | 3,361          | (12,603)     | <b>(10,743)</b> |
| Increase/(Decrease) in Flood Prevention Priority Schemes Expenditure (Section 3.4.3) | (435)          | 285          | (1,404)      | (4,877)        | 15,753       | <b>9,322</b>    |
| (Increase) in Ring-Fenced Grant – Infrastructure Funding (Section 2.7)               | (1,028)        | 0            | 0            | 0              | 0            | <b>(1,028)</b>  |
| Increased Expenditure – Bleaton Hallet Bridge Replacement (Section 2.7)              | 1,028          | 0            | 0            | 0              | 0            | <b>1,028</b>    |
| (Increase) in Prudential Borrowing Property Disposal Receipts (Section 2.5)          | 0              | (400)        | 0            | 0              | 0            | <b>(400)</b>    |
| Increased Expenditure - Redevelopment of Perth Theatre (Section 3.3.2)               | 0              | 130          | 0            | 0              | 0            | <b>130</b>      |
| (Increased) Contributions - Redevelopment of Perth Theatre (Section 3.3.3)           | (650)          | (350)        | 0            | 0              | 0            | <b>(1,000)</b>  |
| Increase/(Decrease) in TES Prudential Borrowing Requirement (section 3.4.5)          | (1,369)        | 754          | 1,200        | (5)            | (5)          | <b>575</b>      |
| Movements arising from re-phasing of other expenditure and receipts (Appendix II)    | (3,368)        | 6,658        | 1,505        | (4,591)        | (204)        | <b>0</b>        |
| <b>Increase/(Decrease) in Borrowing Requirement</b>                                  | <b>(5,822)</b> | <b>4,578</b> | <b>2,299</b> | <b>(6,112)</b> | <b>2,941</b> | <b>(2,116)</b>  |

### 3. COMPOSITE CAPITAL PROGRAMME – EXPENDITURE

- 3.1 Total expenditure (net of grants and contributions) in the current year to 31 December 2016 on the Composite Capital Programme amounts to £37,211,000, which is detailed at Appendix II and summarised as follows:

|                                   | Net Expenditure to 31 Dec 2016 |
|-----------------------------------|--------------------------------|
|                                   | £'000                          |
| Education and Children's Services | 13,006                         |
| The Environment Service           | 22,895                         |
| Housing and Community Care        | 795                            |
| Corporate & Democratic Services   | 515                            |
| <b>Total</b>                      | <b>37,211</b>                  |

- 3.2 In addition, General Capital Grant received to 31 December amounts to £10,791,000 and capital receipts amount to £704,000. The borrowing requirement, after taking account of receipts brought forward and carried forward, totals £26,242,000. A comprehensive monitoring exercise has been carried out, which is detailed at Appendix II. The most significant features are discussed below.

#### 3.3 Education and Children's Services

- 3.3.1 The Director (Education & Children's Services) has reviewed the current programme, and has proposed various adjustments which are detailed below.

- 3.3.2 On 21 December 2016 the Perth Theatre Project Board formally approved a change request from Horsecross Arts. The change relates to the Theatre entrance at a cost of £130,000. The change was approved in line with the change protocol procedure which is in place for the Theatre project. The change was approved by the Theatre Board on condition that the Theatre contingency fund was not utilised so that an adequate “risk pot” is maintained for the final stages of construction prior to the Theatre opening in November 2017. It is, therefore, proposed to fund this change via an increase to the Theatre project budget of £130,000. This will incur additional Loan Charges which will be met by a saving in the annual Service Level Agreement with Horsecross of £30,000. Horsecross is able to deliver this saving by giving up a current lease on temporary premises in Rose Terrace which will no longer be required when the new Theatre opens.
- 3.3.3 In addition, in April 2014 this Committee agreed to underwrite £1,500,000 of additional borrowing to enable the Perth Theatre project to proceed. Horsecross Arts has raised £422,000 of additional contributions to date, with an estimated total £650,000 anticipated for 2016/17, and is projecting that £1,000,000 will be raised by the opening date. It is, therefore, proposed to increase Third Party Contributions by £650,000 in 2016/17 and £350,000 in 2017/18, which reduces the Council’s borrowing requirement for the project by £1,000,000 overall. In addition, recent completed work valuations have been lower than anticipated following the concrete works being undertaken, and it is, therefore, proposed to move £1,510,000 of the expenditure budget to 2017/18. The project is scheduled to be completed in October 2017.
- 3.3.4 Following the discovery of additional asbestos at Alyth Primary School, significant work has been undertaken to have it removed together with the associated rebuilding work required. Consequently, the estimated cost of the Upgrade project has increased by £350,000. It is proposed to transfer this amount from the Modernising Primaries Programme to Alyth Primary School Upgrade budget in 2017/18.
- 3.3.5 Enabling works at Kinross Primary School and Tulloch Primary School Upgrade projects have progressed quicker than planned, and it is therefore anticipated that further works will be undertaken in this financial year. It is, therefore, proposed to bring forward £403,000 and £1,075,000 respectively from 2017/18 for these projects.
- 3.3.6 The Council has been awarded £300,000 of Inspiring Learning Spaces funding from Hubco in the current year to support initiatives that promote change and encourage ambition in the way individuals learn. It is proposed that the expenditure and third party contribution are included in 2016/17 and this has been reflected at Appendix II.
- 3.3.7 There are other proposed movements from 2016/17 to 2017/18 relating to the timing of works and fees being incurred, and these have been included within Appendix II. In addition, it is proposed to move the budget for the City Centre Developments from Education & Children’s Services to The Environment Services Property Division to reflect the project management responsibility. It

is also proposed to move the Third Party Contributions budget in order to show the overall budget position of the project together, however, it should be noted that under the project's governance arrangements, responsibility for securing the external funding remains with the Senior Depute Chief Executive (Equality, Community Planning & Public Service Reform). There are no further proposed adjustments to the City Centre Developments budget or its phasing at this stage.

### 3.4 The Environment Service

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

3.4.2 In February 2016, the Council allocated £2,000,000 for capital road maintenance projects and related works in each of the years 2016/17, 2017/18 and 2018/19. In addition, the Scottish Government awarded the Council £1,028,000 emergency funding in 2016/17 following the severe weather of last winter. This grant funding had previously been included within the Revenue Budget. Proposals for all these amounts have now been incorporated into the Capital Budget over the 3 years, and can be summarised as follows:

- Welton Road, Blairgowrie re-alignment and retaining wall (£1,331,000)
- Cultullich, Aberfeldy retaining wall (£130,000)
- Bleaton Hallet Bridge replacement (£1,135,000)
- Queens Bridge, Perth and Old Perth Bridge testing and assessment (£808,000 in 2017/18). As these works are revenue costs, they have been reflected within the Revenue Budget. In order to manage these costs in the Revenue Budget, there is a proposed corresponding reduction in Revenue Contributions for Perth City Centre Projects. This transfer has no impact on the work being undertaken, and merely reflects the funding of the work. In addition, work being undertaken on these bridges in 2016/17 are funded from underspends within The Environment Service.
- The remaining funding of £3,624,000 is proposed to be allocated to Road Maintenance Partnership Projects. This has been included within the Structural Maintenance budget in the years 2016/17 (£1,015,000), 2017/18 (£1,312,000) and 2018/19 (1,297,000).

3.4.3 Updated cost estimates were required to be submitted to the Scottish Government in November 2016 for the Priority Flood Prevention Schemes at Comrie, Milnathort, South Kinross and Scone, in order to determine the annual grant allocations. The updated estimates provided by the Council's consultants reflected an increase in costs of £9,322,000 for Comrie in the current budget period, of which 80% is grant funded (£7,472,000 after including prior year expenditure). The increase in estimated cost reflects additional works required following more extensive investigations since the initial feasibility report was undertaken in 2010. The additional works mostly relate to an extended scheme, additional piling and extra drainage

requirements. This therefore leaves £1,850,000 to be funded by the Council. It is proposed that the additional General Capital Grant (see Section 2.5 above) is used to meet this additional expenditure, and this has been reflected in Appendices I and II. There is also some proposed re-phasing of the other the flood schemes, including Almondbank.

- 3.4.4 Some of the works scheduled within the Property Division programme for the current year have required survey and assessment works to be undertaken before the work could be tendered. Consequently, this has led to some delay in the works being undertaken, resulting in an overall proposed movement of £491,000 from 2016/17 to 2017/18. Within the Commercial Property Investment programme, it is proposed to transfer £210,000 from 2016/17 and £361,000 from 2017/18 to 2018/19 in respect of Fonab Business Park, Pitlochry as a result of rescheduling the works in conjunction with the Dualling of the A9. There is also a further movement of £718,000 from 2016/17 to 2017/18 in relation to the provision of small units at the Food & Drink Park, Perth. In addition, there has been an increase of £74,000 in respect of site servicing at the Western Edge, Kinross site.
- 3.4.5 Within the Prudential Borrowing programme, there is an increase of £863,000 in the estimated cost of the Crematorium Abatement Works as a result of additional works identified from the Condition Report at the design stage. These additional works will also improve operational functionality of the facility. This reflects an increase in construction costs and the inclusion of professional fees. It is proposed that this increase is met by increasing the contribution from Property's Capital programme from £100,000 to £500,000 in relation to the property works, with the remaining increase of £463,000 being funded by increased borrowing. The additional borrowing can be contained by the Cremation Levy payable. There has also been an increase of £113,000 in the cost of the works at Canal Street Multi-Storey Car Park, and it is proposed that this is also met from increased borrowing to be funded from the Car park Trading account. After allowing for £1,000 adjustment in borrowing on Photovoltaic Units, the overall increase in Prudential Borrowing amounts to £575,000. There are also various proposed budget movements between years, and these have been included in Appendix II.
- 3.4.6 In addition to all the proposed adjustments described above, there are other proposed adjustments between years. These adjustments only affect the phasing of the project expenditure and have been reflected in Appendices I and II.

### 3.5 Housing and Community Care – Community Care

- 3.5.1 The Director (Housing & Social Work) has reviewed the current programme, and it is proposed to transfer £104,000 of the Gypsy Traveller Transit Sites from 2016/17 to 2017/18. This reflects the current programming of works and the delays in identifying an appropriate site.
- 3.5.2 Design work on the Letham Wellbeing Hub has been progressed, and it is anticipated that the work could start on site in October 2017. It is, therefore,

proposed to bring forward £8,000 to 2016/17, £842,000 to 2017/18 and £1,150,000 to 2018/19 from 2019/20. This results in the project being accelerated by one year.

3.5.3 These proposed adjustments have been reflected in Appendices I and II.

### 3.6 Corporate and Democratic Services

3.6.1 The Transformation Projects within the Prudential Borrowing programme have been delayed as a result of additional time taken to get the programme up and running, and procurement of the technology required to operate both projects. It is, therefore, proposed to carry-forward £204,000 from 2016/17 to 2017/18. This has been included in Appendix II.

## 4. HOUSING INVESTMENT PROGRAMME

4.1 The Housing and Health Committee on 25 January 2017 (report 17/34 refers) approved the Housing Revenue Account (HRA) Strategic Financial Plan which included approval of the budget for the 5 Year HRA Capital Investment Programme to 2021/22. The approved budget adjustments covering the financial years 2016/17 to 2020/21 have been incorporated into Appendix III. The current estimated expenditure, net of contributions, over the six years 2016/17 to 2020/21 amounts to £76,164,000. Movements from the previous estimates approved on 30 November 2016 are as follows, and are also included in Appendix III:

|                | <b>Approved<br/>30 Nov 2016</b> | <b>Current<br/>Estimate</b> | <b>Movement</b> |
|----------------|---------------------------------|-----------------------------|-----------------|
|                | <b>£'000</b>                    | <b>£'000</b>                | <b>£'000</b>    |
| <b>2016/17</b> | 22,932                          | 23,750                      | 818             |
| <b>2017/18</b> | 16,715                          | 19,629                      | 2,914           |
| <b>2018/19</b> | 12,670                          | 11,732                      | (938)           |
| <b>2019/20</b> | 9,193                           | 10,523                      | 1,330           |
| <b>2020/21</b> | 22,825                          | 10,530                      | (12,295)        |
| <b>Total</b>   | <b>84,335</b>                   | <b>76,164</b>               | <b>(8,171)</b>  |

4.2 The approved net expenditure for 2021/22 amounts to 25,478,000, which includes £15,000,000 of the New Build Future Developments budget carried forward from 2020/21 to 2021/22. Monitoring of the 2021/22 budget will be incorporated into this report as part of monitoring of the new financial year from 2017/18 Report 1.

4.3 Expenditure (net of contributions) in 2016/17 to 31 December 2016 amounts to £13,783,000 and receipts amount to £1,540,000, therefore giving borrowing of £12,243,000 for the year to date.

4.4 The Director (Housing & Social Work) also proposes to make several adjustments to the current programme, which are detailed at Appendix III. The most significant of the proposed adjustments are described below.



- 4.5 The New Build Development at Birch Avenue, Scone has been progressed with detailed cost estimates now being available. It is therefore proposed to include this as a named scheme within the new Build programme, with the construction phased over 2016/17 and 2017/18. Contributions from Council Tax Second Home income and Scottish Government grant have also been included in 2017/18. In addition, there has been an increase of £140,000 in respect of the development at Nimmo Avenue, Perth, as a result of tendering the work and service alterations and it is proposed that the budget is increased by this amount in 2017/18. All the adjustments above are funded from the Future Developments budget in 2016/17 and 2017/18. In addition, the Council House Buy-Backs programme in 2016/17 has continued to be accelerated, and it is proposed to bring forward a further £311,000 of the approved budget to 2016/17 from 2017/18.
- 4.6 Within the Standard Delivery Plan, it is also proposed to accelerate the Central Heating & Rewiring Works (£36,000), Double Glazing (£950,000) and Environmental Improvements (£100,000) from future years to 2016/17, in line with updated programmes of work that can be undertaken this financial year. However, it is also proposed to move £439,000 of the Controlled Door Entry works from 2016/17 to 2017/18.
- 4.7 It is also proposed to re-profile the Energy Efficiency budget across all years from 2017/18 to 2020/21. Accordingly, it is proposed to reduce the budgets in 2017/18 and 2018/19 by £1,186,000 and £500,000 respectively and to increase the budgets in 2019/20 by £446,000 and in 2020/21 by £500,000. The balance of the budget is proposed to be allocated to External Fabric (£197,000 in 2017/18) and Central Heating & Rewiring works (£543,000 in 2020/21), reflecting the nature of the work to be undertaken under these programmes. There are also several other adjustments within the Investment Programme, to bring the revised budgets in line with the budgets approved by the Housing & Health Committee on 25 January 2017.
- 4.8 There has also been a further increase in estimated capital receipts in the current year under the Right to Buy programme, with receipts now anticipated to be at around £2M by the end of the current year. These relate to the large number of applications received in advance of the deadline in July 2016 which are continuing to be processed by the Council.
- 4.9 As a result of all the proposed adjustments, the total Housing Investment Programme borrowing requirement over the five year period to 31 March 2021 has reduced by £6,363,000. However, a further £21,495,000 of Borrowing has been approved for 2021/22, which includes £15,000,000 carried forward from 2020/21 in respect of New Build Future Developments.

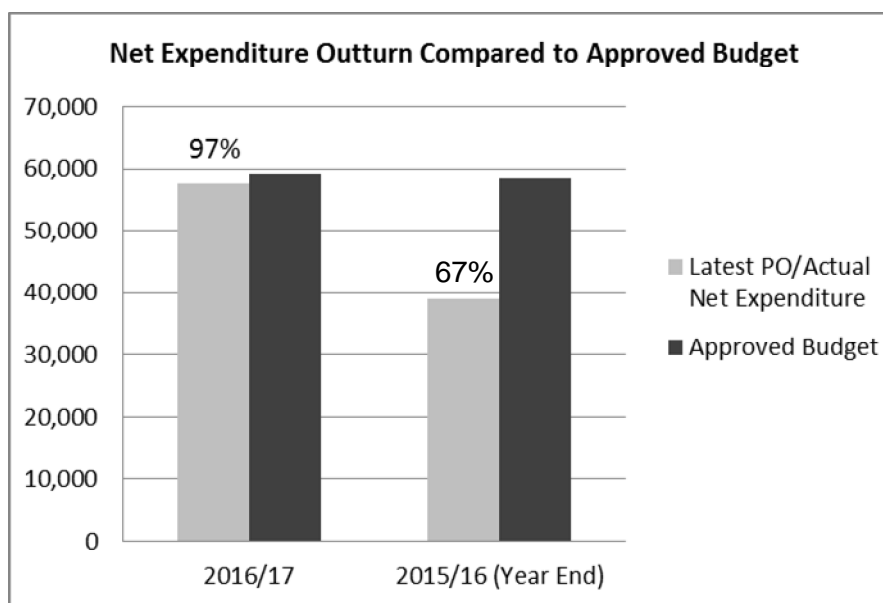
## **5. RENEWAL & REPAIR FUND**

- 5.1 Detailed at Appendix IV is the 2016/17 proposed revised budget and the projected outturn for the Renewal & Repair Fund. The commencement of the works to replace the King George V Hockey Pitch has been delayed and the contribution from the Renewal & Repair Fund will now be required in 2017/18.

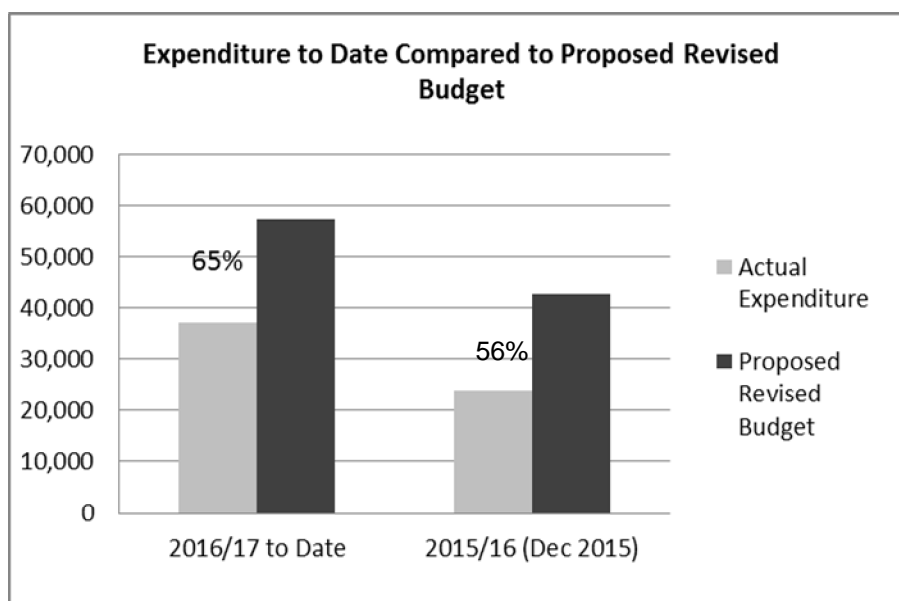
It is, therefore, proposed to carry-forward the £136,000 contribution to next year, and this has been reflected in Appendix IV.

## 6. BUDGET OVERVIEW

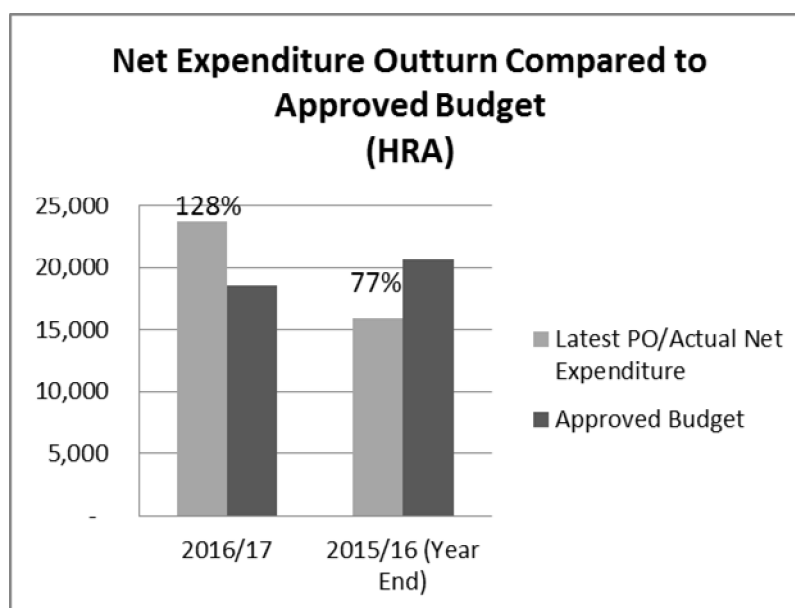
- 6.1 The Composite Capital Budgets approved by the Council on 22 June 2016 have been reviewed and updated to reflect the latest monitoring.
- 6.2 The latest projected net expenditure outturn for the Composite Capital Programme represents 97% of the original 2016/17 budget approved by the Council on 22 June 2016:



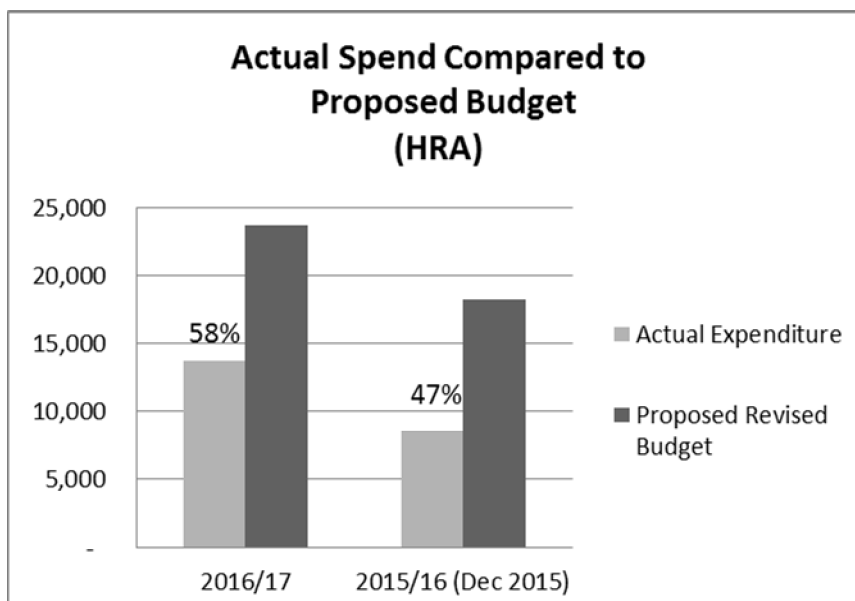
- 6.3 This difference is a result of the approved budget adjustments included within the previous report to this Committee and the proposed adjustments included in this current report, the main ones of which are movements in the Flood Prevention Schemes, Property and the Technology & Innovation Incubator Units. The projection of 97% has reduced from 108% reflected in the last report to this Committee as a result of the movements described above.
- 6.4 Fluctuations in the net expenditure outturn and the subsequent impact upon the Council's Borrowing Requirement will continue to be managed through the Council's Treasury function. Net expenditure to 31 December 2016 on the programme represents 65% of the proposed revised 2016/17 budget:



- 6.5 The latest projected gross expenditure outturn for the Housing Investment Programme represents 128% of the 2016/17 budget approved by the Housing & Health Committee on 27 January 2016 (report 16/28 refers). This has increased from 124% in the last monitoring report to this Committee, and is primarily due to movements in projections detailed in the previous reports to this Committee, including the acceleration of Central Heating and Rewiring and Council House Buy-Backs.



- 6.6 Gross expenditure at 31 December 2016 on the Housing Investment Programme represents 58% of the proposed revised 2016/17 budget:



- 6.7 Proposed movements on the Housing Investment Programme are detailed at Section 4. The plans remain on course with a projected reduction in borrowing of £182,000 in the current year. The Loan Charges as a result of this reduced borrowing are within the Housing Revenue Account budget provision.

## 7. RECOMMENDATIONS

7.1 It is recommended that the Committee:

- (i) Notes the contents of this report.
- (ii) Approves the proposed budget adjustments to the seven year Composite Capital Budget 2016/17 to 2022/23 set out in Sections 2, and 3 to this report and summarised at Appendices I and II.
- (iii) Approves the proposed budget adjustments to the Housing Investment Programme Budget 2016/17 to 2020/21 set out in Section 4 to this report and summarised at Appendix III.
- (iv) Approves the proposed budget adjustment to the Renewal & Repair Fund in 2016/17 detailed in Section 5 of this report, and summarised at appendix IV.

### Author(s)

| Name          | Designation       | Contact Details                                                  |
|---------------|-------------------|------------------------------------------------------------------|
| John Jennings | Senior Accountant | <a href="mailto:chxfinance@pkc.gov.uk">chxfinance@pkc.gov.uk</a> |

### Approved

| Name       | Designation     | Date            |
|------------|-----------------|-----------------|
| John Symon | Head of Finance | 24 January 2017 |

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Council Text Phone Number 01738 442573

## ANNEX

### 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

#### 1. Strategic Implications

##### 1.1. Corporate Plan

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

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

1.1.2 This report relates to all of these objectives.

#### 2. Resource Implications

##### 2.1. Financial

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

## 2.2. Workforce

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

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

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

## 3. **Assessments**

### 3.1. Equality Impact Assessment

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

### 3.2 Strategic Environmental Assessment

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

### 3.3 Sustainability

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

#### **4. Consultation**

##### **4.1 Internal**

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

#### **5. BACKGROUND PAPERS**

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

#### **6. APPENDICES**

Appendix I – Composite Capital Programme - Estimated Capital Resources 2016/17 to 2022/23

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

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

Appendix IV – Renewal & Repair Fund Budget 2016/17

Appendix V – Capital Programme Exceptions Report 2016/17



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

APPENDIX I

|                                                              | Capital<br>Resources<br>2016/17<br>(£'000)<br>Revised<br>Budget | Capital<br>Resources<br>2017/18<br>(£'000)<br>Revised<br>Budget | Capital<br>Resources<br>2018/19<br>(£'000)<br>Revised<br>Budget | Capital<br>Resources<br>2019/20<br>(£'000)<br>Revised<br>Budget | Capital<br>Resources<br>2020/21<br>(£'000)<br>Revised<br>Budget | Capital<br>Resources<br>2021/22<br>(£'000)<br>Revised<br>Budget | Capital<br>Resources<br>2022/23<br>(£'000)<br>Revised<br>Budget | Capital<br>Resources<br>TOTAL<br>(£'000)<br>Revised<br>Budget |
|--------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------|
| <b>Capital Grants</b>                                        |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                               |
| Cycling, Walking & Safer Streets (CWSS)                      | 163                                                             | 205                                                             | 221                                                             | 221                                                             | 200                                                             | 200                                                             | 200                                                             | 1,410                                                         |
| Infrastructure Grant - Bleaton Hallet Bridge                 | 1,028                                                           | 0                                                               | 0                                                               | 0                                                               | 0                                                               | 0                                                               | 0                                                               | 1,028                                                         |
| General Capital Grant                                        | 12,250                                                          | 16,269                                                          | 14,655                                                          | 11,625                                                          | 23,886                                                          | 22,936                                                          | 12,852                                                          | 114,473                                                       |
| <b>Total Capital Grants</b>                                  | <b>13,441</b>                                                   | <b>16,474</b>                                                   | <b>14,876</b>                                                   | <b>11,846</b>                                                   | <b>24,086</b>                                                   | <b>23,136</b>                                                   | <b>13,052</b>                                                   | <b>116,911</b>                                                |
| <b>General Capital Receipts</b>                              |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                               |
| General Fund - Capital Receipts                              | 1,390                                                           | 2,346                                                           | 196                                                             | 0                                                               | 220                                                             | 250                                                             | 500                                                             | 4,902                                                         |
| General Fund - Housing Receipts                              | 8                                                               | 4                                                               | 3                                                               | 3                                                               | 3                                                               | 3                                                               | 0                                                               | 24                                                            |
| General Fund - Ring Fenced Receipts                          | 190                                                             | 360                                                             | 327                                                             | 231                                                             | 300                                                             | 300                                                             | 300                                                             | 2,008                                                         |
| <b>Total General Capital Receipts</b>                        | <b>1,588</b>                                                    | <b>2,710</b>                                                    | <b>526</b>                                                      | <b>234</b>                                                      | <b>523</b>                                                      | <b>553</b>                                                      | <b>800</b>                                                      | <b>6,934</b>                                                  |
| <b>Commercial Property Receipts</b>                          |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                               |
| Capital Receipts b/f (Commercial Property)                   | 1,788                                                           | 1,522                                                           | 600                                                             | (5)                                                             | 110                                                             | 194                                                             | 511                                                             | 1,788                                                         |
| Commercial Property - Capital Receipts                       | 976                                                             | 1,573                                                           | 661                                                             | 510                                                             | 84                                                              | 317                                                             | 308                                                             | 4,429                                                         |
| Capital Receipts Carried-forward                             | (1,522)                                                         | (600)                                                           | 5                                                               | (110)                                                           | (194)                                                           | (511)                                                           | (819)                                                           | (819)                                                         |
| <b>Total Commercial Property Receipts Applied</b>            | <b>1,242</b>                                                    | <b>2,495</b>                                                    | <b>1,266</b>                                                    | <b>395</b>                                                      | <b>0</b>                                                        | <b>0</b>                                                        | <b>0</b>                                                        | <b>5,398</b>                                                  |
| <b>Contributions</b>                                         |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                               |
| Third Party Contributions                                    | 4,250                                                           | 6,446                                                           | 1,550                                                           | 5,000                                                           | 3,500                                                           | 0                                                               | 0                                                               | 20,746                                                        |
| Developer Contributions                                      | 0                                                               | 3,540                                                           | 1,810                                                           | 1,810                                                           | 1,810                                                           | 2,010                                                           | 2,020                                                           | 13,000                                                        |
| Revenue Budget Contributions                                 | 2,630                                                           | 392                                                             | 0                                                               | 0                                                               | 0                                                               | 0                                                               | 0                                                               | 3,022                                                         |
| <b>Total Contributions</b>                                   | <b>6,880</b>                                                    | <b>10,378</b>                                                   | <b>3,360</b>                                                    | <b>6,810</b>                                                    | <b>5,310</b>                                                    | <b>2,010</b>                                                    | <b>2,020</b>                                                    | <b>36,768</b>                                                 |
| <b>Capital Borrowing Requirement</b>                         | <b>42,599</b>                                                   | <b>75,742</b>                                                   | <b>43,443</b>                                                   | <b>74,396</b>                                                   | <b>66,756</b>                                                   | <b>53,828</b>                                                   | <b>25,090</b>                                                   | <b>381,854</b>                                                |
| <b>TOTAL CAPITAL RESOURCES/<br/>GROSS BUDGET EXPENDITURE</b> | <b>65,750</b>                                                   | <b>107,799</b>                                                  | <b>63,471</b>                                                   | <b>93,681</b>                                                   | <b>96,675</b>                                                   | <b>79,527</b>                                                   | <b>40,962</b>                                                   | <b>547,865</b>                                                |

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

APPENDIX I

**Movements in Resources from Approved Budget - 30th November 2016**

|                                                                | <b>Report<br/>Section</b> | <b>Revised<br/>Budget<br/>2016/17<br/>£'000</b> | <b>Revised<br/>Budget<br/>2017/18<br/>£'000</b> | <b>Revised<br/>Budget<br/>2018/19<br/>£'000</b> | <b>Revised<br/>Budget<br/>2019/20<br/>£'000</b> | <b>Revised<br/>Budget<br/>2020/21<br/>£'000</b> | <b>Revised<br/>Budget<br/>2021/22<br/>£'000</b> | <b>Revised<br/>Budget<br/>2022/23<br/>£'000</b> | <b>Revised<br/>Budget<br/>TOTAL<br/>£'000</b> |
|----------------------------------------------------------------|---------------------------|-------------------------------------------------|-------------------------------------------------|-------------------------------------------------|-------------------------------------------------|-------------------------------------------------|-------------------------------------------------|-------------------------------------------------|-----------------------------------------------|
| Increase/(Decrease) in Capital Receipts - General Fund         | 2.5                       | 218                                             | 427                                             | 0                                               | (215)                                           | (30)                                            | 0                                               | 0                                               | 400                                           |
| Increase/(Decrease) in Capital Receipts - Comm Property        | 2.5                       | (109)                                           | 109                                             | 0                                               | 0                                               | 0                                               | 0                                               | 0                                               | 0                                             |
| Increase/(Decrease) in Capital Grants:                         |                           |                                                 |                                                 |                                                 |                                                 |                                                 |                                                 |                                                 |                                               |
| Cycling, Walking & Safer Streets (CWSS)                        | 2.6                       | 0                                               | (9)                                             | 7                                               | 7                                               | 0                                               | 0                                               | 0                                               | 5                                             |
| Infrastructure Grant - Bleaton Hallet Bridge                   | 2.7                       | 1,028                                           | 0                                               | 0                                               | 0                                               | 0                                               | 0                                               | 0                                               | 1,028                                         |
| General Capital Grant                                          | 2.6 - 2.8                 | 0                                               | 2,499                                           | (998)                                           | (3,361)                                         | 3,692                                           | 8,911                                           | 0                                               | 10,743                                        |
| Increase/(Decrease) in Third Party Contributions               | 2.4                       | 898                                             | 350                                             | 0                                               | 0                                               | 0                                               | 0                                               | 0                                               | 1,248                                         |
| Increase/(Decrease) in Revenue Contributions                   | 2.4                       | 150                                             | (808)                                           | 0                                               | 0                                               | 0                                               | 0                                               | 0                                               | (658)                                         |
| Increase/(Decrease) in Resources b/f                           | 2.5                       | 0                                               | 745                                             | 497                                             | (74)                                            | (74)                                            | (74)                                            | (74)                                            | 0                                             |
| (Increase)/Decrease in Resources c/f to future years           | 2.5                       | (745)                                           | (497)                                           | 74                                              | 74                                              | 74                                              | 74                                              | 74                                              | 74                                            |
| Increase/(Decrease) in Borrowing Requirement                   | 2.10 & 2.11               | (5,822)                                         | 4,578                                           | 2,299                                           | (6,112)                                         | 870                                             | 2,149                                           | (78)                                            | (2,116)                                       |
| <b>Total Increase/(Decrease) in Resources</b>                  |                           | <b>(4,382)</b>                                  | <b>7,394</b>                                    | <b>1,879</b>                                    | <b>(9,681)</b>                                  | <b>4,532</b>                                    | <b>11,060</b>                                   | <b>(78)</b>                                     | <b>10,724</b>                                 |
| Approved Resources per SP&R - 30 November 2016 (report 16/528) |                           | 70,132                                          | 100,405                                         | 61,592                                          | 103,362                                         | 92,143                                          | 68,467                                          | 41,040                                          | 537,141                                       |
| <b>Revised Resources</b>                                       |                           | <b>65,750</b>                                   | <b>107,799</b>                                  | <b>63,471</b>                                   | <b>93,681</b>                                   | <b>96,675</b>                                   | <b>79,527</b>                                   | <b>40,962</b>                                   | <b>547,865</b>                                |

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

APPENDIX II

|                                                                                | Approved<br>Budget<br><br>Report 2<br>2016/17<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2016/17<br>(£'000) | Revised<br>Budget<br><br>Report 3<br>2016/17<br>(£'000) | Actuals<br>to<br>31-Dec-16<br><br>2016/17<br>(£'000) | Projected<br>Outturn<br><br>2016/17<br>(£'000) | Approved<br>Budget<br><br>Report 2<br>2017/18<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2017/18<br>(£'000) | Revised<br>Budget<br><br>Report 3<br>2017/18<br>(£'000) | Approved<br>Budget<br><br>Report 2<br>2018/19<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2018/19<br>(£'000) | Revised<br>Budget<br><br>Report 3<br>2018/19<br>(£'000) |
|--------------------------------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------|------------------------------------------------------|------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------|
| EDUCATION AND CHILDREN'S SERVICES                                              | 20,258                                                   | (1,138)                                                            | 19,120                                                  | 13,006                                               | 19,120                                         | 23,076                                                   | 268                                                                | 23,344                                                  | 11,277                                                   | 0                                                                  | 11,277                                                  |
| THE ENVIRONMENT SERVICES                                                       | 40,626                                                   | (5,020)                                                            | 35,606                                                  | 22,895                                               | 35,606                                         | 64,092                                                   | 6,443                                                              | 70,535                                                  | 44,758                                                   | 722                                                                | 45,480                                                  |
| HOUSING AND COMMUNITY CARE                                                     | 876                                                      | (96)                                                               | 780                                                     | 795                                                  | 780                                            | 1,601                                                    | 946                                                                | 2,547                                                   | 1,230                                                    | 1,150                                                              | 2,380                                                   |
| CORPORATE AND DEMOCRATIC SERVICES                                              | 2,187                                                    | (204)                                                              | 1,983                                                   | 515                                                  | 1,983                                          | 3,766                                                    | 204                                                                | 3,970                                                   | 2,236                                                    | 0                                                                  | 2,236                                                   |
| <b>TOTAL NET EXPENDITURE</b>                                                   | <b>63,947</b>                                            | <b>(6,458)</b>                                                     | <b>57,489</b>                                           | <b>37,211</b>                                        | <b>57,489</b>                                  | <b>92,535</b>                                            | <b>7,861</b>                                                       | <b>100,396</b>                                          | <b>59,501</b>                                            | <b>1,872</b>                                                       | <b>61,373</b>                                           |
| (NET OF GRANTS, REVENUE AND 3RD PARTY CONTRIBUTIONS, AND RING FENCED RECEIPTS) |                                                          |                                                                    |                                                         |                                                      |                                                |                                                          |                                                                    |                                                         |                                                          |                                                                    |                                                         |
| GENERAL CAPITAL GRANT                                                          | (12,250)                                                 | 0                                                                  | (12,250)                                                | (10,791)                                             | (12,250)                                       | (13,770)                                                 | (2,499)                                                            | (16,269)                                                | (15,653)                                                 | 998                                                                | (14,655)                                                |
| DEVELOPER CONTRIBUTIONS                                                        | 0                                                        | 0                                                                  | 0                                                       | 0                                                    | 0                                              | (3,540)                                                  | 0                                                                  | (3,540)                                                 | (1,810)                                                  | 0                                                                  | (1,810)                                                 |
| CAPITAL RECEIPTS                                                               | (2,265)                                                  | (109)                                                              | (2,374)                                                 | (704)                                                | (2,374)                                        | (3,387)                                                  | (536)                                                              | (3,923)                                                 | (860)                                                    | 0                                                                  | (860)                                                   |
| ANNUAL BORROWING REQUIREMENT                                                   | <b>49,432</b>                                            | <b>(6,567)</b>                                                     | <b>42,865</b>                                           | <b>25,716</b>                                        | <b>42,865</b>                                  | <b>71,838</b>                                            | <b>4,826</b>                                                       | <b>76,664</b>                                           | <b>41,178</b>                                            | <b>2,870</b>                                                       | <b>44,048</b>                                           |
| CAPITAL RECEIPTS BROUGHT FORWARD                                               | (1,788)                                                  | 0                                                                  | (1,788)                                                 | (1,788)                                              | (1,788)                                        | (777)                                                    | (745)                                                              | (1,522)                                                 | (103)                                                    | (497)                                                              | (600)                                                   |
| CAPITAL RECEIPTS CARRIED FORWARD                                               | 777                                                      | 745                                                                | 1,522                                                   | 2,314                                                | 1,522                                          | 103                                                      | 497                                                                | 600                                                     | 69                                                       | (74)                                                               | (5)                                                     |
| <b>TOTAL NET BORROWING REQUIREMENT</b>                                         | <b>48,421</b>                                            | <b>(5,822)</b>                                                     | <b>42,599</b>                                           | <b>26,242</b>                                        | <b>42,599</b>                                  | <b>71,164</b>                                            | <b>4,578</b>                                                       | <b>75,742</b>                                           | <b>41,144</b>                                            | <b>2,299</b>                                                       | <b>43,443</b>                                           |

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

**APPENDIX II**

|                                                                                | Approved<br>Budget<br><br>Report 2<br>2019/20<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2019/20<br>(£'000) | Revised<br>Budget<br><br>Report 3<br>2019/20<br>(£'000) | Approved<br>Budget<br><br>Report 2<br>2020/21<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2020/21<br>(£'000) | Revised<br>Budget<br><br>Report 3<br>2020/21<br>(£'000) | Approved<br>Budget<br><br>Report 2<br>2021/22<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2021/22<br>(£'000) | Revised<br>Budget<br><br>Report 3<br>2021/22<br>(£'000) | Approved<br>Budget<br><br>Report 2<br>2022/23<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2022/23<br>(£'000) | Revised<br>Budget<br><br>Report 3<br>2022/23<br>(£'000) | Revised<br>Budget<br><br>Report 3<br>TOTAL<br>(£'000) |
|--------------------------------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------|
| EDUCATION AND CHILDREN'S SERVICES                                              | 35,604                                                   | 0                                                                  | 35,604                                                  | 21,437                                                   | 0                                                                  | 21,437                                                  | 13,459                                                   | 0                                                                  | 13,459                                                  | 18,394                                                   | 0                                                                  | 18,394                                                  | 142,635                                               |
| THE ENVIRONMENT SERVICES                                                       | 58,354                                                   | (7,688)                                                            | 50,666                                                  | 64,371                                                   | 4,532                                                              | 68,903                                                  | 51,621                                                   | 11,060                                                             | 62,681                                                  | 18,904                                                   | (78)                                                               | 18,826                                                  | 352,697                                               |
| HOUSING AND COMMUNITY CARE                                                     | 2,380                                                    | (2,000)                                                            | 380                                                     | 380                                                      | 0                                                                  | 380                                                     | 445                                                      | 0                                                                  | 445                                                     | 320                                                      | 0                                                                  | 320                                                     | 7,232                                                 |
| CORPORATE AND DEMOCRATIC SERVICES                                              | 1,579                                                    | 0                                                                  | 1,579                                                   | 1,955                                                    | 0                                                                  | 1,955                                                   | 2,442                                                    | 0                                                                  | 2,442                                                   | 2,922                                                    | 0                                                                  | 2,922                                                   | 17,087                                                |
| <b>TOTAL NET EXPENDITURE</b>                                                   | <b>97,917</b>                                            | <b>(9,688)</b>                                                     | <b>88,229</b>                                           | <b>88,143</b>                                            | <b>4,532</b>                                                       | <b>92,675</b>                                           | <b>67,967</b>                                            | <b>11,060</b>                                                      | <b>79,027</b>                                           | <b>40,540</b>                                            | <b>(78)</b>                                                        | <b>40,462</b>                                           | <b>519,651</b>                                        |
| (NET OF GRANTS, REVENUE AND 3RD PARTY CONTRIBUTIONS, AND RING FENCED RECEIPTS) |                                                          |                                                                    |                                                         |                                                          |                                                                    |                                                         |                                                          |                                                                    |                                                         |                                                          |                                                                    |                                                         |                                                       |
| GENERAL CAPITAL GRANT                                                          | (14,986)                                                 | 3,361                                                              | (11,625)                                                | (20,194)                                                 | (3,692)                                                            | (23,886)                                                | (14,025)                                                 | (8,911)                                                            | (22,936)                                                | (12,852)                                                 | 0                                                                  | (12,852)                                                | (114,473)                                             |
| DEVELOPER CONTRIBUTIONS                                                        | (1,810)                                                  | 0                                                                  | (1,810)                                                 | (1,810)                                                  | 0                                                                  | (1,810)                                                 | (2,010)                                                  | 0                                                                  | (2,010)                                                 | (2,020)                                                  | 0                                                                  | (2,020)                                                 | (13,000)                                              |
| CAPITAL RECEIPTS                                                               | (728)                                                    | 215                                                                | (513)                                                   | (337)                                                    | 30                                                                 | (307)                                                   | (570)                                                    | 0                                                                  | (570)                                                   | (808)                                                    | 0                                                                  | (808)                                                   | (9,355)                                               |
| ANNUAL BORROWING REQUIREMENT                                                   | <b>80,393</b>                                            | <b>(6,112)</b>                                                     | <b>74,281</b>                                           | <b>65,802</b>                                            | <b>870</b>                                                         | <b>66,672</b>                                           | <b>51,362</b>                                            | <b>2,149</b>                                                       | <b>53,511</b>                                           | <b>24,860</b>                                            | <b>(78)</b>                                                        | <b>24,782</b>                                           | <b>382,823</b>                                        |
| CAPITAL RECEIPTS BROUGHT FORWARD                                               | (69)                                                     | 74                                                                 | 5                                                       | (184)                                                    | 74                                                                 | (110)                                                   | (268)                                                    | 74                                                                 | (194)                                                   | (585)                                                    | 74                                                                 | (511)                                                   | (1,788)                                               |
| CAPITAL RECEIPTS CARRIED FORWARD                                               | 184                                                      | (74)                                                               | 110                                                     | 268                                                      | (74)                                                               | 194                                                     | 585                                                      | (74)                                                               | 511                                                     | 893                                                      | (74)                                                               | 819                                                     | 819                                                   |
| <b>TOTAL NET BORROWING REQUIREMENT</b>                                         | <b>80,508</b>                                            | <b>(6,112)</b>                                                     | <b>74,396</b>                                           | <b>65,886</b>                                            | <b>870</b>                                                         | <b>66,756</b>                                           | <b>51,679</b>                                            | <b>2,149</b>                                                       | <b>53,828</b>                                           | <b>25,168</b>                                            | <b>(78)</b>                                                        | <b>25,090</b>                                           | <b>381,854</b>                                        |

SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2016/17 to 2022/23

|                                                             | Approved<br>Budget<br>Report 2<br><br>2016/17<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2016/17<br>(£'000) | Revised<br>Budget<br>Report 3<br>2016/17<br>(£'000) | Actuals<br>to<br>31-Dec-16<br><br>2016/17<br>(£'000) | Projected<br>Outturn<br><br>2016/17<br>(£'000) | Approved<br>Budget<br>Report 2<br><br>Future Years<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>Future Years<br>(£'000) | Approved<br>Budget<br>Report 3<br>Future Years<br>(£'000) | Revised<br>Budget<br><br>Report 3<br>TOTAL<br>(£'000) |
|-------------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------|------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------------|
| <b>EDUCATION AND CHILDREN'S SERVICES</b>                    |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                       |
| Accessibility Programme                                     | 100                                                      | 25                                                                 | 125                                                 | 118                                                  | 125                                            | 735                                                           | (25)                                                                    | 710                                                       | 835                                                   |
| Arts Strategy Phase 1 - Redevelopment of Perth Theatre      | 10,310                                                   | (1,510)                                                            | 8,800                                               | 4,745                                                | 8,800                                          | 4,692                                                         | 1,640                                                                   | 6,332                                                     | 15,132                                                |
| Third Party Contributions                                   | (1,200)                                                  | (650)                                                              | (1,850)                                             | (594)                                                | (1,850)                                        | (4,689)                                                       | (350)                                                                   | (5,039)                                                   | (6,889)                                               |
| Revenue Contribution from Reserves                          | (666)                                                    | 0                                                                  | (666)                                               | 0                                                    | (666)                                          | 0                                                             | 0                                                                       | 0                                                         | (666)                                                 |
| MIS - Procurement & Integration                             | 44                                                       | 0                                                                  | 44                                                  | 0                                                    | 44                                             | 266                                                           | 0                                                                       | 266                                                       | 310                                                   |
| ECS Online Payments                                         | 145                                                      | 0                                                                  | 145                                                 | 0                                                    | 145                                            | 0                                                             | 0                                                                       | 0                                                         | 145                                                   |
| Blairgowrie Recreation Centre - Replacement                 | 100                                                      | (100)                                                              | 0                                                   | 0                                                    | 0                                              | 17,600                                                        | 100                                                                     | 17,700                                                    | 17,700                                                |
| Inspiring Learning Spaces                                   | 0                                                        | 300                                                                | 300                                                 | 0                                                    | 300                                            | 0                                                             | 0                                                                       | 0                                                         | 300                                                   |
| Third Party Contributions                                   | 0                                                        | (300)                                                              | (300)                                               | 0                                                    | (300)                                          | 0                                                             | 0                                                                       | 0                                                         | (300)                                                 |
| Early Learning & Childcare                                  | 9                                                        | 0                                                                  | 9                                                   | 8                                                    | 9                                              | 2,232                                                         | 0                                                                       | 2,232                                                     | 2,241                                                 |
| <b><u>Schools Modernisation Programme</u></b>               |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                       |
| Modernising Primaries Programme                             | 135                                                      | (104)                                                              | 31                                                  | 27                                                   | 31                                             | 15,358                                                        | (246)                                                                   | 15,112                                                    | 15,143                                                |
| Alyth Primary School Upgrade Project                        | 6,292                                                    | 0                                                                  | 6,292                                               | 4,659                                                | 6,292                                          | 1,123                                                         | 350                                                                     | 1,473                                                     | 7,765                                                 |
| Blackford Primary School (Developer Contribution)           | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 173                                                           | 0                                                                       | 173                                                       | 173                                                   |
| Kinross Primary School Upgrade Project                      | 2,348                                                    | 403                                                                | 2,751                                               | 1,276                                                | 2,751                                          | 9,738                                                         | (403)                                                                   | 9,335                                                     | 12,086                                                |
| Third Party Contributions from Developers                   | (459)                                                    | 0                                                                  | (459)                                               | 0                                                    | (459)                                          | 0                                                             | 0                                                                       | 0                                                         | (459)                                                 |
| Tulloch Primary School Upgrade Project                      | 1,789                                                    | 1,075                                                              | 2,864                                               | 1,585                                                | 2,864                                          | 8,920                                                         | (1,075)                                                                 | 7,845                                                     | 10,709                                                |
| Third Party Contributions from Developers                   | (727)                                                    | 0                                                                  | (727)                                               | 0                                                    | (727)                                          | 0                                                             | 0                                                                       | 0                                                         | (727)                                                 |
| Crieff Primary School - School Upgrade Project              | 10                                                       | 0                                                                  | 10                                                  | 9                                                    | 10                                             | 0                                                             | 0                                                                       | 0                                                         | 10                                                    |
| Errol Primary School - School Upgrade Project               | 1,275                                                    | 0                                                                  | 1,275                                               | 1,105                                                | 1,275                                          | 0                                                             | 0                                                                       | 0                                                         | 1,275                                                 |
| Sustrans Contribution towards footpath                      | (22)                                                     | 0                                                                  | (22)                                                | (22)                                                 | (22)                                           | 0                                                             | 0                                                                       | 0                                                         | (22)                                                  |
| Inchtute Primary School MUGA                                | 199                                                      | 0                                                                  | 199                                                 | 118                                                  | 199                                            | 0                                                             | 0                                                                       | 0                                                         | 199                                                   |
| Developer Contribution                                      | (112)                                                    | 0                                                                  | (112)                                               | (112)                                                | (112)                                          | 0                                                             | 0                                                                       | 0                                                         | (112)                                                 |
| Invergowrie Primary School Upgrade Project                  | 4                                                        | 0                                                                  | 4                                                   | 3                                                    | 4                                              | 0                                                             | 0                                                                       | 0                                                         | 4                                                     |
| Oudenarde - New Primary School Development                  | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 4,617                                                         | 0                                                                       | 4,617                                                     | 4,617                                                 |
| Third Party Contribution from Developers                    | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | (500)                                                         | 0                                                                       | (500)                                                     | (500)                                                 |
| Oakbank Primary School Upgrade Project                      | 101                                                      | 0                                                                  | 101                                                 | 0                                                    | 101                                            | 0                                                             | 0                                                                       | 0                                                         | 101                                                   |
| North/West Perth - New Primary School                       | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 9,000                                                         | 0                                                                       | 9,000                                                     | 9,000                                                 |
| North Perth -Primary School Replacement                     | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 16,000                                                        | 0                                                                       | 16,000                                                    | 16,000                                                |
| Pitlochry Primary School - Replacement                      | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 13,800                                                        | 0                                                                       | 13,800                                                    | 13,800                                                |
| Modernising Secondaries Programme                           | 62                                                       | (27)                                                               | 35                                                  | 26                                                   | 35                                             | 2,897                                                         | 27                                                                      | 2,924                                                     | 2,959                                                 |
| Technology Upgrades                                         | 175                                                      | (125)                                                              | 50                                                  | 0                                                    | 50                                             | 2,325                                                         | 125                                                                     | 2,450                                                     | 2,500                                                 |
| Perth Academy - New Sports Facilities                       | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 923                                                           | 0                                                                       | 923                                                       | 923                                                   |
| Perth Academy - Refurbishments                              | 50                                                       | (25)                                                               | 25                                                  | 0                                                    | 25                                             | 11,237                                                        | 25                                                                      | 11,262                                                    | 11,287                                                |
| Perth Grammar School - Infrastructure/Practical Areas Upgra | 50                                                       | 0                                                                  | 50                                                  | 15                                                   | 50                                             | 0                                                             | 0                                                                       | 0                                                         | 50                                                    |
| Perth Grammar School - Upgrade Programme Phase 3            | 100                                                      | (100)                                                              | 0                                                   | 0                                                    | 0                                              | 6,800                                                         | 100                                                                     | 6,900                                                     | 6,900                                                 |
| Perth High School Upgrade Project                           | 146                                                      | 0                                                                  | 146                                                 | 40                                                   | 146                                            | 0                                                             | 0                                                                       | 0                                                         | 146                                                   |
| <b>TOTAL: EDUCATION AND CHILDREN'S SERVICES</b>             | <b>20,258</b>                                            | <b>(1,138)</b>                                                     | <b>19,120</b>                                       | <b>13,006</b>                                        | <b>19,120</b>                                  | <b>123,247</b>                                                | <b>268</b>                                                              | <b>123,515</b>                                            | <b>142,635</b>                                        |

SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2016/17 to 2022/23

|                                                        | Approved<br>Budget<br>Report 2<br><br>2016/17<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2016/17<br>(£'000) | Revised<br>Budget<br>Report 3<br>2016/17<br>(£'000) | Actuals<br>to<br>31-Dec-16<br><br>2016/17<br>(£'000) | Projected<br>Outturn<br><br>2016/17<br>(£'000) | Approved<br>Budget<br>Report 2<br><br>Future Years<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>Future Years<br>(£'000) | Approved<br>Budget<br>Report 3<br>Future Years<br>(£'000) | Revised<br>Budget<br>Report 3<br>TOTAL<br>(£'000) |
|--------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------|------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------|
| <b>THE ENVIRONMENT SERVICE</b>                         |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| <u>Traffic &amp; Road Safety</u>                       |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| Road Safety Initiatives (20mph Zones etc..)            | 113                                                      | 0                                                                  | 113                                                 | 40                                                   | 113                                            | 300                                                           | 0                                                                       | 300                                                       | 413                                               |
| Cycling Walking & Safer Streets (CWSS)                 | 170                                                      | (7)                                                                | 163                                                 | 101                                                  | 163                                            | 1,242                                                         | 5                                                                       | 1,247                                                     | 1,410                                             |
| Scottish Government Grant - CWSS                       | (163)                                                    | 0                                                                  | (163)                                               | 0                                                    | (163)                                          | (1,242)                                                       | (5)                                                                     | (1,247)                                                   | (1,410)                                           |
| Third Party Contribution                               | (7)                                                      | 7                                                                  | 0                                                   | 0                                                    | 0                                              | 0                                                             | 0                                                                       | 0                                                         | 0                                                 |
| <b>Sub-Total</b>                                       | <b>113</b>                                               | <b>0</b>                                                           | <b>113</b>                                          | <b>141</b>                                           | <b>113</b>                                     | <b>300</b>                                                    | <b>0</b>                                                                | <b>300</b>                                                | <b>413</b>                                        |
| <u>Asset Management - Roads &amp; Lighting</u>         |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| Structural Maintenance                                 | 9,113                                                    | (405)                                                              | 8,708                                               | 5,781                                                | 8,708                                          | 43,330                                                        | 1,012                                                                   | 44,342                                                    | 53,050                                            |
| Third Party Contribution                               | (400)                                                    | 0                                                                  | (400)                                               | (275)                                                | (400)                                          | 0                                                             | 0                                                                       | 0                                                         | (400)                                             |
| Structural Maintenance - Bridges                       | 500                                                      | (500)                                                              | 0                                                   | 0                                                    | 0                                              | 1,000                                                         | (1,000)                                                                 | 0                                                         | 0                                                 |
| Street Lighting Renewals - Upgrading/Unlit Areas       | 161                                                      | 4                                                                  | 165                                                 | 158                                                  | 165                                            | 633                                                           | (3)                                                                     | 630                                                       | 795                                               |
| Traffic Signal Renewals - Upgrading                    | 135                                                      | 75                                                                 | 210                                                 | 101                                                  | 210                                            | 503                                                           | (75)                                                                    | 428                                                       | 638                                               |
| Unadopted Roads & Footways (Match Funding)             | 243                                                      | (72)                                                               | 171                                                 | 4                                                    | 171                                            | 124                                                           | 29                                                                      | 153                                                       | 324                                               |
| Third Party Contributions                              | (122)                                                    | 43                                                                 | (79)                                                | (36)                                                 | (79)                                           | 0                                                             | 0                                                                       | 0                                                         | (79)                                              |
| Footways                                               | 493                                                      | (1)                                                                | 492                                                 | 289                                                  | 492                                            | 2,610                                                         | 0                                                                       | 2,610                                                     | 3,102                                             |
| Road Safety Barriers                                   | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 150                                                           | 0                                                                       | 150                                                       | 150                                               |
| <b>Sub-Total</b>                                       | <b>10,123</b>                                            | <b>(856)</b>                                                       | <b>9,267</b>                                        | <b>6,022</b>                                         | <b>9,267</b>                                   | <b>48,350</b>                                                 | <b>(37)</b>                                                             | <b>48,313</b>                                             | <b>57,580</b>                                     |
| <u>Asset Management - Bridges</u>                      |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| Port Na Craig Footbridge - Assess & Strengthening      | 7                                                        | 0                                                                  | 7                                                   | 0                                                    | 7                                              | 0                                                             | 0                                                                       | 0                                                         | 7                                                 |
| Revenue Contribution                                   | (5)                                                      | 0                                                                  | (5)                                                 | 0                                                    | (5)                                            | 0                                                             | 0                                                                       | 0                                                         | (5)                                               |
| Bridge Refurbishment Programme                         | 110                                                      | (110)                                                              | 0                                                   | 0                                                    | 0                                              | 1,500                                                         | 110                                                                     | 1,610                                                     | 1,610                                             |
| Bleaton Hallet Bridge                                  | 0                                                        | 1,135                                                              | 1,135                                               | 828                                                  | 1,135                                          | 0                                                             | 0                                                                       | 0                                                         | 1,135                                             |
| Severe Weather Capital Grant                           | 0                                                        | (1,028)                                                            | (1,028)                                             | 0                                                    | (1,028)                                        | 0                                                             | 0                                                                       | 0                                                         | (1,028)                                           |
| Short Span Bridge Replacement Programme                | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 211                                                           | 0                                                                       | 211                                                       | 211                                               |
| Thorner Bridge Culvert                                 | 113                                                      | 0                                                                  | 113                                                 | 114                                                  | 113                                            | 0                                                             | 0                                                                       | 0                                                         | 113                                               |
| West of Fearnan Culvert                                | 194                                                      | (146)                                                              | 48                                                  | 16                                                   | 48                                             | 0                                                             | 146                                                                     | 146                                                       | 194                                               |
| Vehicular Bridge Parapets Programme - Assess & Upgrade | 39                                                       | 0                                                                  | 39                                                  | 0                                                    | 39                                             | 150                                                           | 0                                                                       | 150                                                       | 189                                               |
| <b>Sub-Total</b>                                       | <b>458</b>                                               | <b>(149)</b>                                                       | <b>309</b>                                          | <b>958</b>                                           | <b>309</b>                                     | <b>1,861</b>                                                  | <b>256</b>                                                              | <b>2,117</b>                                              | <b>2,426</b>                                      |
| <u>Improvement Schemes</u>                             |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| New Rural Footways                                     | 53                                                       | (53)                                                               | 0                                                   | 0                                                    | 0                                              | 0                                                             | 53                                                                      | 53                                                        | 53                                                |
| Broich Road - Salt Storage                             | 21                                                       | 0                                                                  | 21                                                  | 2                                                    | 21                                             | 0                                                             | 0                                                                       | 0                                                         | 21                                                |
| A9/A85 Road Junction Improvements                      | 6,056                                                    | 0                                                                  | 6,056                                               | 4,269                                                | 6,056                                          | 33,764                                                        | 0                                                                       | 33,764                                                    | 39,820                                            |
| Kenmore Retaining Wall                                 | 3                                                        | 0                                                                  | 3                                                   | 3                                                    | 3                                              | 0                                                             | 0                                                                       | 0                                                         | 3                                                 |
| Revenue Contribution                                   | (3)                                                      | 0                                                                  | (3)                                                 | 0                                                    | (3)                                            | 0                                                             | 0                                                                       | 0                                                         | (3)                                               |
| Road Improvements due to A9 Dualling                   | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 750                                                           | 0                                                                       | 750                                                       | 750                                               |
| Perth Transport Futures                                | 0                                                        | 65                                                                 | 65                                                  | 0                                                    | 65                                             | 78,000                                                        | (65)                                                                    | 77,935                                                    | 78,000                                            |
| A977 Upgrades                                          | 26                                                       | (6)                                                                | 20                                                  | 3                                                    | 20                                             | 574                                                           | 6                                                                       | 580                                                       | 600                                               |
| <b>Sub-Total</b>                                       | <b>6,156</b>                                             | <b>6</b>                                                           | <b>6,162</b>                                        | <b>4,277</b>                                         | <b>6,162</b>                                   | <b>113,088</b>                                                | <b>(6)</b>                                                              | <b>113,082</b>                                            | <b>119,244</b>                                    |

SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2016/17 to 2022/23

|                                                      | Approved<br>Budget<br>Report 2<br><br>2016/17<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2016/17<br>(£'000) | Revised<br>Budget<br>Report 3<br>2016/17<br>(£'000) | Actuals<br>to<br>31-Dec-16<br><br>2016/17<br>(£'000) | Projected<br>Outturn<br><br>2016/17<br>(£'000) | Approved<br>Budget<br>Report 2<br><br>Future Years<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>Future Years<br>(£'000) | Approved<br>Budget<br>Report 3<br>Future Years<br>(£'000) | Revised<br>Budget<br>Report 3<br>TOTAL<br>(£'000) |
|------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------|------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------|
| <u>Rural Flood Mitigation Schemes</u>                |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| Almondbank Flood Prevention Scheme                   | 6,220                                                    | (758)                                                              | 5,462                                               | 2,219                                                | 5,462                                          | 10,549                                                        | 758                                                                     | 11,307                                                    | 16,769                                            |
| Third Party Contribution                             | (104)                                                    | 0                                                                  | (104)                                               | 0                                                    | (104)                                          | 0                                                             | 0                                                                       | 0                                                         | (104)                                             |
| Comrie Flood Prevention Scheme                       | 350                                                      | (350)                                                              | 0                                                   | 0                                                    | 0                                              | 14,933                                                        | 9,672                                                                   | 24,605                                                    | 24,605                                            |
| Milnathort Flood Prevention Scheme                   | 85                                                       | (85)                                                               | 0                                                   | 0                                                    | 0                                              | 1,694                                                         | 85                                                                      | 1,779                                                     | 1,779                                             |
| South Kinross Flood Prevention                       | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 3,162                                                         | 0                                                                       | 3,162                                                     | 3,162                                             |
| Scone Flood Prevention                               | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 645                                                           | 0                                                                       | 645                                                       | 645                                               |
| Lows weir, Almondbank                                | 2                                                        | 0                                                                  | 2                                                   | 0                                                    | 2                                              | 0                                                             | 0                                                                       | 0                                                         | 2                                                 |
| <b>Sub-Total</b>                                     | <b>6,553</b>                                             | <b>(1,193)</b>                                                     | <b>5,360</b>                                        | <b>2,219</b>                                         | <b>5,360</b>                                   | <b>30,983</b>                                                 | <b>10,515</b>                                                           | <b>41,498</b>                                             | <b>46,858</b>                                     |
| <u>Planning Conservation</u>                         |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| Conservation of Built Heritage                       | 178                                                      | 0                                                                  | 178                                                 | 0                                                    | 178                                            | 252                                                           | 0                                                                       | 252                                                       | 430                                               |
| Third Party Contribution                             | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | (100)                                                         | 0                                                                       | (100)                                                     | (100)                                             |
| Kinross Town Centre Improvements                     | 37                                                       | 0                                                                  | 37                                                  | 22                                                   | 37                                             | 0                                                             | 0                                                                       | 0                                                         | 37                                                |
| <b>Sub-Total</b>                                     | <b>215</b>                                               | <b>0</b>                                                           | <b>215</b>                                          | <b>22</b>                                            | <b>215</b>                                     | <b>152</b>                                                    | <b>0</b>                                                                | <b>152</b>                                                | <b>367</b>                                        |
| <u>City Centre Projects</u>                          |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| Perth City Centre Project                            | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 2,182                                                         | 0                                                                       | 2,182                                                     | 2,182                                             |
| Revenue Contribution                                 | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | (1,200)                                                       | 808                                                                     | (392)                                                     | (392)                                             |
| Mill Street Environmental Improvements               | 2,117                                                    | 0                                                                  | 2,117                                               | 1,144                                                | 2,117                                          | 700                                                           | 0                                                                       | 700                                                       | 2,817                                             |
| Revenue Contribution (Car Parking)                   | (360)                                                    | 0                                                                  | (360)                                               | 0                                                    | (360)                                          | 0                                                             | 0                                                                       | 0                                                         | (360)                                             |
| Third Party Contribution                             | (25)                                                     | 0                                                                  | (25)                                                | (25)                                                 | (25)                                           | 0                                                             | 0                                                                       | 0                                                         | (25)                                              |
| Perth & Kinross Place-making                         | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 8,900                                                         | 0                                                                       | 8,900                                                     | 8,900                                             |
| Perth & Kinross Lighting Action Plan                 | 0                                                        | 6                                                                  | 6                                                   | 0                                                    | 6                                              | 5,000                                                         | (6)                                                                     | 4,994                                                     | 5,000                                             |
| <b>Sub-Total</b>                                     | <b>1,732</b>                                             | <b>6</b>                                                           | <b>1,738</b>                                        | <b>1,119</b>                                         | <b>1,738</b>                                   | <b>15,582</b>                                                 | <b>802</b>                                                              | <b>16,384</b>                                             | <b>18,122</b>                                     |
| <u>Other Planning Projects</u>                       |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| Creative Exchange (former St. John's Primary School) | 100                                                      | 0                                                                  | 100                                                 | 0                                                    | 100                                            | 2,700                                                         | 0                                                                       | 2,700                                                     | 2,800                                             |
| Third Party Contribution                             | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | (350)                                                         | 0                                                                       | (350)                                                     | (350)                                             |
|                                                      | <b>100</b>                                               | <b>0</b>                                                           | <b>100</b>                                          | <b>0</b>                                             | <b>100</b>                                     | <b>2,350</b>                                                  | <b>0</b>                                                                | <b>2,350</b>                                              | <b>2,450</b>                                      |
| <u>Community Greenspace</u>                          |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| Play Areas - Improvements Implementation Strategy    | 371                                                      | 0                                                                  | 371                                                 | 145                                                  | 371                                            | 0                                                             | 0                                                                       | 0                                                         | 371                                               |
| Friends of Park Development - MacRosty Park, Crieff  | 6                                                        | 0                                                                  | 6                                                   | 0                                                    | 6                                              | 0                                                             | 0                                                                       | 0                                                         | 6                                                 |
| Countryside Sites                                    | 40                                                       | 0                                                                  | 40                                                  | 33                                                   | 40                                             | 0                                                             | 0                                                                       | 0                                                         | 40                                                |
| Third Party Contribution                             | (13)                                                     | 0                                                                  | (13)                                                | 0                                                    | (13)                                           | 0                                                             | 0                                                                       | 0                                                         | (13)                                              |
| Community Greenspace Sites                           | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 1,861                                                         | 0                                                                       | 1,861                                                     | 1,861                                             |
| Third Party Contributions                            | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | (7)                                                           | 0                                                                       | (7)                                                       | (7)                                               |
| Small Parks                                          | 3                                                        | 0                                                                  | 3                                                   | 2                                                    | 3                                              | 0                                                             | 0                                                                       | 0                                                         | 3                                                 |
| Community Greenspace Bridges                         | 35                                                       | 3                                                                  | 38                                                  | 13                                                   | 38                                             | 29                                                            | (3)                                                                     | 26                                                        | 64                                                |
| Core Path Implementation                             | 75                                                       | (6)                                                                | 69                                                  | 9                                                    | 69                                             | 35                                                            | 6                                                                       | 41                                                        | 110                                               |
| Revenue Contributions                                | (6)                                                      | 0                                                                  | (6)                                                 | (6)                                                  | (6)                                            | 0                                                             | 0                                                                       | 0                                                         | (6)                                               |
| Pitlochry Recreation Park                            | 207                                                      | (96)                                                               | 111                                                 | 1                                                    | 111                                            | 15                                                            | 94                                                                      | 109                                                       | 220                                               |
| Third Party Contributions                            | (91)                                                     | 2                                                                  | (89)                                                | 0                                                    | (89)                                           | 0                                                             | 0                                                                       | 0                                                         | (89)                                              |
| Alyth Environmental Improvements                     | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 708                                                           | 0                                                                       | 708                                                       | 708                                               |
| Third Party Contributions                            | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | (500)                                                         | 0                                                                       | (500)                                                     | (500)                                             |
| Parks Development - Riverside Masterplan             | 123                                                      | 0                                                                  | 123                                                 | 48                                                   | 123                                            | 0                                                             | 0                                                                       | 0                                                         | 123                                               |
| Cemetery Extensions                                  | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 500                                                           | 0                                                                       | 500                                                       | 500                                               |
| <b>Sub-Total</b>                                     | <b>750</b>                                               | <b>(97)</b>                                                        | <b>653</b>                                          | <b>245</b>                                           | <b>653</b>                                     | <b>2,641</b>                                                  | <b>97</b>                                                               | <b>2,738</b>                                              | <b>3,391</b>                                      |
| <u>Waste Strategy</u>                                |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| North Perth Recycling Centre                         | 22                                                       | (22)                                                               | 0                                                   | 0                                                    | 0                                              | 0                                                             | 0                                                                       | 0                                                         | 0                                                 |

SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2016/17 to 2022/23

|                                                                                                                                                                                                                                                        | Approved<br>Budget<br>Report 2<br><br>2016/17<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2016/17<br>(£'000) | Revised<br>Budget<br>Report 3<br>2016/17<br>(£'000) | Actuals<br>to<br>31-Dec-16<br><br>2016/17<br>(£'000) | Projected<br>Outturn<br><br>2016/17<br>(£'000) | Approved<br>Budget<br>Report 2<br><br>Future Years<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>Future Years<br>(£'000) | Approved<br>Budget<br>Report 3<br>Future Years<br>(£'000) | Revised<br>Budget<br>Report 3<br>TOTAL<br>(£'000) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------|------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------|
| Ladywell Landfill & Blairgowrie Transfer Station (Regulatory W)                                                                                                                                                                                        | 134                                                      | (1)                                                                | 133                                                 | 0                                                    | 133                                            | 116                                                           | 1                                                                       | 117                                                       | 250                                               |
| <b>Sub-Total</b>                                                                                                                                                                                                                                       | <b>156</b>                                               | <b>(23)</b>                                                        | <b>133</b>                                          | <b>0</b>                                             | <b>133</b>                                     | <b>116</b>                                                    | <b>1</b>                                                                | <b>117</b>                                                | <b>250</b>                                        |
| <u>Support Services</u>                                                                                                                                                                                                                                |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| PC Replacement & IT Upgrades                                                                                                                                                                                                                           | 203                                                      | 0                                                                  | 203                                                 | 225                                                  | 203                                            | 1,273                                                         | 0                                                                       | 1,273                                                     | 1,476                                             |
| <b>Sub-Total</b>                                                                                                                                                                                                                                       | <b>203</b>                                               | <b>0</b>                                                           | <b>203</b>                                          | <b>225</b>                                           | <b>203</b>                                     | <b>1,273</b>                                                  | <b>0</b>                                                                | <b>1,273</b>                                              | <b>1,476</b>                                      |
| <u>Property Division</u>                                                                                                                                                                                                                               |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| DDA Adaptation & Alteration Works Programme                                                                                                                                                                                                            | 391                                                      | 29                                                                 | 420                                                 | 50                                                   | 420                                            | 1,490                                                         | (29)                                                                    | 1,461                                                     | 1,881                                             |
| Crematorium                                                                                                                                                                                                                                            | 60                                                       | 0                                                                  | 60                                                  | 0                                                    | 60                                             | 0                                                             | 0                                                                       | 0                                                         | 60                                                |
| Property Compliance Works Programme                                                                                                                                                                                                                    | 679                                                      | (342)                                                              | 337                                                 | 4                                                    | 337                                            | 3,942                                                         | 342                                                                     | 4,284                                                     | 4,621                                             |
| Capital Improvement Projects Programme                                                                                                                                                                                                                 | 644                                                      | 48                                                                 | 692                                                 | 692                                                  | 692                                            | 10,535                                                        | 2                                                                       | 10,537                                                    | 11,229                                            |
| Revenue Contribution (DSM)                                                                                                                                                                                                                             | 0                                                        | (50)                                                               | (50)                                                | 0                                                    | (50)                                           | 0                                                             | 0                                                                       | 0                                                         | (50)                                              |
| Life Expired Building Replacement Programme                                                                                                                                                                                                            | 173                                                      | 45                                                                 | 218                                                 | 218                                                  | 218                                            | 1,273                                                         | (45)                                                                    | 1,228                                                     | 1,446                                             |
| Perth High School - Internal Services & Refurbishment                                                                                                                                                                                                  | 0                                                        | 15                                                                 | 15                                                  | 0                                                    | 15                                             | 3,912                                                         | (15)                                                                    | 3,897                                                     | 3,912                                             |
| Pitlochry High School - Upgrade Programme                                                                                                                                                                                                              | 50                                                       | (10)                                                               | 40                                                  | 0                                                    | 40                                             | 2,764                                                         | 10                                                                      | 2,774                                                     | 2,814                                             |
| Perth Academy - Infrastructure Upgrade (Phase 3)                                                                                                                                                                                                       | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 1,750                                                         | 0                                                                       | 1,750                                                     | 1,750                                             |
| Fire Audit Works - Perth Academy, Perth High, Robert Douglass                                                                                                                                                                                          | 310                                                      | (226)                                                              | 84                                                  | 54                                                   | 84                                             | 1,170                                                         | 226                                                                     | 1,396                                                     | 1,480                                             |
| City Centre Developments                                                                                                                                                                                                                               | 200                                                      | 0                                                                  | 200                                                 | 0                                                    | 200                                            | 29,800                                                        | 0                                                                       | 29,800                                                    | 30,000                                            |
| Third Party Contributions*                                                                                                                                                                                                                             | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | (10,000)                                                      | 0                                                                       | (10,000)                                                  | (10,000)                                          |
| Salix Expenditure Programme                                                                                                                                                                                                                            | 120                                                      | 0                                                                  | 120                                                 | 95                                                   | 120                                            | 0                                                             | 0                                                                       | 0                                                         | 120                                               |
| Revenue Contribution (CEEF)                                                                                                                                                                                                                            | (60)                                                     | 0                                                                  | (60)                                                | 0                                                    | (60)                                           | 0                                                             | 0                                                                       | 0                                                         | (60)                                              |
| Third Party Contributions (Salix)                                                                                                                                                                                                                      | (60)                                                     | 0                                                                  | (60)                                                | (60)                                                 | (60)                                           | 0                                                             | 0                                                                       | 0                                                         | (60)                                              |
| <b>Sub Total</b>                                                                                                                                                                                                                                       | <b>2,507</b>                                             | <b>(491)</b>                                                       | <b>2,016</b>                                        | <b>1,053</b>                                         | <b>2,016</b>                                   | <b>46,636</b>                                                 | <b>491</b>                                                              | <b>47,127</b>                                             | <b>49,143</b>                                     |
| * The Third Party income is shown above to show the overall budget position of the project, however, under the approved governance of the project, securing the external funding remains the responsibility of the Senior Depute Chief Executive, ECS. |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| <u>Commercial Property Investment Programme</u>                                                                                                                                                                                                        |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| Fonab Business Park, Pitlochry - Site Servicing & Provision of                                                                                                                                                                                         | 210                                                      | (210)                                                              | 0                                                   | 0                                                    | 0                                              | 416                                                           | 210                                                                     | 626                                                       | 626                                               |
| North Muirton Industrial Estate - Site Servicing & Provision of                                                                                                                                                                                        | 1,699                                                    | (718)                                                              | 981                                                 | 112                                                  | 981                                            | 1,720                                                         | 718                                                                     | 2,438                                                     | 3,419                                             |
| Western Edge, Kinross - Relief Road                                                                                                                                                                                                                    | 6                                                        | 0                                                                  | 6                                                   | 2                                                    | 6                                              | 0                                                             | 0                                                                       | 0                                                         | 6                                                 |
| Western Edge, Kinross - Site Servicing                                                                                                                                                                                                                 | 181                                                      | 74                                                                 | 255                                                 | 56                                                   | 255                                            | 0                                                             | 0                                                                       | 0                                                         | 255                                               |
| Crieff - Employment Land/Advance Unit Provision                                                                                                                                                                                                        | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 790                                                           | 0                                                                       | 790                                                       | 790                                               |
| Additional Investment in Serviced Industrial Land & Small Uni                                                                                                                                                                                          | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 52                                                            | 0                                                                       | 52                                                        | 52                                                |
| Creative Industries Business Incubator                                                                                                                                                                                                                 | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 250                                                           | 0                                                                       | 250                                                       | 250                                               |
| <b>Sub-Total</b>                                                                                                                                                                                                                                       | <b>2,096</b>                                             | <b>(854)</b>                                                       | <b>1,242</b>                                        | <b>170</b>                                           | <b>1,242</b>                                   | <b>3,228</b>                                                  | <b>928</b>                                                              | <b>4,156</b>                                              | <b>5,398</b>                                      |
| <u>Prudential Borrowing Projects</u>                                                                                                                                                                                                                   |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| Wheeled Bin Replacement Programme - Domestic Bins                                                                                                                                                                                                      | 169                                                      | 15                                                                 | 184                                                 | 174                                                  | 184                                            | 681                                                           | (15)                                                                    | 666                                                       | 850                                               |
| Wheeled Bin Replacement Programme - Commercial Bins                                                                                                                                                                                                    | 12                                                       | 0                                                                  | 12                                                  | 7                                                    | 12                                             | 81                                                            | 0                                                                       | 81                                                        | 93                                                |
| Wheeled Bin Replacement Programme - 140L Bins                                                                                                                                                                                                          | 452                                                      | 7                                                                  | 459                                                 | 385                                                  | 459                                            | 176                                                           | (7)                                                                     | 169                                                       | 628                                               |
| Recycling Containers, Oil Banks & Battery Banks Replaceme                                                                                                                                                                                              | 118                                                      | (30)                                                               | 88                                                  | 43                                                   | 88                                             | 346                                                           | 30                                                                      | 376                                                       | 464                                               |
| Capital Receipts - Disposals                                                                                                                                                                                                                           | (1)                                                      | 0                                                                  | (1)                                                 | (2)                                                  | (1)                                            | 0                                                             | 0                                                                       | 0                                                         | (1)                                               |
| Litter Bins                                                                                                                                                                                                                                            | 50                                                       | (40)                                                               | 10                                                  | 0                                                    | 10                                             | 200                                                           | 40                                                                      | 240                                                       | 250                                               |
| Vehicle Replacement Programme                                                                                                                                                                                                                          | 1,907                                                    | (260)                                                              | 1,647                                               | 548                                                  | 1,647                                          | 18,376                                                        | 260                                                                     | 18,636                                                    | 20,283                                            |
| Capital Receipts - Vehicle Disposals                                                                                                                                                                                                                   | (189)                                                    | 0                                                                  | (189)                                               | (127)                                                | (189)                                          | (1,818)                                                       | 0                                                                       | (1,818)                                                   | (2,007)                                           |
| Third Party Contribution                                                                                                                                                                                                                               | (10)                                                     | 0                                                                  | (10)                                                | (10)                                                 | (10)                                           | 0                                                             | 0                                                                       | 0                                                         | (10)                                              |
| Energy Conservation & Carbon Reduction - Waste Reduction                                                                                                                                                                                               | 39                                                       | 0                                                                  | 39                                                  | 0                                                    | 39                                             | 0                                                             | 0                                                                       | 0                                                         | 39                                                |
| Energy Conservation & Carbon Reduction Programme                                                                                                                                                                                                       | 258                                                      | (150)                                                              | 108                                                 | 57                                                   | 108                                            | 840                                                           | 150                                                                     | 990                                                       | 1,098                                             |
| Installation of Photovoltaic Units                                                                                                                                                                                                                     | 0                                                        | (1)                                                                | (1)                                                 | 0                                                    | (1)                                            | 0                                                             | 0                                                                       | 0                                                         | (1)                                               |
| Corporate Asset Management - SNAPPi                                                                                                                                                                                                                    | 128                                                      | 0                                                                  | 128                                                 | 62                                                   | 128                                            | 372                                                           | 0                                                                       | 372                                                       | 500                                               |
| POP - 2 High Street Essential Compliance & Improvement W                                                                                                                                                                                               | 3,551                                                    | 100                                                                | 3,651                                               | 3,651                                                | 3,651                                          | 0                                                             | 0                                                                       | 0                                                         | 3,651                                             |



SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2016/17 to 2022/23

|                                                            | Approved<br>Budget<br>Report 2<br><br>2016/17<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2016/17<br>(£'000) | Revised<br>Budget<br>Report 3<br>2016/17<br>(£'000) | Actuals<br>to<br>31-Dec-16<br><br>2016/17<br>(£'000) | Projected<br>Outturn<br><br>2016/17<br>(£'000) | Approved<br>Budget<br>Report 2<br><br>Future Years<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>Future Years<br>(£'000) | Approved<br>Budget<br>Report 3<br>Future Years<br>(£'000) | Revised<br>Budget<br>Report 3<br>TOTAL<br>(£'000) |
|------------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------|------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------|
| Revenue Contribution (CEEF)                                | (102)                                                    | (100)                                                              | (202)                                               | 0                                                    | (202)                                          | 0                                                             | 0                                                                       | 0                                                         | (202)                                             |
| POP - IT HUB, Carpenter House Essential & Improvements v   | 18                                                       | (18)                                                               | 0                                                   | 0                                                    | 0                                              | 0                                                             | 18                                                                      | 18                                                        | 18                                                |
| POP - Pullar House Office Redesign & Ancillary Works       | 37                                                       | (37)                                                               | 0                                                   | 0                                                    | 0                                              | 0                                                             | 37                                                                      | 37                                                        | 37                                                |
| Canal Street Car Park Improvements                         | 1,695                                                    | 113                                                                | 1,808                                               | 941                                                  | 1,808                                          | 0                                                             | 0                                                                       | 0                                                         | 1,808                                             |
| Revenue Contribution (Car Park Reserve)                    | (960)                                                    | 0                                                                  | (960)                                               | 0                                                    | (960)                                          | 0                                                             | 0                                                                       | 0                                                         | (960)                                             |
| Crematorium - Memorial Garden Enhancement                  | 7                                                        | 0                                                                  | 7                                                   | 2                                                    | 7                                              | 57                                                            | 0                                                                       | 57                                                        | 64                                                |
| Crematorium - Abatement Works                              | 25                                                       | 32                                                                 | 57                                                  | 2                                                    | 57                                             | 2,072                                                         | 431                                                                     | 2,503                                                     | 2,560                                             |
| Street Lighting Renewal - LED & Column Replacement         | 1,180                                                    | 0                                                                  | 1,180                                               | 711                                                  | 1,180                                          | 7,867                                                         | 0                                                                       | 7,867                                                     | 9,047                                             |
| Perth Harbour - Dredging                                   | 80                                                       | 0                                                                  | 80                                                  | 0                                                    | 80                                             | 790                                                           | 0                                                                       | 790                                                       | 870                                               |
| Land Purchase & Development                                | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 1,000                                                         | 0                                                                       | 1,000                                                     | 1,000                                             |
| Tay Heat Pump & District Heat Network                      | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 4,500                                                         | 0                                                                       | 4,500                                                     | 4,500                                             |
| Technology & Innovation Incubator Units                    | 1,000                                                    | (1,000)                                                            | 0                                                   | 0                                                    | 0                                              | 0                                                             | 1,000                                                                   | 1,000                                                     | 1,000                                             |
| <b>Sub Total</b>                                           | <b>9,464</b>                                             | <b>(1,369)</b>                                                     | <b>8,095</b>                                        | <b>6,444</b>                                         | <b>8,095</b>                                   | <b>35,540</b>                                                 | <b>1,944</b>                                                            | <b>37,484</b>                                             | <b>45,579</b>                                     |
| <b>TOTAL: THE ENVIRONMENT SERVICE</b>                      | <b>40,626</b>                                            | <b>(5,020)</b>                                                     | <b>35,606</b>                                       | <b>22,895</b>                                        | <b>35,606</b>                                  | <b>302,100</b>                                                | <b>14,991</b>                                                           | <b>317,091</b>                                            | <b>352,697</b>                                    |
| <b>HOUSING AND COMMUNITY CARE</b>                          |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| <u>Travellers Sites Regeneration</u>                       |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| Gypsy Traveller Transit Sites                              | 150                                                      | (104)                                                              | 46                                                  | 0                                                    | 46                                             | 0                                                             | 104                                                                     | 104                                                       | 150                                               |
| <u>Community Care</u>                                      |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| Housing with Care - Communal Facilities                    | 0                                                        | 0                                                                  | 0                                                   | 23                                                   | 0                                              | 345                                                           | 0                                                                       | 345                                                       | 345                                               |
| JELS - Facility Service Enhancement                        | 15                                                       | 0                                                                  | 15                                                  | 10                                                   | 15                                             | 0                                                             | 0                                                                       | 0                                                         | 15                                                |
| Beechgrove - Refurbish Communal Areas                      | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 241                                                           | 0                                                                       | 241                                                       | 241                                               |
| Dalweem RHE - Refurbish Communal Areas                     | 325                                                      | 0                                                                  | 325                                                 | 292                                                  | 325                                            | 0                                                             | 0                                                                       | 0                                                         | 325                                               |
| Revenue Contribution                                       | (318)                                                    | 0                                                                  | (318)                                               | 0                                                    | (318)                                          | 0                                                             | 0                                                                       | 0                                                         | (318)                                             |
| Developing Supported Tenancies                             | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 229                                                           | 0                                                                       | 229                                                       | 229                                               |
| Letham Wellbeing Hub                                       | 0                                                        | 8                                                                  | 8                                                   | 0                                                    | 8                                              | 2,850                                                         | (8)                                                                     | 2,842                                                     | 2,850                                             |
| Relocation of Area Office to Former Rannoch Road Day Cent  | 264                                                      | 0                                                                  | 264                                                 | 234                                                  | 264                                            | 0                                                             | 0                                                                       | 0                                                         | 264                                               |
| Refurbish & Extend Lewis Place Day Care Centre for Older P | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | 368                                                           | 0                                                                       | 368                                                       | 368                                               |
| Software Licence Charges                                   | 100                                                      | 0                                                                  | 100                                                 | 58                                                   | 100                                            | 550                                                           | 0                                                                       | 550                                                       | 650                                               |
| Occupational Therapy Equipment                             | 291                                                      | 0                                                                  | 291                                                 | 164                                                  | 291                                            | 1,500                                                         | 0                                                                       | 1,500                                                     | 1,791                                             |
| <u>Council Contact Centre</u>                              |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| Council Contact Centre                                     | 49                                                       | 0                                                                  | 49                                                  | 14                                                   | 49                                             | 273                                                           | 0                                                                       | 273                                                       | 322                                               |
| <b>TOTAL: HOUSING &amp; COMMUNITY CARE</b>                 | <b>876</b>                                               | <b>(96)</b>                                                        | <b>780</b>                                          | <b>795</b>                                           | <b>780</b>                                     | <b>6,356</b>                                                  | <b>96</b>                                                               | <b>6,452</b>                                              | <b>7,232</b>                                      |
| <b>CORPORATE AND DEMOCRATIC SERVICES</b>                   |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| ICT Infrastructure & Replacement and Upgrade Programme     | 1,400                                                    | 0                                                                  | 1,400                                               | 504                                                  | 1,400                                          | 13,056                                                        | 0                                                                       | 13,056                                                    | 14,456                                            |
| Extension to EDRMS                                         | 53                                                       | 0                                                                  | 53                                                  | 11                                                   | 53                                             | 0                                                             | 0                                                                       | 0                                                         | 53                                                |
| <b>Sub-Total</b>                                           | <b>1,453</b>                                             | <b>0</b>                                                           | <b>1,453</b>                                        | <b>515</b>                                           | <b>1,453</b>                                   | <b>13,056</b>                                                 | <b>0</b>                                                                | <b>13,056</b>                                             | <b>14,509</b>                                     |

SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2016/17 to 2022/23

|                                                                                | Approved<br>Budget<br>Report 2<br><br>2016/17<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2016/17<br>(£'000) | Revised<br>Budget<br>Report 3<br>2016/17<br>(£'000) | Actuals<br>to<br>31-Dec-16<br><br>2016/17<br>(£'000) | Projected<br>Outturn<br><br>2016/17<br>(£'000) | Approved<br>Budget<br>Report 2<br><br>Future Years<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 3<br>Future Years<br>(£'000) | Approved<br>Budget<br>Report 3<br>Future Years<br>(£'000) | Revised<br>Budget<br>Report 3<br>TOTAL<br>(£'000) |
|--------------------------------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------|------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------|
| <u>Prudential Borrowing Projects</u>                                           |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| Online Services& MyAccount                                                     | 376                                                      | (146)                                                              | 230                                                 | 0                                                    | 230                                            | 924                                                           | 146                                                                     | 1,070                                                     | 1,300                                             |
| Mobile Working Review                                                          | 358                                                      | (58)                                                               | 300                                                 | 0                                                    | 300                                            | 920                                                           | 58                                                                      | 978                                                       | 1,278                                             |
| <b>Sub-Total: Prudential Borrowing</b>                                         | <b>734</b>                                               | <b>(204)</b>                                                       | <b>530</b>                                          | <b>0</b>                                             | <b>530</b>                                     | <b>1,844</b>                                                  | <b>204</b>                                                              | <b>2,048</b>                                              | <b>2,578</b>                                      |
| <b>TOTAL: CORPORATE AND DEMOCRATIC SERVICES</b>                                | <b>2,187</b>                                             | <b>(204)</b>                                                       | <b>1,983</b>                                        | <b>515</b>                                           | <b>1,983</b>                                   | <b>14,900</b>                                                 | <b>204</b>                                                              | <b>15,104</b>                                             | <b>17,087</b>                                     |
| <b>TOTAL COMPOSITE NET EXPENDITURE</b>                                         | <b>63,947</b>                                            | <b>(6,458)</b>                                                     | <b>57,489</b>                                       | <b>37,211</b>                                        | <b>57,489</b>                                  | <b>446,603</b>                                                | <b>15,559</b>                                                           | <b>462,162</b>                                            | <b>519,651</b>                                    |
| (NET OF GRANTS, REVENUE AND 3RD PARTY CONTRIBUTIONS, AND RING FENCED RECEIPTS) |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| <b>CAPITAL RECEIPTS</b>                                                        |                                                          |                                                                    |                                                     |                                                      |                                                |                                                               |                                                                         |                                                           |                                                   |
| General Capital Grant - Scottish Government                                    | (12,250)                                                 | 0                                                                  | (12,250)                                            | (10,791)                                             | (12,250)                                       | (91,480)                                                      | (10,743)                                                                | (102,223)                                                 | (114,473)                                         |
| Developer Contributions                                                        | 0                                                        | 0                                                                  | 0                                                   | 0                                                    | 0                                              | (13,000)                                                      | 0                                                                       | (13,000)                                                  | (13,000)                                          |
| General Fund - Capital Receipts/Disposal                                       | (1,172)                                                  | (218)                                                              | (1,390)                                             | (3)                                                  | (1,390)                                        | (3,330)                                                       | (182)                                                                   | (3,512)                                                   | (4,902)                                           |
| Commercial Property - Capital Receipts/Disposal                                | (1,085)                                                  | 109                                                                | (976)                                               | (696)                                                | (976)                                          | (3,344)                                                       | (109)                                                                   | (3,453)                                                   | (4,429)                                           |
| General Fund Housing Receipts                                                  | (8)                                                      | 0                                                                  | (8)                                                 | (5)                                                  | (8)                                            | (16)                                                          | 0                                                                       | (16)                                                      | (24)                                              |
| <b>Total: Capital Receipts</b>                                                 | <b>(14,515)</b>                                          | <b>(109)</b>                                                       | <b>(14,624)</b>                                     | <b>(11,495)</b>                                      | <b>(14,624)</b>                                | <b>(111,170)</b>                                              | <b>(11,034)</b>                                                         | <b>(122,204)</b>                                          | <b>(136,828)</b>                                  |
| <b>Annual Composite Borrowing Requirement</b>                                  | <b>49,432</b>                                            | <b>(6,567)</b>                                                     | <b>42,865</b>                                       | <b>25,716</b>                                        | <b>42,865</b>                                  | <b>335,433</b>                                                | <b>4,525</b>                                                            | <b>339,958</b>                                            | <b>382,823</b>                                    |
| <b>CAPITAL RECEIPTS BROUGHT FORWARD</b>                                        | <b>(1,788)</b>                                           | <b>0</b>                                                           | <b>(1,788)</b>                                      | <b>(1,788)</b>                                       | <b>(1,788)</b>                                 | <b>(777)</b>                                                  | <b>(946)</b>                                                            | <b>(1,723)</b>                                            | <b>(1,788)</b>                                    |
| <b>CAPITAL RECEIPTS CARRIED FORWARD</b>                                        | <b>777</b>                                               | <b>745</b>                                                         | <b>1,522</b>                                        | <b>2,314</b>                                         | <b>1,522</b>                                   | <b>893</b>                                                    | <b>127</b>                                                              | <b>1,020</b>                                              | <b>819</b>                                        |
| <b>TOTAL NET COMPOSITE BORROWING REQUIREMENT</b>                               | <b>48,421</b>                                            | <b>(5,822)</b>                                                     | <b>42,599</b>                                       | <b>26,242</b>                                        | <b>42,599</b>                                  | <b>335,549</b>                                                | <b>3,706</b>                                                            | <b>339,255</b>                                            | <b>381,854</b>                                    |

**PERTH AND KINROSS COUNCIL**  
**HOUSING INVESTMENT PROGRAMME**  
**SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2016/17 to 2020/21**

|                                                    | Approved<br>Budget<br>Report 2<br>2016/17<br>£'000 | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2016/17<br>£'000 | Revised<br>Budget<br>Report 3<br>2016/17<br>£'000 | Actual<br>to<br>31-Dec-16<br>2016/17<br>£'000 | Projected<br>Outturn<br>Report 3<br>2016/17<br>£'000 | Approved<br>Budget<br>Report 2<br>2017/18<br>£'000 | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2017/18<br>£'000 | Revised<br>Budget<br>Report 3<br>2017/18<br>£'000 | Approved<br>Budget<br>Report 2<br>2018/19<br>£'000 | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2018/19<br>£'000 | Revised<br>Budget<br>Report 3<br>2018/19<br>£'000 | Approved<br>Budget<br>Report 2<br>2019/20<br>£'000 | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2019/20<br>£'000 | Revised<br>Budget<br>Report 3<br>2019/20<br>£'000 | Approved<br>Budget<br>Report 2<br>2020/21<br>£'000 | Proposed<br>Budget<br>Adjustment<br>Report 3<br>2020/21<br>£'000 | Revised<br>Budget<br>Report 3<br>2020/21<br>£'000 | Revised<br>Budget<br>Report 3<br>TOTAL<br>£'000 |
|----------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------|---------------------------------------------------|-----------------------------------------------|------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------|---------------------------------------------------|-------------------------------------------------|
| <b><u>Council House New Build Programme</u></b>    |                                                    |                                                                  |                                                   |                                               |                                                      |                                                    |                                                                  |                                                   |                                                    |                                                                  |                                                   |                                                    |                                                                  |                                                   |                                                    |                                                                  |                                                   |                                                 |
| <b>Pitlochry, Lower Oakfield - 6 Units</b>         | 10                                                 |                                                                  | 10                                                | 0                                             | 10                                                   | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 10                                              |
| Council Tax (Second Income)                        | 0                                                  |                                                                  | 0                                                 | 0                                             | 0                                                    | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                               |
| Scottish Government Subsidy                        | 0                                                  |                                                                  | 0                                                 | 0                                             | 0                                                    | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                               |
|                                                    | 10                                                 | 0                                                                | 10                                                | 0                                             | 10                                                   | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 10                                              |
| <b>Alyth, Springbank Road (Phase 2) - 11 Units</b> | 587                                                |                                                                  | 587                                               | 513                                           | 587                                                  | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 587                                             |
| Council Tax (Second Income)                        | 0                                                  |                                                                  | 0                                                 | 0                                             | 0                                                    | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                               |
| Scottish Government Subsidy                        | 0                                                  |                                                                  | 0                                                 | 0                                             | 0                                                    | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                               |
|                                                    | 587                                                | 0                                                                | 587                                               | 513                                           | 587                                                  | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 587                                             |
| <b>Balbeggie - 16 Units</b>                        | 39                                                 |                                                                  | 39                                                | 3                                             | 39                                                   | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 39                                              |
| Council Tax (Second Income)                        | 0                                                  |                                                                  | 0                                                 | 0                                             | 0                                                    | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                               |
| Scottish Government Subsidy                        | 0                                                  |                                                                  | 0                                                 | 0                                             | 0                                                    | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                               |
|                                                    | 39                                                 | 0                                                                | 39                                                | 3                                             | 39                                                   | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 39                                              |
| <b>Jeanfield Road, Perth (Phase 4) - 14 Units</b>  | 20                                                 |                                                                  | 20                                                | 0                                             | 20                                                   | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 20                                              |
| Council Tax (Second Income)                        | 0                                                  |                                                                  | 0                                                 | 0                                             | 0                                                    | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                               |
| Scottish Government Subsidy                        | 0                                                  |                                                                  | 0                                                 | 0                                             | 0                                                    | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                               |
|                                                    | 20                                                 | 0                                                                | 20                                                | 0                                             | 20                                                   | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 20                                              |
| <b>Old Mill Road, Blairgowrie - 7 Units</b>        | 82                                                 |                                                                  | 82                                                | 62                                            | 82                                                   | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 82                                              |
| Council Tax (Second Income)                        | 0                                                  |                                                                  | 0                                                 | 0                                             | 0                                                    | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                               |
| Scottish Government Subsidy                        | 0                                                  |                                                                  | 0                                                 | 0                                             | 0                                                    | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                               |
|                                                    | 82                                                 | 0                                                                | 82                                                | 62                                            | 82                                                   | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 82                                              |
| <b>Glenearn Road - 8 Units</b>                     | 811                                                |                                                                  | 811                                               | 25                                            | 811                                                  | 500                                                |                                                                  | 500                                               | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 1,311                                           |
| Council Tax (Second Income)                        | (160)                                              |                                                                  | (160)                                             | 0                                             | (160)                                                | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | (160)                                           |
| Scottish Government Subsidy                        | (456)                                              |                                                                  | (456)                                             | 0                                             | (456)                                                | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | (456)                                           |
|                                                    | 195                                                | 0                                                                | 195                                               | 25                                            | 195                                                  | 500                                                | 0                                                                | 500                                               | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 695                                             |
| <b>Birch Avenue, Scone - 20 Units</b>              | 0                                                  | 472                                                              | 472                                               | 9                                             | 472                                                  | 0                                                  | 1,950                                                            | 1,950                                             | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 2,422                                           |
| Council Tax (Second Income)                        | 0                                                  |                                                                  | 0                                                 | 0                                             | 0                                                    | 0                                                  | (400)                                                            | (400)                                             | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | (400)                                           |
| Scottish Government Subsidy                        | 0                                                  |                                                                  | 0                                                 | 0                                             | 0                                                    | 0                                                  | (1,010)                                                          | (1,010)                                           | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | (1,010)                                         |
|                                                    | 0                                                  | 472                                                              | 472                                               | 9                                             | 472                                                  | 0                                                  | 540                                                              | 540                                               | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 1,012                                           |
| <b>Nimmo Avenue, Perth - 16 Units</b>              | 1,811                                              |                                                                  | 1,811                                             | 398                                           | 1,811                                                | 189                                                | 140                                                              | 329                                               | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 2,140                                           |
| Council Tax (Second Income)                        | (320)                                              |                                                                  | (320)                                             | 0                                             | (320)                                                | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | (320)                                           |
| Scottish Government Subsidy                        | (912)                                              |                                                                  | (912)                                             | 0                                             | (912)                                                | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | (912)                                           |
|                                                    | 579                                                | 0                                                                | 579                                               | 398                                           | 579                                                  | 189                                                | 140                                                              | 329                                               | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 908                                             |
| <b>Cairns Crescent, Perth - 8 Units</b>            | 1,060                                              | 0                                                                | 1,060                                             | 461                                           | 1,060                                                | 100                                                |                                                                  | 100                                               | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 1,160                                           |
| Council Tax (Second Income)                        | (160)                                              |                                                                  | (160)                                             | 0                                             | (160)                                                | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | (160)                                           |
| Scottish Government Subsidy                        | (456)                                              |                                                                  | (456)                                             | 0                                             | (456)                                                | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | (456)                                           |
|                                                    | 444                                                | 0                                                                | 444                                               | 461                                           | 444                                                  | 100                                                | 0                                                                | 100                                               | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 0                                                  | 0                                                                | 0                                                 | 544                                             |
| <b>Future Developments</b>                         | 2,412                                              | (612)                                                            | 1,800                                             | 0                                             | 1,800                                                | 2,914                                              |                                                                  | 2,914                                             | 2,996                                              |                                                                  | 2,996                                             | 3,076                                              |                                                                  | 3,076                                             | 18,158                                             | (15,000)                                                         | 3,158                                             | 13,944                                          |
| Council Tax (Second Income)                        | 0                                                  |                                                                  | 0                                                 | 0                                             | 0                                                    | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                               |
| Scottish Government Subsidy                        | 0                                                  |                                                                  | 0                                                 | 0                                             | 0                                                    | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                               |
|                                                    | 2,412                                              | (612)                                                            | 1,800                                             | 0                                             | 1,800                                                | 2,914                                              | 0                                                                | 2,914                                             | 2,996                                              | 0                                                                | 2,996                                             | 3,076                                              | 0                                                                | 3,076                                             | 18,158                                             | (15,000)                                                         | 3,158                                             | 13,944                                          |
| <b>Total Council House New Build</b>               | <b>4,368</b>                                       | <b>(140)</b>                                                     | <b>4,228</b>                                      | <b>1,471</b>                                  | <b>4,228</b>                                         | <b>3,703</b>                                       | <b>680</b>                                                       | <b>4,383</b>                                      | <b>2,996</b>                                       | <b>0</b>                                                         | <b>2,996</b>                                      | <b>3,076</b>                                       | <b>0</b>                                                         | <b>3,076</b>                                      | <b>18,158</b>                                      | <b>(15,000)</b>                                                  | <b>3,158</b>                                      | <b>17,841</b>                                   |
| <b><u>Increase in Council House Stock</u></b>      |                                                    |                                                                  |                                                   |                                               |                                                      |                                                    |                                                                  |                                                   |                                                    |                                                                  |                                                   |                                                    |                                                                  |                                                   |                                                    |                                                                  |                                                   |                                                 |
| Council House Buy-Backs                            | 2,317                                              | 311                                                              | 2,628                                             | 2,628                                         | 2,628                                                | 646                                                | 221                                                              | 867                                               | 1,000                                              | (133)                                                            | 867                                               | 1,000                                              | (133)                                                            | 867                                               | 1,000                                              | (133)                                                            | 867                                               | 6,096                                           |
| Scottish Government Subsidy                        | (875)                                              |                                                                  | (875)                                             | 0                                             | (875)                                                | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | 0                                                  |                                                                  | 0                                                 | (875)                                           |
|                                                    | <b>1,442</b>                                       | <b>311</b>                                                       | <b>1,753</b>                                      | <b>2,628</b>                                  | <b>1,753</b>                                         | <b>646</b>                                         | <b>221</b>                                                       | <b>867</b>                                        | <b>1,000</b>                                       | <b>(133)</b>                                                     | <b>867</b>                                        | <b>1,000</b>                                       | <b>(133)</b>                                                     | <b>867</b>                                        | <b>1,000</b>                                       | <b>(133)</b>                                                     | <b>867</b>                                        | <b>5,221</b>                                    |
| <b>Lock-ups and Garage Sites</b>                   | <b>2,117</b>                                       |                                                                  | <b>2,117</b>                                      | <b>916</b>                                    | <b>2,117</b>                                         | <b>1,697</b>                                       |                                                                  | <b>1,697</b>                                      | <b>0</b>                                           |                                                                  | <b>0</b>                                          | <b>0</b>                                           |                                                                  | <b>0</b>                                          | <b>0</b>                                           |                                                                  | <b>0</b>                                          | <b>3,814</b>                                    |

|                                                      | Approved Budget<br>Report 2<br>2016/17<br>£'000 | Proposed Budget<br>Adjustment<br>Report 3<br>2016/17<br>£'000 | Revised Budget<br>Report 3<br>2016/17<br>£'000 | Actual to<br>31-Dec-16<br>2016/17<br>£'000 | Projected<br>Outturn<br>Report 3<br>2016/17<br>£'000 | Approved Budget<br>Report 2<br>2017/18<br>£'000 | Proposed Budget<br>Adjustment<br>Report 3<br>2017/18<br>£'000 | Revised Budget<br>Report 3<br>2017/18<br>£'000 | Approved Budget<br>Report 2<br>2018/19<br>£'000 | Proposed Budget<br>Adjustment<br>Report 3<br>2018/19<br>£'000 | Revised Budget<br>Report 3<br>2018/19<br>£'000 | Approved Budget<br>Report 2<br>2019/20<br>£'000 | Proposed Budget<br>Adjustment<br>Report 3<br>2019/20<br>£'000 | Revised Budget<br>Report 3<br>2019/20<br>£'000 | Approved Budget<br>Report 2<br>2020/21<br>£'000 | Proposed Budget<br>Adjustment<br>Report 3<br>2020/21<br>£'000 | Revised Budget<br>Report 3<br>2020/21<br>£'000 | Revised Budget<br>Report 3<br>TOTAL<br>£'000 |
|------------------------------------------------------|-------------------------------------------------|---------------------------------------------------------------|------------------------------------------------|--------------------------------------------|------------------------------------------------------|-------------------------------------------------|---------------------------------------------------------------|------------------------------------------------|-------------------------------------------------|---------------------------------------------------------------|------------------------------------------------|-------------------------------------------------|---------------------------------------------------------------|------------------------------------------------|-------------------------------------------------|---------------------------------------------------------------|------------------------------------------------|----------------------------------------------|
| <b>Standard Delivery Plan</b>                        |                                                 |                                                               |                                                |                                            |                                                      |                                                 |                                                               |                                                |                                                 |                                                               |                                                |                                                 |                                                               |                                                |                                                 |                                                               |                                                |                                              |
| Central Heating and Rewiring Works                   | 3,814                                           | 36                                                            | 3,850                                          | 2,489                                      | 3,850                                                | 1,700                                           | (36)                                                          | 1,664                                          | 1,750                                           |                                                               | 1,750                                          | 1,500                                           |                                                               | 1,500                                          | 757                                             | 543                                                           | 1,300                                          | 10,064                                       |
| Double Glazing                                       | 1,791                                           | 950                                                           | 2,741                                          | 1,743                                      | 2,741                                                | 950                                             | (300)                                                         | 650                                            | 1,000                                           | (500)                                                         | 500                                            | 300                                             |                                                               | 300                                            | 400                                             |                                                               | 400                                            | 4,591                                        |
| Controlled Door Entry                                | 1,115                                           | (439)                                                         | 676                                            | 211                                        | 676                                                  | 10                                              | 479                                                           | 489                                            | 10                                              |                                                               | 10                                             | 10                                              |                                                               | 10                                             | 10                                              |                                                               | 10                                             | 1,195                                        |
| Kitchen Modernisation Programme                      | 732                                             |                                                               | 732                                            | 362                                        | 732                                                  | 25                                              | 1,025                                                         | 1,050                                          | 25                                              |                                                               | 25                                             | 25                                              |                                                               | 25                                             | 600                                             |                                                               | 600                                            | 2,432                                        |
| Bathroom Modernisation Programme                     | 374                                             |                                                               | 374                                            | 195                                        | 374                                                  | 15                                              | 985                                                           | 1,000                                          | 15                                              |                                                               | 15                                             | 15                                              |                                                               | 15                                             | 65                                              |                                                               | 65                                             | 1,469                                        |
| External Fabric                                      | 1,890                                           |                                                               | 1,890                                          | 1,836                                      | 1,890                                                | 799                                             | 951                                                           | 1,750                                          | 1,400                                           |                                                               | 1,400                                          | 800                                             | 1,000                                                         | 1,800                                          | 0                                               | 1,800                                                         | 1,800                                          | 8,640                                        |
| Energy Efficiency                                    | 1,184                                           |                                                               | 1,184                                          | 6                                          | 1,184                                                | 2,936                                           | (1,186)                                                       | 1,750                                          | 3,134                                           | (500)                                                         | 2,634                                          | 900                                             | 446                                                           | 1,346                                          | 500                                             | 500                                                           | 1,000                                          | 7,914                                        |
| Multi Storey Flats                                   | 742                                             |                                                               | 742                                            | 0                                          | 742                                                  | 2,443                                           |                                                               | 2,443                                          | 105                                             |                                                               | 105                                            | 0                                               |                                                               | 0                                              | 100                                             |                                                               | 100                                            | 3,390                                        |
| Environmental Improvements                           | 780                                             | 100                                                           | 880                                            | 603                                        | 880                                                  | 400                                             | 0                                                             | 400                                            | 100                                             | 100                                                           | 200                                            | 400                                             |                                                               | 400                                            | 400                                             |                                                               | 400                                            | 2,280                                        |
| Fire Precaution Measures                             | 44                                              |                                                               | 44                                             | 0                                          | 44                                                   | 30                                              |                                                               | 30                                             | 350                                             |                                                               | 350                                            | 249                                             |                                                               | 249                                            | 50                                              |                                                               | 50                                             | 723                                          |
| <b>Total Standard Delivery Plan</b>                  | <b>12,466</b>                                   | <b>647</b>                                                    | <b>13,113</b>                                  | <b>7,445</b>                               | <b>13,113</b>                                        | <b>9,308</b>                                    | <b>1,918</b>                                                  | <b>11,226</b>                                  | <b>7,889</b>                                    | <b>(900)</b>                                                  | <b>6,989</b>                                   | <b>4,199</b>                                    | <b>1,446</b>                                                  | <b>5,645</b>                                   | <b>2,882</b>                                    | <b>2,843</b>                                                  | <b>5,725</b>                                   | <b>42,698</b>                                |
| <b>Other Investment in Council House Stock</b>       |                                                 |                                                               |                                                |                                            |                                                      |                                                 |                                                               |                                                |                                                 |                                                               |                                                |                                                 |                                                               |                                                |                                                 |                                                               |                                                |                                              |
| Muirton Shops Development                            | 737                                             |                                                               | 737                                            | 702                                        | 737                                                  | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 737                                          |
| Total Major Adaptations to Council House Stock       | 153                                             |                                                               | 153                                            | 55                                         | 153                                                  | 250                                             |                                                               | 250                                            | 250                                             |                                                               | 250                                            | 250                                             |                                                               | 250                                            | 250                                             |                                                               | 250                                            | 1,153                                        |
| St Catherine's Road                                  | 114                                             | 21                                                            | 135                                            | 126                                        | 135                                                  | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 135                                          |
| Glengarry Road                                       | 10                                              | 11                                                            | 21                                             | 13                                         | 21                                                   | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 21                                           |
| Former General Fund Tied Accommodation               | 68                                              |                                                               | 68                                             | 62                                         | 68                                                   | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 68                                           |
| 22 Nimmo Place, Perth                                | 156                                             | (2)                                                           | 154                                            | 154                                        | 154                                                  | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 154                                          |
| Shops & Offices                                      | 75                                              |                                                               | 75                                             | 0                                          | 75                                                   | 75                                              | (5)                                                           | 70                                             | 75                                              | (5)                                                           | 70                                             | 50                                              |                                                               | 50                                             | 75                                              | (5)                                                           | 70                                             | 335                                          |
| Greyfriars and satellites                            | 123                                             |                                                               | 123                                            | 4                                          | 123                                                  | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 123                                          |
| Sheltered Housing                                    | 19                                              |                                                               | 19                                             | 15                                         | 19                                                   | 0                                               | 100                                                           | 100                                            | 0                                               | 100                                                           | 100                                            | 16                                              | 9                                                             | 25                                             | 0                                               |                                                               | 0                                              | 244                                          |
| Sheltered Housing - Housing Add'l Support            | 365                                             |                                                               | 365                                            | 67                                         | 365                                                  | 576                                             |                                                               | 576                                            | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 941                                          |
| Recharge General Capital Works                       | 156                                             | (30)                                                          | 126                                            | 33                                         | 126                                                  | 160                                             |                                                               | 160                                            | 160                                             |                                                               | 160                                            | 160                                             |                                                               | 160                                            | 160                                             |                                                               | 160                                            | 766                                          |
| Upgrade and Replacements to Lifts Programme          | 24                                              |                                                               | 24                                             | 13                                         | 24                                                   | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 142                                             | 8                                                             | 150                                            | 0                                               |                                                               | 0                                              | 174                                          |
| ICT Expenditure                                      | 137                                             |                                                               | 137                                            | 11                                         | 137                                                  | 50                                              |                                                               | 50                                             | 50                                              |                                                               | 50                                             | 50                                              |                                                               | 50                                             | 50                                              |                                                               | 50                                             | 337                                          |
| Mortgage to Rent                                     | 402                                             |                                                               | 402                                            | 68                                         | 402                                                  | 250                                             |                                                               | 250                                            | 250                                             |                                                               | 250                                            | 250                                             |                                                               | 250                                            | 250                                             |                                                               | 250                                            | 1,402                                        |
| <b>Total Other Investment in Council House Stock</b> | <b>2,539</b>                                    | <b>0</b>                                                      | <b>2,539</b>                                   | <b>1,323</b>                               | <b>2,539</b>                                         | <b>1,361</b>                                    | <b>95</b>                                                     | <b>1,456</b>                                   | <b>785</b>                                      | <b>95</b>                                                     | <b>880</b>                                     | <b>918</b>                                      | <b>17</b>                                                     | <b>935</b>                                     | <b>785</b>                                      | <b>(5)</b>                                                    | <b>780</b>                                     | <b>6,590</b>                                 |
| <b>Total Net Expenditure</b>                         | <b>22,932</b>                                   | <b>818</b>                                                    | <b>23,750</b>                                  | <b>13,783</b>                              | <b>23,750</b>                                        | <b>16,715</b>                                   | <b>2,914</b>                                                  | <b>19,629</b>                                  | <b>12,670</b>                                   | <b>(938)</b>                                                  | <b>11,732</b>                                  | <b>9,193</b>                                    | <b>1,330</b>                                                  | <b>10,523</b>                                  | <b>22,825</b>                                   | <b>(12,295)</b>                                               | <b>10,530</b>                                  | <b>76,164</b>                                |
| CAPITAL RECEIPTS                                     | (1,000)                                         | (1,000)                                                       | (2,000)                                        | (1,531)                                    | (2,000)                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | (2,000)                                      |
| OTHER INCOME                                         | (10)                                            |                                                               | (10)                                           | (9)                                        | (10)                                                 | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | 0                                               |                                                               | 0                                              | (10)                                         |
| CFCR                                                 | (4,073)                                         |                                                               | (4,073)                                        | 0                                          | (4,073)                                              | (3,407)                                         | 550                                                           | (2,857)                                        | (3,787)                                         | 960                                                           | (2,827)                                        | (3,875)                                         | 725                                                           | (3,150)                                        | (4,197)                                         | 573                                                           | (3,624)                                        | (16,531)                                     |
| <b>TOTAL BORROWING REQUIREMENT</b>                   | <b>17,849</b>                                   | <b>(182)</b>                                                  | <b>17,667</b>                                  | <b>12,243</b>                              | <b>17,667</b>                                        | <b>13,308</b>                                   | <b>3,464</b>                                                  | <b>16,772</b>                                  | <b>8,883</b>                                    | <b>22</b>                                                     | <b>8,905</b>                                   | <b>5,318</b>                                    | <b>2,055</b>                                                  | <b>7,373</b>                                   | <b>18,628</b>                                   | <b>(11,722)</b>                                               | <b>6,906</b>                                   | <b>57,623</b>                                |

**RENEWAL & REPAIR FUND PROPOSED BUDGET 2016/17**

|                                                      | Approved<br>Budget<br>2016/17 |                   | Revised<br>Budget<br>2016/17 |                   | Projected<br>Outturn<br>2016/17 |                   |
|------------------------------------------------------|-------------------------------|-------------------|------------------------------|-------------------|---------------------------------|-------------------|
|                                                      | <u>£'000</u>                  | <u>£'000</u>      | <u>£'000</u>                 | <u>£'000</u>      | <u>£'000</u>                    | <u>£'000</u>      |
| Opening Balance as at 1 April 2016                   |                               | 1,234             |                              | 1,234             |                                 | 1,234             |
| <u>Less Expenditure</u>                              |                               |                   |                              |                   |                                 |                   |
| Integrated Human Resources and Payroll System        | 20                            |                   | 20                           |                   | 20                              |                   |
| Perth Office Programme                               | 360                           |                   | 360                          |                   | 360                             |                   |
| Property Maintenance                                 | 450                           |                   | 450                          |                   | 450                             |                   |
| King George V Hockey Pitch                           | 136                           |                   | 0                            |                   | 0                               |                   |
|                                                      |                               | (966)             |                              | (830)             |                                 | (830)             |
| <u>Add Income</u>                                    |                               |                   |                              |                   |                                 |                   |
| Interest credited to the Fund                        | 1                             |                   | 1                            |                   | 1                               |                   |
| Contribution from Revenue Budget                     | 0                             |                   | 0                            |                   | 0                               |                   |
|                                                      |                               | 1                 |                              | 1                 |                                 | 1                 |
| <b>Projected Closing Balance as at 31 March 2017</b> |                               | <u><u>269</u></u> |                              | <u><u>405</u></u> |                                 | <u><u>405</u></u> |

| Service      | Total No of projects | Number on track | Number slipping | Number accelerating | Total %age spend                                                                                       | General Fund | HRA  |
|--------------|----------------------|-----------------|-----------------|---------------------|--------------------------------------------------------------------------------------------------------|--------------|------|
| ECS          | 28                   | 25              | 1               | 2                   | Projected Outturn as percentage of 2016/17 Budget approved 22 June 2016 (GF) and 27 January 2016 (HRA) | 97%          | 128% |
| CDS          | 4                    | 4               | 0               | 0                   | Net Expenditure at 31 December 2016 as percentage of Revised 2016/17 budget                            | 65%          | 58%  |
| HCC          | 48                   | 41              | 2               | 5                   |                                                                                                        |              |      |
| TES          | 88                   | 85              | 3               | 0                   |                                                                                                        |              |      |
| <b>TOTAL</b> | <b>168</b>           | <b>155</b>      | <b>6</b>        | <b>7</b>            |                                                                                                        |              |      |

| Service                     | Project Name                         | Target Date for Completion | Project Delivery on Target | Budget Adjustment                                | Comments                                                                                                                                                                                                                                                                                                                                                                                                               | Corrective Actions                    |
|-----------------------------|--------------------------------------|----------------------------|----------------------------|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| <b>Accelerated Projects</b> |                                      |                            |                            | Reflected in narrative in Main report paragraph: |                                                                                                                                                                                                                                                                                                                                                                                                                        |                                       |
| ECS                         | Kinross Primary School               | May 2018                   | Yes                        | 3.3.5                                            | The planned enabling works that were completed in the summer have allowed the contractor operational access to the site earlier than originally anticipated and this is reflected within the revised spend projection.                                                                                                                                                                                                 | Budget to be accelerated and rephased |
| ECS                         | Tulloch Primary School               | May 2018                   | Yes                        | 3.3.5                                            | The planned enabling works that were completed in the summer have allowed the contractor operational access to the site earlier than originally anticipated and this is reflected within the revised spend projection.                                                                                                                                                                                                 | Budget to be accelerated and rephased |
| HCC - GF                    | Letham Wellbeing Hub                 | March 2019                 | Yes                        | 3.5.2                                            | An extensive consultation exercise with the community and stakeholders is ongoing however excellent progress has been achieved so far - allowing the initiation of the process of procuring a design team to be accelerated.                                                                                                                                                                                           | Budget to be accelerated and rephased |
| HCC - HRA                   | Central Heating & Rewiring Programme | Ongoing programme of works | Yes                        | 4.6                                              | The approved final account figures for Phase 1 of the Central Heating and Rewiring programme were slightly higher than previously anticipated along with a higher volume of in year ad-hoc boiler renewals than original projected.                                                                                                                                                                                    | Budget to be accelerated and rephased |
| HCC - HRA                   | Double/Triple Glazing                | Ongoing programme of works | Yes                        | 4.6                                              | As per the early year plans for the programme and agreement with the contractor, programme output has been increased for the months December 2016 through March 2017.                                                                                                                                                                                                                                                  | Budget to be accelerated and rephased |
| HCC - HRA                   | Environmental Improvements           | Ongoing programme of works | Yes                        | 4.6                                              | Strong progress throughout the year delivering various retaining wall schemes has resulted in an acceleration of future years budget to accommodate the planned 2016/17 increase in expenditure.                                                                                                                                                                                                                       | Budget to be accelerated and rephased |
| HCC - HRA                   | Council House Buy-Backs              | Ongoing programme of works | Yes                        | 4.5                                              | As previously reported, excellent progress has been made throughout 2016/17 within the housing stock buy back programme with 24 properties purchased, 1 property due to conclude imminently and a number under offer. Additional Scottish Government funding has already been received and committed for 2016/17, along with a previous acceleration of spend, reflecting the volume of purchases achieved in 2016/17. | Budget to be accelerated and rephased |
| <b>Slipping Projects</b>    |                                      |                            |                            |                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                        |                                       |
| ECS                         | Redevelopment of Perth Theatre       | October 2017               | No                         | 3.3.3                                            | Lower than anticipated spend towards the end of 2016 has resulted in the expenditure being reprofiled. The adjusted spend profile will have no detrimental impact on the overall delivery of the project and progress remains on programme.                                                                                                                                                                            | Budget to be rephased                 |
| TES                         | Almondbank Flood Prevention Scheme   | February 2018              | No                         | 3.4.3                                            | Late design changes delayed the initial tender price submission and the subsequent value engineering exercise carried out thereafter delayed the contract award and subsequent on site start date - the reprofiling of the budget reflects this.                                                                                                                                                                       | Budget to be rephased                 |
| TES                         | Property Maintenance Programme       | Ongoing programme of works | No                         | 3.4.4                                            | Further delays to the Property maintenance programmes, including property compliance and fire risk assessment works, have been experienced due to the requirement for survey and assessments to be carried out prior to tendering. Also works originally programmed for summer 2016 have now been reprogrammed for summer 2017.                                                                                        | Budget to be rephased                 |

| Service   | Project Name          | Target Date for Completion | Project Delivery on Target | Budget Adjustment | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Corrective Actions    |
|-----------|-----------------------|----------------------------|----------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| TES       | CPIP                  | Ongoing programme of works | No                         | 3.4.4             | The proposals for the A9 dualling works are in draft form, therefore due to the potential impact of the A9 dualling works on the Fonab business park works the project has been rescheduled until after final design proposals are known. The contract for the Perth Food and Drink park business units has been awarded however due to the delay in completing the procurement process the spend profile has been updated to reflect the revised programme of works. | Budget to be rephased |
| HCC - GF  | Gypsy Traveller Sites | TBC                        | No                         | 3.5.1             | Previous ongoing dialogue over the preferred housing site for delivery of this dual purpose project has delayed the originally anticipated delivery programme.                                                                                                                                                                                                                                                                                                        | Budget to be rephased |
| HCC - HRA | Controlled Door Entry | Ongoing programme of works | No                         | 4.6               | Due to the timescales involved implementing the full tenement management scheme and previous delays in beginning this process the spend profile has been updated accordingly.                                                                                                                                                                                                                                                                                         | Budget to be rephased |





## PERTH AND KINROSS COUNCIL

## Strategic Policy and Resources Committee

8 February 2017

## TRANSFORMATION PROGRAMME 2015-2020 PROGRESS UPDATE

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

This report provides an update on the Council's Building Ambition Transformation Programme which was approved by the Council on 1 July 2015.

**1. BACKGROUND / MAIN ISSUES**Overview

- 1.1 The transformation programme is focused on continuing our proactive approach to public service reform, and embracing change that keeps Perth and Kinross Council in a position of strength, to meet the significant challenges ahead.
- 1.2 Progress to date on the transformation programme was last reported to the Strategic Policy and Resources Committee on 21 September 2016 (Report Number [16/405](#)).
- 1.3 A full report on the Transformation Programme will be provided to Council at its next meeting on 22 February 2017.

**2. CONCLUSION AND RECOMMENDATIONS**

- 2.1 It is recommended that the Committee notes the progress with the Transformation Programme, as detailed in Appendix 1.

**Author**

| Name        | Designation                                            | Contact Details                                                                                           |
|-------------|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Chris Jolly | Team Leader – Strategic Planning, Improvement and Risk | 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 (Sustainability, Strategic & Entrepreneurial Development) | 12 January 2017 |

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**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

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 A number of reviews have adjusted or rephrased their projected savings for the period to 2019/20. This has reduced the projected savings target for the Transformation Programme during this period, from £16,150,000 to £13,340,000.

Workforce

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

Asset Management (land, property, IT)

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

### **3. Assessments**

#### Equality Impact Assessment

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

#### Strategic Environmental Assessment

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

#### Sustainability

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

### **4. Consultation**

#### Internal

- 4.1 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.

## **2. BACKGROUND PAPERS**

2.1 The background papers referred to within the report are:

- Report to SP&R Committee on 21 September 2016, Report No 16/405

## **3. APPENDICES**

- Appendix 1 – Progress Report on Phase 1 and Phase 2 Transformation Reviews



| 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>Corporate Projects</b>                                                                                                                                                                                                                                                                                              |                                                       |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                 |                 |                 |                 |               |
| <b>Business Transformation Programme</b>                                                                                                                                                                                                                                                                               |                                                       |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                 |                 |                 |                 |               |
| BT000403                                                                                                                                                                                                                                                                                                               | Corporate - Council Assets for Commercial Sponsorship | David Fraser    | 01/03/16   | 31/03/17 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 30              | 50              | 20              | 50              | 150           |
| <b>Brief Description :</b>                                                                                                                                                                                                                                                                                             |                                                       |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 0               | 15              | 65              | 20              | 50              | 150           |
| 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. |                                                       |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 40              | 0               | 0               | 0               | 40            |
|                                                                                                                                                                                                                                                                                                                        |                                                       |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 0               | 40              | 0               | 0               | 0               | 40            |
| <b>Key Milestones :</b>                                                                                                                                                                                                                                                                                                |                                                       |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Phase 1 Implementation</li> </ul>                                                                                                                                                                                                                                               |                                                       |                 |            |          |                | 31/08/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Phase 2 assets contract in place</li> </ul>                                                                                                                                                                                                                                     |                                                       |                 |            |          |                | 01/11/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Phase 2 Implementation</li> </ul>                                                                                                                                                                                                                                               |                                                       |                 |            |          |                | 01/11/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Sponsorship &amp; Advertising Policy approval by SP&amp;R</li> </ul>                                                                                                                                                                                                            |                                                       |                 |            |          |                | 30/11/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Phase 2 planning and report to SP&amp;R</li> </ul>                                                                                                                                                                                                                              |                                                       |                 |            |          |                | 30/11/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Phase 3 asset research</li> </ul>                                                                                                                                                                                                                                               |                                                       |                 |            |          |                | 31/01/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                        |                                                       |                 |            |          |                | <b>07/12/2016</b><br>Phase 1 and 2 assets identified. The income target for 2016-17 has been reprofiled from £30K to £15K due to the fleet media management company for refuse collection vehicles going into administration.<br><br>Phase 2 assets have been contracted out and work has begun on marketing the assets. Placeholder signs to advertise roundabout availability were installed in early December, and it is anticipated to begin income generation in early 2017.<br><br>Work has continued identifying a 3rd phase of assets and discerning which assets will be viable to the market, prior to engaging with a supplier for these. This includes a business case which has been developed for website advertising. |                 |                 |                 |                 |                 |               |

| 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 - Review of Customer and Business Support Services | Keith McNamara  | 01/02/16   | 31/12/16 | Some Issues    | Approved Savings          | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 186             | 109             | 279             | 0               | 574           |
| <b>Brief Description :</b>                                                                                                                                                   |                                                              |                 |            |          |                | Projected Savings         | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 186             | 109             | 279             | 0               | 574           |
| 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 90              | 45              | 0               | 0               | 135           |
|                                                                                                                                                                              |                                                              |                 |            |          |                | Projected Spend           | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 90              | 45              | 0               | 0               | 135           |
| <b>Key Milestones :</b>                                                                                                                                                      |                                                              |                 |            |          |                | <b>Progress to Date :</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Appoint project resource</li> </ul>                                                                                                   |                                                              |                 |            |          |                | 31/10/16                  | <b>12/12/2016</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Scene-setting sessions</li> </ul>                                                                                                     |                                                              |                 |            |          |                | 01/12/16                  | Two scene-setting sessions have been completed, providing briefings to staff on the review and enhancing our understanding of the challenges facing CBSS teams and the potential opportunities for improvement staff can identify.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Communications plan</li> </ul>                                                                                                        |                                                              |                 |            |          |                | 16/12/16                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Learn Innovate Grow Sessions</li> </ul>                                                                                               |                                                              |                 |            |          |                | 31/01/17                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Define key business processes for review</li> </ul>                                                                                   |                                                              |                 |            |          |                | 28/02/17                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Review Report</li> </ul>                                                                                                              |                                                              |                 |            |          |                | 31/03/17                  | <p>The project resource designed to act as a “critical friend” was put into place as of October 31st, and has since met with several key figures from the Project Board to enhance his understanding. He has made initial recommendations on taking forward this review to maximise benefits. He was also in attendance at the two scene-setting sessions to contribute to discussions and to feedback any observations from the staff in attendance into the review process.</p> <p>Identification of all staff in scope continues, in consultation with human resources.</p> <p>There has been slippage in the programme due to the Project Manager leaving the Council, with his scheduled date for departure accelerated by sickness absence. Steps have been taken to fill the gap left by this departure.</p> |                 |                 |                 |                 |               |



| 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) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------|------------|----------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000407                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Corporate - Review of Finance | Euan Sturgeon   | 08/01/16   | 29/09/17 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0               | 81              | 82              | 255             | 0               | 418           |
| <b>Brief Description :</b><br>This review could deliver efficiencies beyond the £418k provided within the executive summaries for the 2016/17 budget. These efficiencies can be achieved by: Improving processes; Expanding the use of technology; Merging common operations and achieving economies of scale; and, Adopting new service delivery models.                                                                                                                                                                                                                                                                         |                               |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 81              | 82              | 255             | 0               | 418           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                               |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0               | 45              | 0               | 0               | 0               | 45            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                               |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 0               | 45              | 0               | 0               | 0               | 45            |
| <b>Key Milestones :</b> <ul style="list-style-type: none"><li>Allocation of Phase 1 workstream leads</li><li>Interviews for Project Officer post</li><li>Revenue monitoring concluded</li><li>Revenue Budgeting Phase 1 Final Report to be submitted</li><li>Final Accounts Phase 1 Final Report to be submitted</li><li>HR &amp; ES Phase 1 final report to be completed</li><li>Capital Budget &amp; Monitoring Phase 1 Final Report to be submitted</li><li>Financial Administration Phase 1 Final Report to be submitted</li><li>Allocation of Phase 2 workstream leads</li><li>Submission of Phase 2 final reports</li></ul> |                               |                 |            |          |                | <b>Progress to Date :</b><br><b>12/12/2016</b><br>The two Boards (FTR and the Customer and Business Support Review) have been merged.<br>Progress with phase 1 workstreams is as follows:<br>Revenue Monitoring – Concluded, with one delivery model being adopted across all Services. CADS has already adopted whilst TES and HCC are re-assessing benefits.<br>HR & ES – This workstream has concluded. Management arrangements are being put into place to restructure this service.<br>Capital Budgeting and Monitoring – On track for completion in March 17.<br>Internal Audit – Workstream concluded with no efficiencies identified.<br><br>Revenue Budgeting – Efficiencies have been identified and will be reported to FTR Board 21.12.16.<br><br>Financial Administration -Some service and efficiency improvements are recommended within this report. Sales Ledger analysis has started and an interim report will be presented to the Board on 21.12.16.<br><br>Slippage on the Final accounts and Revenue Budgeting workstreams has been largely due to the workload arising from the current budget process. Whilst progress has been slower than anticipated, improvements have already been introduced to streamline some processes. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                               |                 |            |          |                | 31/03/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                               |                 |            |          |                | 27/06/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                               |                 |            |          |                | 30/06/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                               |                 |            |          |                | 16/12/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                               |                 |            |          |                | 21/12/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                               |                 |            |          |                | 21/12/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                               |                 |            |          |                | 31/03/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                               |                 |            |          |                | 31/03/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                               |                 |            |          |                | 03/04/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                               |                 |            |          |                | 30/08/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |

| 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 | Chris Jolly     | 01/11/15   | 30/06/17 | On Target      | 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>Create Pilot Project Team</li> </ul>                                                                                                                                       |                                                      |                 |            |          |                | 15/07/16                  | <b>12/12/2016</b>                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Approve scope of Pilot</li> </ul>                                                                                                                                          |                                                      |                 |            |          |                | 22/07/16                  | The pilot project on the use of Business Intelligence software is complete and was reported to EOT in early Dec. The pilot concluded with the recommendation that the product, on its own, is not capable of satisfactorily meeting the 14 guiding principles of the MPR project. The product will however be of benefit in gathering performance data from our business systems and this will assist this project on an ongoing basis. |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Progress report on Pilot to Project Board</li> </ul>                                                                                                                       |                                                      |                 |            |          |                | 19/08/16                  |                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Report to EOT on progress of Pilot</li> </ul>                                                                                                                              |                                                      |                 |            |          |                | 28/11/16                  | The market offers a variety of products designed to undertake the tasks and processes to better meet the desired principles and EOT have requested more information on those other solutions. The 14 guiding principles of the review will now be further developed into a product specification; an options appraisal and business case will be developed following engagement with software providers.                                |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Engage ICT in development of BI</li> </ul>                                                                                                                                 |                                                      |                 |            |          |                | 09/01/17                  |                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Undertake engagement with performance service leads 1st Session</li> </ul>                                                                                                 |                                                      |                 |            |          |                | 11/01/17                  | Those responsible for managing and reporting corporate and service performance are scheduled to undertake a series of development sessions in early 2017. These sessions will seek to develop our future approach.                                                                                                                                                                                                                      |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Undertake engagement with performance service leads 2nd Session</li> </ul>                                                                                                 |                                                      |                 |            |          |                | 25/01/17                  |                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Produce list of PIs and Business systems used</li> </ul>                                                                                                                   |                                                      |                 |            |          |                | 31/01/17                  |                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Undertake engagement with performance service leads 3rd Session</li> </ul>                                                                                                 |                                                      |                 |            |          |                | 08/02/17                  |                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Develop product spec</li> </ul>                                                                                                                                            |                                                      |                 |            |          |                | 28/02/17                  |                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |               |

| 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              | 80              | 160           |
| <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              | 80              | 160           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                    |                 |            |          |                | 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>Options appraisal complete</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Business Case developed</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>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>Approval by EOT</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Implementation</li> </ul> </div> |                                                                    |                 |            |          |                | <b>Progress to Date :</b><br><b>07/12/2016</b> <ul style="list-style-type: none"> <li>Initial scoping and options appraisal completed.</li> <li>Options appraisal presented to Corporate Sponsor (Depute Chief Executive).</li> <li>Preferred option agreed by Depute Director Chief Executive and draft paper prepared for consideration by EOT.</li> <li>Engagement with SMT's (Senior Management Team) planned for January/February</li> <li>Engagement with team leaders planned for January/February.</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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| 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 17              | 255             | 272             | 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>Train the trainer approach to electronic contract management systems deployed</li><li>Bulk upload of existing contracts to new management platform</li><li>Review of savings opportunity from all existing contracts</li><li>Contract Delivery Plan</li><li>Tracking of secured savings from contracts</li><li>Roll out of Systems enhancements plan</li></ul> |                                       |                 |            |          |                | <b>Progress to Date :</b><br><b>08/12/2016</b><br>There are three themes to the review and work carried out for each theme is set out below:<br><b>Savings:</b> Identified savings have been determined through joint working with Finance colleagues. The savings tracker has been updated to ensure that information on performance against both targets and budgets is monitored and subsequently reported.<br>The transformation business case set a target for savings of £500,000 in 2016/17. To date opportunities valued at £1,426,673 have been identified, the cashable element of which has resulted in a budgetary saving of £1,050,000 being delivered in 2016/17.<br>Although targets have been achieved for 2016/17, we continue to monitor contracts for potential savings as they are awarded. This will also be enhanced by future contract delivery plans, as although the initial plan is published this activity will continue through the lifetime of the transformation.<br><b>Systems:</b> In December, activity which mapped future system requirements was completed and an outline plan was developed to align and, where possible, streamline practices across the organisation. There are many interdependencies for this improvement work, and we are currently working with colleagues to align this with their transformation work streams.<br>A large part of this systems work is to improve information on how our supply chain is performing. Effort has continued to implement the Contract Management system which offers a corporate approach to this activity.<br>Train the trainer options and the bulk upload of information are no longer being explored due to system restrictions.<br><b>Sustainability:</b> Using the community benefit clauses at early stages of a new contract to agree with contractors how these can support individuals currently accessing services provided by the Council. This pro-active approach has worked with recent construction projects and will now form the template for roll-out across a wider range of contracts. This approach has been reflected in the Procurement Strategy 2017.<br>Some key milestones for the project have slipped, however it is not expected that these will impact on the ability to secure savings from this transformation or that this work will not be completed within the overall timescale. |                 |                 |                 |                 |                 |               |

| 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 - Corporate Digital 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>                                                                                                                                                                                                                                                                                                         |                                                                                                                       |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                               | 0               | 24              | 68              | 97              | 103             | 292           |
| 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. |                                                                                                                       |                 |            |          |                | 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>13/12/2016</b>                                                                                                                                                                                                                                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                    | • Completion of Revised Business Case                                                                                 |                 |            |          | 31/08/16       | <b>Approved funding is from OBC approved August 2016. Project draws funding up to 2024/25.</b>                                                                                                                                                                                                  |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                    | • Procure technical components and services                                                                           |                 |            |          | 31/10/16       | The verto report's status has been changed to amber for 2 reasons: to date no savings have been made ; and uncertainty remains around the programme's ability to deliver savings contained within its 2015 Outline Business Case.                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                    | • Design online services technical blueprint incorporating MyAccount                                                  |                 |            |          | 31/12/16       |                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                    | • Revised Website launch                                                                                              |                 |            |          | 31/01/17       | Meetings with the Senior Depute Chief Exec, Directors and Financial Controllers took place to discuss how to manage the anticipated savings shortfalls for 16/17 and 17/18. It was agreed that shortfalls would be managed via slippage.                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                    | • Online Portal Implementation                                                                                        |                 |            |          | 28/02/17       |                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                    | • myAccount Implementation                                                                                            |                 |            |          | 28/02/17       |                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                    | • Housing Repairs online services                                                                                     |                 |            |          | 28/02/17       |                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                    | • TES early adopter online services                                                                                   |                 |            |          | 28/02/17       |                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                    | • Develop technical guidelines to support incorporation of third party solutions into PKC online services environment |                 |            |          | 31/03/17       | The Business Case is an 'evolutionary product', with savings based on a number of assumptions, such as customer take-up of the online channel, and the unit cost per customer transaction by channel. As such actual savings accrued could be greater or lesser than those currently estimated. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                    |                                                                                                                       |                 |            |          |                | Therefore it is recommended that the Business Case is revised at regular intervals throughout the project, to take into account actual online service take-up and more accurate service cost figures.                                                                                           |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                    |                                                                                                                       |                 |            |          |                | Monthly meetings continue to take place with Financial Controllers.                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                    |                                                                                                                       |                 |            |          |                | The Customer Services Online Portal procurement (following collaboration with Angus and Dundee Councils) has been completed and the contract awarded to Firmstep. A kick off meeting with Firmstep took place 7 December.                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                    |                                                                                                                       |                 |            |          |                | As-is process mapping workshops have been undertaken for all TES Early Adopters services. Further workshops with the Service staff are scheduled for the new year to look at proposed service design.                                                                                           |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                    |                                                                                                                       |                 |            |          |                | Opportunities to further collaborate with Dundee and Angus Councils on - for example redesigning services - are currently being explored.                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                    |                                                                                                                       |                 |            |          |                | A Housing Repairs process mapping workshop, has been undertaken in conjunction with the Mobile Working project to complete the full "end to end" redesigned service design.                                                                                                                     |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                    |                                                                                                                       |                 |            |          |                | Date for the new PKC website launch has been re-scheduled to January, as a result of issues on the supplier side. A communications plan for website launch is currently being finalised.                                                                                                        |                 |                 |                 |                 |                 |               |

Page 85 of 160

160

| 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 | Some Issues    | 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><br><div> <div></div> <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>Housing repairs solution design</li> <li>Housing repairs solution build and testing</li> <li>Mobile working next phase proposals</li> <li>Housing repairs go live</li> </ul> </div> |                                   |                 |            |          |                | <b>Progress to Date :</b><br><b>13/12/2016</b><br><b>Approved funding is from OBC approved October 2016. Project draws funding up to 2024/25.</b><br>The verto report's status has been changed to amber for two reasons: to date no savings have been made ; and uncertainty remains around the programme's ability to deliver savings contained within its 2015 Outline Business Case.<br>Meetings with the Senior Depute Chief Exec, Directors and Financial Controllers took place to discuss how to manage the anticipated savings shortfalls for 16/17 and 17/18. It was agreed that shortfalls would be managed via slippage.<br>The Business Case is an "evolutionary product" – there is a degree of uncertainty around accuracy of the revised savings figures, as the business change required to support the corporate mobile working agenda is dependent on a number of factors, such as costs and complexity of integration with back office business systems.<br>It is recommended the Business Case is revised at key points in the programme.<br>The PKC TotalMobile test environment is now in place. Initial training with the technical team has been completed.<br>Workshops involving the Housing Repairs service have taken place to inform the proposed revised business processes. Proposals will be reviewed and agreed over the next two months.<br>TES SMT have confirmed their mobile working priorities as Regulatory Services, Waste Services, Building Standards and Network teams. Standard profile documents - containing information relating to readiness for mobile working, number of staff in the mobile working cohort, simplicity of implementation and potential impact of service redesign - are being compiled.<br>Initial discussions have taken place with Community Care to discuss Real Time Monitoring for external Care at Home providers. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |

| 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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| 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>• Open Data Strategy approval at Strategic Policy &amp; Resources (SP&amp;R) Committee</div><div>21/09/16</div><div></div><div>• Publish initial Data Publication Plan</div><div>31/12/16</div><div></div><div>• Finalised Project Initiation Document to PMO</div><div>20/01/17</div><div></div><div>• Specification for Open Data Platform completed / ITT issued</div><div>31/01/17</div><div></div><div>• Open Data Portal Beta Launch</div><div>31/01/17</div><div></div><div>• Supplier chosen for Open Data Platform</div><div>31/03/17</div><div></div><div>• Open Data Platform operational</div><div>31/05/17</div></div> |                                                                  |                 |            |          |                | <b>Progress to Date :</b><br><br><b>09/12/2016</b><br><br>At a recent Cities Data Cluster Meeting, the roadmap for the procurement of a platform, which will be used by Perth, Aberdeen, Inverness and Dundee, was agreed on. Resulting from this, a finalised version of the Project Initiation Document is due to be submitted to the Project Management Office on January 20th, a key requirement for the project's European funding.<br><br>The current aim is to have a specification for the open data publication platform ready by the end of January, with a supplier chosen by the end of March, and for the platform to be in place by the end of May. In the meantime, open data will continue to be published through the website, as well as a proof-of-concept data portal set up using ArcGIS Online; arrangements for doing so will be formalised using the accepted data standards; this will act as a "beta platform" of sorts, ensuring that we are uploading data using the correct standards and identifying potential issues in advance of the full platform's launch.<br><br>An initial publication plan of datasets will be published before the end of the year; this will be an iterative, regularly updated register of datasets to be published. |                 |                 |                 |                 |                 |               |
| Approved Savings Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0               | 1233            | 2117            | 2858            | 1390            | 7598          |
| Projected Savings Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0               | 1356            | 1180            | 1847            | 545             | 4928          |
| Approved Funding Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 17              | 1357            | 1489            | 1285            | 267             | 4415          |
| Projected Spend Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 17              | 1357            | 1489            | 1285            | 267             | 4415          |

| 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) |
|---------------------------------------------------------------------|-------------------------------------------------|-----------------|------------|----------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| Education and Children's Services                                   |                                                 |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
| Business Transformation Programme                                   |                                                 |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
| BT000394                                                            | ECS - Review the Delivery of Class Contact Time | Isabelle Smit   | 01/01/16   | 31/03/19 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 0               | 0               | 0               | 325             | 195             | 520           |
| Brief Description :                                                 |                                                 |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0               | 0               | 0               | 325             | 195             | 520           |
| This proposal is to review and redesign Reducing Class Contact Time |                                                 |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 0               | 20              | 15              | 15              | 0               | 50            |
|                                                                     |                                                 |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0               | 18              | 32              | 0               | 0               | 50            |
| Key Milestones :                                                    |                                                 |                 |            |          |                | Progress to Date :                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                     |                                                 |                 |            |          | 19/08/16       | 09/12/2016                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                 |                 |                 |                 |               |
| • Draft project plan to be agreed with SRO                          |                                                 |                 |            |          | 01/09/16       | <b>There is a risk to this project regarding teacher/pupil ratios which must be considered as part of this review process.</b> <ul style="list-style-type: none"><li>The matching exercise between schools' requirements and Visiting Specialists' wishes has commenced and is due to be completed by the 9th December. The new delivery model will be discussed and hopefully agreed at the next project group meeting on 9th December, so that visiting specialists can be informed of their new posts before the Christmas break.</li><li>The project risks have been reviewed and shared with the project team.</li><li>These risks will also be discussed at the next project group meeting on 9th December and mitigating actions will be agreed to ensure we continue to deliver a high quality Expressive Arts and PE curriculum for primary school pupils.</li><li>It should be noted that in time this project will reduce the number of teachers in PKC by 9.7fte. There will be an interim position whereby some teaching element is retained to co-ordinate professional support which will result in reduced savings in the short term.</li></ul> |                 |                 |                 |                 |                 |               |
| • Project Lead / Team established and Project Plan agreed           |                                                 |                 |            |          | 31/10/16       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
| • Benchmarking with other Local Authorities complete                |                                                 |                 |            |          | 31/10/16       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
| • Up to date figures and staffing data gathered and analysed        |                                                 |                 |            |          | 09/12/16       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
| • Matching exercise completed                                       |                                                 |                 |            |          | 30/01/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
| • Report agreed with SRO                                            |                                                 |                 |            |          | 09/02/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
| • Report to ECS Senior Management Team                              |                                                 |                 |            |          | 21/02/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
| • Report to Executive Officer Team                                  |                                                 |                 |            |          | 03/03/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
| • Report to Modernising Governance MOWG                             |                                                 |                 |            |          | 29/03/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
| • Report to Lifelong Learning Committee                             |                                                 |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |



| 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) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|------------|----------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000358                                                                                                                                                                                                        | ECS - Review of Catering Services | Greg Boland     | 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>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                 |                 |                 |               |
| <div><div></div><div>Outline Business Case to Tayside Governance and Strategy Group</div></div>                                                                                                                 |                                   |                 |            |          |                | <b>09/12/2016</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                 |                                   |                 |            |          |                | <b>Being reported through Tayside Governance and Strategy Group</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                 |                                   |                 |            |          |                | <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>A revised Outline Business case was submitted to TGSG on the 18th October which recommended that the TGSG agree the outline business case and that it is considered by appropriate Officer / Members across the 3 Councils to determine whether or not to proceed to the development of a full business case for the introduction of a cook-freeze Central Production Unit method of delivering the primary school meals service across Tayside. This has raised a number of questions from the 3 Councils and discussions are 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) |
|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-----------------|------------|----------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000360                                                                                                            | ECS - Securing the Future of the School Estate                                 | Carol Taylor    | 01/09/15   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 0               | 0               | 200             | 500             | 700           |
| <b>Brief Description :</b>                                                                                          |                                                                                |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 0               | 0               | 200             | 500             | 700           |
| 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>                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                                     | • Committee approval of proposals                                              |                 |            |          | 02/11/16       | <b>02/12/2016</b> <ul style="list-style-type: none"><li>Lifelong Learning Committee report proposing first phase for detailed options appraisals and detailing schools which will fall into further phases has been approved.</li><li>Transformation project officer appointed to support this project.</li><li>Programme of options appraisals approved and phase 1 commenced.</li><li>Detailed project plan for phase 1 is being developed.</li></ul> |                 |                 |                 |                 |                 |               |
|                                                                                                                     | • Detailed options on phase 1 to Modernising Governance MOWG (Indicative Date) |                 |            |          | 31/08/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                     | • Pre-consultation/Informal consultation and Rural aspect / Community impacts  |                 |            |          | 15/09/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                     | • Detailed options on phase 1 to LLC                                           |                 |            |          | 30/11/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                     | • Statutory consultation on phase 1 complete with recommendations to LLC.      |                 |            |          | 31/12/18       |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |

| 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) |
|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------|------------|----------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| 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           |
| Brief Description :                                                                                            |                                                                       |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 0               | 0               | 180             | 0               | 0               | 180           |
| Reviewing Community Campus contracts and charging to identify efficiency savings and commercial opportunities. |                                                                       |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 0               | 50              | 0               | 0               | 0               | 50            |
|                                                                                                                |                                                                       |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 38              | 12              | 0               | 0               | 50            |
| Key Milestones :                                                                                               |                                                                       |                 |            |          |                | Progress to Date :                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                 |                 |                 |                 |               |
|                                                                                                                | ● Report to EOT                                                       |                 |            |          | 22/11/16       | 01/12/2016<br><ul style="list-style-type: none"><li>Benchmarking with Dunfermline High; Lasswade High and Brechin High Schools has been conducted and detail of how these campuses operate collated.</li><li>Review of campus charging has been completed and will form part of the wider ECS charging arrangements paper going to Lifelong Learning Committee (LLC) as part of the new charges for 2017/18 in January 2017.</li><li>A revised Campus Delivery Model has been identified which will allow us to achieve the £180k saving and work continues with Campus Leaders and Business Managers to enable and support the model to work within each campus based on local arrangements.</li><li>HR have developed new job profiles for GE3 Campus Clerical Asst and TAS 6 Campus Admin Asst in line with new Job Families concept.</li><li>Cash and banking process mapping workshop with community campus staff delivered on 29 November 2016 and actions for improvement identified.</li><li>Focus groups held with staff in December 2016 around the processes for managing unexpected teaching staff, non-teaching staff and pupil absences.</li><li>Further process mapping workshops scheduled for January and February 2017.</li></ul> |                 |                 |                 |                 |                 |               |
|                                                                                                                | ● Report to MOWG                                                      |                 |            |          | 12/01/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                 |                 |                 |               |
|                                                                                                                | ● Report to Lifelong Learning Committee                               |                 |            |          | 25/01/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                 |                 |                 |               |
|                                                                                                                | ● Charging Arrangements Paper to Full Council                         |                 |            |          | 25/01/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                 |                 |                 |               |
|                                                                                                                | ● Process Mapping completed                                           |                 |            |          | 31/03/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                 |                 |                 |               |
|                                                                                                                | ● Implementation of review findings                                   |                 |            |          | 01/04/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                 |                 |                 |               |
|                                                                                                                | ● New integrated flexible support staffing structure implemented      |                 |            |          | 01/04/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                 |                 |                 |               |
|                                                                                                                | ● Revised Campus Charging Arrangements implemented                    |                 |            |          | 01/04/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                 |                 |                 |               |
|                                                                                                                | ● Revised Campus Management and Operational arrangements implemented  |                 |            |          | 31/08/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                 |                 |                 |               |

| 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) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-----------------|------------|----------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000362                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | ECS - Review of Facility Management (FM) Service arrangements (including Tayside Contracts) | Simon Farrer    | 01/09/15   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 0               | 0               | 150             | 50              | 0               | 200           |
| <b>Brief Description :</b><br>Reviewing janitorial and cleaning arrangements, building security/access, maintenance functions and enhanced partnerships between the Council, Tayside Contracts and the community, by redefining the service, management arrangements and job profiling, to deliver savings.                                                                                                                                                                                                                                                                                                                                                                   |                                                                                             |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 0               | 200             | 0               | 0               | 200           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                             |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                             |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Key Milestones :</b><br><div> <div></div> <ul style="list-style-type: none"> <li>Report on preferred option to special meeting of Modernising Governance MOWG</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Political Approval of preferred option from Lifelong Learning Committee</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Communications &amp; Consultation Plan</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Implementation plan agreed by PKC and TC</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Proposed transfer date</li> </ul> </div> |                                                                                             |                 |            |          |                | <b>Progress to Date :</b><br><b>06/12/2016</b> <ul style="list-style-type: none"> <li>SMT and MOWG papers were submitted and a recommended option has now been identified.</li> <li>Communications and Consultation plan under developed.</li> <li>Lifelong Learning Committee (LLC) paper presented and approved by Committee with TC as the preferred option</li> <li>FM Management and TC met with FM Services and Unions 03/11/16 to discuss the consultation process and the way forward.</li> <li>Staff briefings, communications and meetings taking place.</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) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------|------------|----------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000365                                                                                                                                                                                                                                                                                                                                            | ECS - Strategic Commissioning with the 3rd Sector                         | Caroline Mackie | 01/09/15   | 31/03/19 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 0               | 45              | 41              | 37              | 0               | 123           |
| <b>Brief Description :</b>                                                                                                                                                                                                                                                                                                                          |                                                                           |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 45              | 41              | 37              | 0               | 123           |
| 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. |                                                                           |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 0               | 24              | 0               | 0               | 0               | 24            |
|                                                                                                                                                                                                                                                                                                                                                     |                                                                           |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 24              | 0               | 0               | 0               | 24            |
| <b>Key Milestones :</b>                                                                                                                                                                                                                                                                                                                             |                                                                           |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                     | • Board recommendations prepared by working group                         |                 |            |          | 11/11/16       | <b>09/12/2016</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                     | • Commissioned Services Board meeting                                     |                 |            |          | 12/12/16       | <ul style="list-style-type: none"> <li>Recommendations prepared for next ECS Commissioned Services Board meeting.</li> <li>Commissioned Services Board meeting postponed due to other commitments of key board members. Meeting re-scheduled for 12/12/16. Board required to identify savings at next meeting.</li> <li>Pending formal approval from ECS Commissioned Services Board, high priority areas for re-commissioning have been identified and preparatory work can commence on the first phase.</li> <li>Drafting of the commissioning strategy has commenced and will be regularly shared with the Commissioned Services Board as a work in progress.</li> <li>"Tender Ready" training programme commenced with ECS commissioning officers.</li> <li>Continued engagement with the 3rd sector forum is ongoing.</li> </ul> |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                     | • Priority areas for re-commissioning agreed and actioned                 |                 |            |          | 12/12/16       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                     | • Identify 17/18 savings                                                  |                 |            |          | 12/12/16       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                     | • Commissioning Strategy developed                                        |                 |            |          | 31/03/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                     | • Commissioning Strategy to Lifelong Learning Committee (Indicative Date) |                 |            |          | 28/06/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                     | • Publish commissioning strategy                                          |                 |            |          | 30/06/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                     | • Identify 18/19 savings                                                  |                 |            |          | 31/10/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |

| 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               | 50              | 0               | 0               | 0               | 50            |
| <b>Key Milestones :</b><br><div><div></div>• First Draft Report on Review Findings</div> <div><div></div>• Final draft report on Review findings</div> <div><div></div>• Report to Modernising Governance MOWG</div> <div><div></div>• Report to Lifelong Learning Committee (Indicative Date)</div> |                                    |                 |            |          |                | <b>Progress to Date :</b><br><br><b>09/12/2016</b> <ul style="list-style-type: none"><li>Project team met with ECS SMT to share initial findings.</li><li>Further data still to be gathered prior to report being finalised.</li><li>Independent reviewer will be brought in to provide an independent assessment of the final draft report by the end of the year.</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) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-----------------|------------|----------|----------------|------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| 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               | 0               | 0               | 0               | 0               | 0             |
| <b>Key Milestones :</b>                                                                                                                                                                               |                                                                                       |                 |            |          |                | <b>Progress to Date :</b>                                                                                              |                 |                 |                 |                 |                 |               |
| <div><div></div>• Project team meeting</div>                                                                                                                                                          |                                                                                       |                 |            |          |                | <b>09/12/2016</b>                                                                                                      |                 |                 |                 |                 |                 |               |
| <div><div></div>• Information gathering exercise completed</div>                                                                                                                                      |                                                                                       |                 |            |          |                | <b>This project is a preventative measure to mitigate pressures in overspend (cost avoidance £250k)</b>                |                 |                 |                 |                 |                 |               |
| <div><div></div>• Communication brief circulated</div>                                                                                                                                                |                                                                                       |                 |            |          |                | <div>• Last project team meeting took place 01/11/2016. Next full project team meeting scheduled for 12/12/2016.</div> |                 |                 |                 |                 |                 |               |
| <div><div></div>• Benchmarking visits carried out</div>                                                                                                                                               |                                                                                       |                 |            |          |                | <div>• Information gathering exercise continuing with a view to being completed by the end of December 2016.</div>     |                 |                 |                 |                 |                 |               |
| <div><div></div>• Report to Modernising Governance MOWG (Indicative Date)</div>                                                                                                                       |                                                                                       |                 |            |          |                | <div>• Planning for benchmarking visits underway and visits expected to be carried out end of January 2017.</div>      |                 |                 |                 |                 |                 |               |
| <div><div></div>• Report to Lifelong Learning Committee (Indicative Date)</div>                                                                                                                       |                                                                                       |                 |            |          |                | <div>• Analysis and options appraisal will be carried out following completion of information gathering stage.</div>   |                 |                 |                 |                 |                 |               |




| 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               | 52              | 0               | 0               | 0               | 52            |
|                                                                                                                                                                               |                                      |                 |            |          |                | <b>Key Milestones :</b><br><div> <div></div> <ul style="list-style-type: none"> <li>Communications Plan Developed</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Initial communications for new supported lodging providers planned</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Preparation of promotional materials for project duration</li> </ul> </div>                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                               |                                      |                 |            |          |                | <b>Progress to Date :</b><br><b>02/12/2016</b> <ul style="list-style-type: none"> <li>Part-time Senior Social Care Officer appointed within the throughcare and after care team to work on a supported lodging scheme.</li> <li>Social worker appointed within the family placement team to work on the review.</li> <li>Corporate comms colleague has been seconded to support this project 1 day a week and work has commenced.</li> <li>The remaining funding for 2016/17 is being used for preparation and purchasing of promotional materials which will be required throughout the project duration and this is expected to be completed by end of March 2017.</li> <li>The family placement team is about to undergo some change in personnel which may have a short term impact on this project.</li> </ul> |                 |                 |                 |                 |                 |               |
| Approved Savings Total                                                                                                                                                        |                                      |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 45              | 371             | 812             | 895             | 2123          |
| Projected Savings Total                                                                                                                                                       |                                      |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 45              | 421             | 762             | 895             | 2123          |
| Approved Funding Total                                                                                                                                                        |                                      |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 222             | 190             | 62              | 0               | 474           |
| Projected Spend Total                                                                                                                                                         |                                      |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 182             | 44              | 0               | 0               | 226           |



| 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   | 30/11/15   | 31/03/19 | Some Issues    | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 72              | 522             | 0               | 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               | 92              | 218             | 284             | 0               | 594           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                              |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 286             | 304             | 131             | 0               | 0               | 721           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                              |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 286             | 304             | 131             | 0               | 0               | 721           |
| <b>Key Milestones :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                              |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | • Undertake review of third sector provision within localities                                               |                 |            |          | 31/12/16       | <b>08/12/2016</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | • Development Worker Proposal approved by SMT                                                                |                 |            |          | 30/01/17       | <ul style="list-style-type: none"><li>Consultation around phase 2 implementation of the locality structure (fieldwork teams) delayed pending request for further information by SMT. 'Working together for communities' proposal will be considered at Community Care Transformation &amp; Service Improvement Board on 12/2/17. The following milestones have identified slippage or are at risk due to requirement for agreement and sign-off at Transformation Board: "Based on EOT decision move to formal consultation/workforce planning", "Update to be tabled at MOWG", "Obtain EOT approval to commence consultation process for implementation of new locality staffing structure", "Launch of formal 21 day consultation period".</li><li>Project brief developed to roll-out 'Super-conductors' across Perth City Locality as part of creating alternatives to traditional services. Draft outline of brief to be presented at Perth Locality Management Group January 2017.</li><li>Phase 1 locality structure now live as of 05/12/16. Staff who volunteered to move into either Early Intervention &amp; Prevention or Complex/Long-term care within localities now allocated and working in their chosen area.</li><li>Engagement information pack compiled which included Information Bulletin for staff and professionals, Frequently Asked Questions and Key Worker Guidance to support discussions with clients and families affected by the changes. Bulletin also cascaded to NHS colleagues and through PKAVs for dissemination to wider partnership professionals.</li><li>Wider engagement activity discussed at the Partnership's governance group, Communication &amp; OD Subgroup and Communication, Engagement &amp; OD Steering Group to enable cross-over of activity and reduction in duplication. Agreed that future engagement activity in relation to integrated locality working to be undertaken as part of wider Partnership engagement strategy. This will commence in February 2017 with a series of engagement events across localities and will be Transformation wide to ensure consistency of message. As part of ongoing service redesign, in-depth process mapping to be completed as part of the monitoring process to ensure, that protocols and processes are in place and working. This will ensure that whilst the project and its outcomes evolve, robust processes are in place, to support the future long-term development of integrated working in localities. Resources to be identified.</li><li>Participatory budgeting "Seed the Path" events completed across localities with over 45 application forms received and over 16 projects funded. Participatory Budgeting activity approved at Transformation Board on 8/12/16. Outcome report to be considered by SMT by end of August 2017. Positive press and participant feedback received positive.</li></ul> |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | • Based on EOT decision move to formal consultation/workforce planning                                       |                 |            |          | 30/01/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | • Update to be tabled at MOWG                                                                                |                 |            |          | 15/02/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | • Obtain EOT approval to commence consultation process for implementation of new locality staffing structure |                 |            |          | 15/02/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | • Launch of formal 21 day consultation period                                                                |                 |            |          | 28/02/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | • Consultation outcome report approved and signed off at SMT                                                 |                 |            |          | 31/03/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | • Final report following formal consultation                                                                 |                 |            |          | 31/03/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | • Development worker progress report presented to Transformation Board                                       |                 |            |          | 31/03/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | • Launch of new locality working                                                                             |                 |            |          | 01/07/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | • Report on Participatory Budgeting outcome to SMT                                                           |                 |            |          | 31/08/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | • Report on Participatory Budgeting outcome to committee                                                     |                 |            |          | 30/09/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |

Page 97 of 160

| 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 | Colin Johnston, Diane Fraser, Jamie Cormack                                                      | 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 14              | 117             | 0               | 0               | 0               | 131           |
|                                                                                                                                                                                              |                                  |                                                                                                  |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 14              | 117             | 0               | 0               | 0               | 131           |
| <b>Key Milestones :</b>                                                                                                                                                                      |                                  |                                                                                                  |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | •                                | Workforce plan and recommended model approved by Transformation Board                            |            | 31/05/17 |                | <b>08/12/2016</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | •                                | Sign of of workforce plan by EOT                                                                 |            | 31/05/17 |                | <ul style="list-style-type: none"> <li>Discussions continue at a partnership level around the sourcing/commisioning intermediate care beds. Parkdale and Beechgrove remain options similar to the model being developed in Dalweem</li> <li>Residential care business case updated to reflect current transformation activity – still awaiting feedback</li> <li>Engagement with staff is ongoing. During the transition period consideration needs to be given to key messages as part ongoing communication update. Engagement will not be commenced with residents until at least May 2017 in line with action plan which makes engagement with staff critical.</li> </ul> |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | •                                | Sign-off of recommended future model of residential care by committee                            |            | 31/05/17 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | •                                | Update to be tabled at MOWG                                                                      |            | 14/07/17 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | •                                | Based on committee decision move to formal consultation and implementation of workforce planning |            | 15/08/17 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | •                                | Sign-off of formal consultation period by Transformation Board                                   |            | 31/10/17 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | •                                | Based on Committees decision commence asset management process                                   |            | 30/11/17 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | •                                | Sign-off of asset management resource plan by EOT                                                |            | 22/12/17 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | •                                | New service model in place                                                                       |            | 31/03/18 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                 |                 |                 |                 |               |

| 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) |
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| BT000372                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | HCC - Home First | Tam Cassidy     | 10/11/15   | 31/03/17 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0               | 0               | 676             | 0               | 0               | 676           |
| <b>Brief Description :</b><br>Providing options for direct access to settled accommodation for homeless people missing out the temporary stage where possible.                                                                                                                                                                                                                                                                                                                                                                                            |                  |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 0               | 0               | 676             | 0               | 0               | 676           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                  |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                  |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Key Milestones :</b><br><div>  • Asset management process completed           </div> <div>  • Identify the commissioning requirements to provide an intensive support model           </div> <div>  • Conclude a review of third sector providers (Anchor House, Skinnergate &amp; CATH)           </div> |                  |                 |            |          |                | <b>Progress to Date :</b><br><br><b>08/12/2016</b> <ul style="list-style-type: none"> <li>Workforce planning arrangements successfully concluded on <b>31st October 2016</b></li> <li>Asset management process commenced on <b>31st October</b></li> <li>Staff development activities to progress new ways of working, training needs and resident engagement ongoing.</li> <li>Workshop to initiate remodelling of third sector accommodation held on <b>4th November 2016</b>.</li> <li>PKC Dispersed accommodation reduction plan progressing (currently 38, reduced from 99) and on target to meet target of 20 units by 31st March 2017</li> <li>Rio House closed on <b>30th November 2016</b></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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| BT000381                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | HCC - Review of Day Care Services | Jamie Cormack   | 10/11/15   | 31/03/18 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0               | 0               | 239             | 463             | 0               | 702           |
| <b>Brief Description :</b><br>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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                   |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 0               | 0               | 239             | 463             | 0               | 702           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                   |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                   |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Key Milestones :</b><br><div> <div></div> <ul style="list-style-type: none"> <li>Review service provision across all day services</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>EOT approval for new service model</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Update tabled at MOWG</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Proposal for new service provision model and amended business case signed off by Transformation Board</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Based on committee decision formal consultation process and workforce planning completed</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Capital resource recommendations approved at Transformation Board</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Sign-off of capital resource plan by EOT</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Sign-off of final draft Committee report by Transformation Board</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Committee approval and sign-off of business model as business as usual</li> </ul> </div> |                                   |                 |            |          |                | <b>Progress to Date :</b><br><br><b>08/12/2016</b> <ul style="list-style-type: none"> <li>Planned engagement with service users and families to now commence in February/March following discussion with day care managers and Communication and Engagement Sub Group. Day services staff will be involved in the engagement activity along with Independent Advocacy with the approach being taken similar to that used during the 'Join the Conversation' engagement activity.</li> <li>Communication and Engagement sub group to advise on event content and format</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. This will support the final write-up of review outcome for consideration by Transformation Board and EOT early in the New Year.</li> </ul> |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                 |                 |                 |                 |                 |               |
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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) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------|------------|----------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000373                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | HCC - Review of HCC Repairs Service | Lorna Cameron   | 22/10/15   | 31/10/18 | On Target      | 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             | 200             | 200             | 0               | 500           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                     |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 20              | 0               | 0               | 0               | 0               | 20            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                     |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 20              | 0               | 0               | 0               | 0               | 20            |
| <b>Key Milestones :</b><br><div> <div></div> <ul style="list-style-type: none"> <li>Conduct options appraisal and produce recommendations for future supply chain and procurement</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Review and options appraisal of workforce arrangements to support delivery of new ways of working</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Total mobile to produce mobile solutions for trades in line with corporate transformation agenda</li> </ul> </div> |                                     |                 |            |          |                | <b>Progress to Date :</b><br><b>08/12/2016</b> <ul style="list-style-type: none"> <li>Project Planning exercise undertaken to pull together the various interdependencies, provide structure and clarity. From this the key workstreams were identified and owners allocated.</li> <li>Redefined outcomes for each workstream have been developed and action plans rewritten, action plans have been collated onto an overall project plan.</li> <li>Reviews of workforce planning and stores solutions identified as critical milestones, working groups have been identified, plans have been put place to progress with these.</li> <li>Dedicated suppliers identified and used for plumbing and electrical materials resulting in cost savings.</li> <li>2 day workshop held with Total Mobile to review current operations and influence design of new scheduler.</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           |
| <b>Brief Description :</b>                                                                                        |                                                    |                              |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 0               | 0               | 560             | 0               | 560           |
| Working with community care clients, their families and carers, to provide financially sustainable care packages. |                                                    |                              |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 32              | 292             | 0               | 0               | 0               | 324           |
|                                                                                                                   |                                                    |                              |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 32              | 292             | 0               | 0               | 0               | 324           |
| <b>Key Milestones :</b>                                                                                           |                                                    |                              |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
| <div></div> • Consultation with clients and families                                                              |                                                    |                              |            |          | 31/03/17       | <b>08/12/2016</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                 |                 |                 |               |
| <div></div> • Staff consultation and engagement                                                                   |                                                    |                              |            |          | 31/05/17       | <ul style="list-style-type: none"><li>£181k accelerated savings have been achieved. This has been achieved through reviews of packages that are either currently in the system or are transitioning between Children and Adult Care Services.</li><li>Consultation with clients/ carers began in August 2016.</li><li>Initial consultation responses have been evaluated.</li><li>Decision taken to extend consultation period and include option of Focus Groups.</li><li>Communication and Engagement Plan has been updated.</li><li>A business case has been completed and submitted to Head of Service for approval regarding implementing a panel to approve complex packages of care.</li></ul> |                 |                 |                 |                 |                 |               |
| <div></div> • Engagement and Communication with Providers/Service Level Agreements                                |                                                    |                              |            |          | 31/05/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
| <div></div> • Review existing care packages and amend where appropriate                                           |                                                    |                              |            |          | 30/04/18       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
| <b>Approved Savings Total</b>                                                                                     |                                                    |                              |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>0</b>        | <b>172</b>      | <b>1637</b>     | <b>1919</b>     | <b>0</b>        | <b>3728</b>   |
| <b>Projected Savings Total</b>                                                                                    |                                                    |                              |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>0</b>        | <b>192</b>      | <b>1333</b>     | <b>2203</b>     | <b>0</b>        | <b>3728</b>   |
| <b>Approved Funding Total</b>                                                                                     |                                                    |                              |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>352</b>      | <b>713</b>      | <b>131</b>      | <b>0</b>        | <b>0</b>        | <b>1196</b>   |
| <b>Projected Spend Total</b>                                                                                      |                                                    |                              |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>352</b>      | <b>713</b>      | <b>131</b>      | <b>0</b>        | <b>0</b>        | <b>1196</b>   |

Page 102 of 160

| 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   | 31/12/16 | 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0               | 132             | 0               | 0               | 0               | 132           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                 |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 100             | 32              | 0               | 0               | 132           |
| <b>Key Milestones :</b><br><div> <div></div> <ul style="list-style-type: none"> <li>Tracker System Procured</li> <li>Issue Communication</li> <li>Completion of Council wide Privacy Impact Assessment</li> <li>Installation of Telematics system</li> <li>Recruit Project Officer</li> <li>Complete full business case</li> </ul> </div>                                                                                                                                        |                                                                 |                 |            |          |                | <b>Progress to Date :</b><br><b>07/12/2016</b><br>The telematics system has now been procured however these are delays in the installation of the systems into the vehicles until Feb 2017. This is the result of a Privacy Impact Assessment having to be completed for all council vehicles and that covers all Council Services. We are unable to issue a communication and arrange a timetable of installation bookings until the Privacy Impact Assessment has been completed. These delays should not however result in an overall project slippage. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                 |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                 |                 |                 |                 |                 |               |

| 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) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-----------------|------------|----------|----------------|---------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000400                                                                                                                                                                                                                                                                                                                                                            | TES - Public Toilet Best Value Review |                 | 01/04/16   | 30/03/18 | None           | Approved Savings          | 0               | 0               | 0               | 170             | 0               | 170           |
| <b>Brief Description :</b><br>Public Toilet provision costs the Council £290,000 (net expenditure) per annum. There is no statutory duty on Perth and Kinross Council (PKC) to provide public toilets. However, it is also important to recognise that the appropriate provision of public toilets is a contentious issue particularly in certain geographic areas. |                                       |                 |            |          |                | Projected Savings         | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                                                                                                                                     |                                       |                 |            |          |                | Approved Funding          | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                                                                                                                                     |                                       |                 |            |          |                | Projected Spend           | 0               | 40              | 40              | 0               | 0               | 80            |
| <b>Key Milestones :</b>                                                                                                                                                                                                                                                                                                                                             |                                       |                 |            |          |                | <b>Progress to Date :</b> |                 |                 |                 |                 |                 |               |



| 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   | 30/06/18 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 0               | 60              | 0               | 0               | 60            |
| <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               | 60              | 0               | 0               | 60            |
|                                                                                                                                                                                                                                                                                                                                                                   |                                   |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 20              | 20              | 0               | 0               | 40            |
|                                                                                                                                                                                                                                                                                                                                                                   |                                   |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0               | 20              | 20              | 0               | 0               | 40            |
| <b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Job evaluation and EAP approval</li> <li>Appointment of Greenspace Partnership Officer</li> <li>Scoping of framework for sites applicable for review complete</li> <li>Implementation of community agreements to adopt sites, support groups where required</li> <li>Project completion</li> </ul> |                                   |                 |            |          |                | <b>Progress to Date :</b><br><b>06/12/2016</b><br>We have now recruited a suitable candidate for the post of Greenspace Partnership Officer – starting in post on 11th January 2017 for a 23 month period. Delay in recruitment was due to heavy workload of responsible officer during July and August working on bloom campaign, high profile greenspace events including Poppy Weeping Window installation, Tattoo, Treaty of Perth Celebrations and the City of Culture Bid launch. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                   |                                   |                 |            |          | 31/08/16       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                   |                                   |                 |            |          | 30/11/16       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                   |                                   |                 |            |          | 31/08/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                   |                                   |                 |            |          | 30/11/18       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                   |                                   |                 |            |          | 11/12/18       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |

| 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) |
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| BT000402                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | TES - Inveralmond Reuse Shop Review | Bruce Reekie    | 01/12/15   | 31/03/17 | Some Issues    | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 0               | 16              | 0               | 0               | 16            |
| <b>Brief Description :</b><br>Building the first purpose-built Reuse Shop in Scotland on a recently-cleared piece of land at the front of the Inveralmond Recycling Centre.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                     |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 0               | 0               | 16              | 0               | 16            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                     |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                     |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Key Milestones :</b> <ul style="list-style-type: none"><li>PUSH to meet with ZWS to discuss the funding application to the Innovative Reuse and Repair Fund</li><li>Research with colleagues from Property and Estates our contribution of the site (for less than best consideration) towards the project</li><li>PUSH to apply to the Innovative Reuse and Repair Fund</li><li>Finalise Heads of Terms for the lease and the Service Level Agreement with PUSH</li><li>Funding decision by ZWS</li><li>Finalise design work for the build and apply for necessary permissions</li><li>Build Period</li><li>Completion of the Reuse Shop Build</li></ul> |                                     |                 |            |          |                | <b>Progress to Date :</b><br><b>07/12/2016</b> <p>A review of the construction costs was undertaken, at the request of The Environment Service Senior Management Team, by colleagues in Property Services.The review resulted in reducing the build cost, but also the size of the building. Given the timescales involved in these changes, the build would have had to have been undertaken in 2017/18. Unfortunately, Zero Waste Scotland (ZWS) informed us at the beginning of November that, following a review, the funding could not be rolled over for another financial year and for that reason ZWS has withdrawn the £150,000.</p> <p>Since then, Waste Services has hosted two meetings: one with CRNS and another with PUSH (the selected third sector organisation to run the Reuse Shop). David Woods (CEO CRNS) still thinks the business case for the Reuse Shop is valid and he reiterated his support to the project. There are funding streams where PUSH can apply. ZWS have just opened the Innovative Reuse and Repair Fund to business and third sector organisations. The £18 million Circular Economy Investment Fund includes a specific focus on innovative re-use and repair projects led by small and medium sized enterprises (SMEs) which:</p> <ul style="list-style-type: none"><li>Are collaborative in nature and of a sufficient scale to demonstrate to or inspire others</li><li>Implement new solutions to transform re-use and repair activities regionally or nationally</li><li>Test and deliver new services and models of operation</li></ul> <p>The Reuse Shop project will benefit from the new approach as more money is available for third sector organisations and a bigger building could be developed, the size of the building is one of the key factors to the success and sustainability of the Reuse Shop. Waste Services will work in conjunction with the Property and Estates Teams to develop the Heads of Terms for the lease and the Service Level Agreement which would act as our contribution (for less than best consideration) towards the project. This will provide PUSH with the necessary long term security in order to access the Innovative Reuse and Repair Funding.</p> <p>PUSH will raise the necessary funds to develop the project (through grants and/or loan) and will build the Reuse Shop. PUSH has agreed with the new approach. PUSH has already been awarded £24,000 by PKC Corporate Financial Assistance Panel for the construction of the Reuse Shop. The deadline for the grant funding is 31 March 2018.</p> <p>The changes in funding streams impacted on the initial progress of the project but this has now been addressed. It is however now necessary to reprofile the savings targets to 2018/19.</p> |                 |                 |                 |                 |                 |               |

Page 106 of 160

| 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   | 31/12/17 | 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>• Baseline information</div> <div><div></div>• Options developed for potential service delivery approaches</div> <div><div></div>• Engage specialist consultant</div> <div><div></div>• Approval of option for potential future service delivery by Joint Management Team</div> <div><div></div>• Finalise full business case</div> <div><div></div>• Develop implementation plan</div> |                                  |                 |            |          |                | <b>Progress to Date :</b><br><br><b>07/12/2016</b><br><br>There has been a collaborative board created between Angus, Dundee and Perth and Kinross.<br><br>Councils at an operational level and for professional Services to establish a collaborative working programme to work towards achieving the Roads Review – there has been various meetings held and we have now completed an option appraisal on potential future service delivery models.<br><br>We are now looking to expand the working group to cover the full range of activities outlined in the scope. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |                 |                 |                 |                 |               |

Page 107 of 160

| 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   | 30/06/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 0               | 0               | 190             | 605             | 1000            | 1795          |
| <b>Brief Description :</b>                                                                                                                                                                                                                                                                                |                                                                                                    |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0               | 0               | 190             | 605             | 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>05/12/2016</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           | • SNAPI - completion of property review project in Crieff/Blairgowrie                              |                 |            |          | 31/12/16       | <b>Crieff:</b> Work to alter the existing PKC Offices at James Sq, Crieff to form two classrooms, external corridor link and toilet accomodation on the ground floor for Perth College is nearing completion and will meet the target date of 16 December, with Perth College commencing their move on 19 December.<br><br><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). Space plans have been drawn up for the original accommodation agreed, but as this is inadequate for the number of staff moving, a decision is awaited from NHS Tayside regarding utilisation of currently unused wards at BCH. As previously reported, it will be necessary for a wireless link to be installed in BCH for the use of the relocated staff, at a cost of around £8k. A meeting involving PKC Property and NHS Tayside Property is to be held in Dundee on 20/12/16, facilitated by SFT, with a view to looking at developing best practice templates and guidance for property sharing, particularly with Blairgowrie Community Hospital in mind. The previously reported target of 31/12/16 for Blairgowrie will not be met due to the delay in agreeing additional accommodation to the two rooms previously discussed with NHS Tayside. It is likely the new completion date will be 30/06/17.<br><br><b>Vacant Properties:</b> As previously reported, it is considered that some 14 buildings are surplus to the Council's requirements and could be disposed of, saving around £100k per annum in running costs.<br><br><b>Data gathering:</b> As previously reported, the data gathering/mapping exercise with regard to the 'Place based/ Area Asset Management Review' is complete. The mapping provides a visual illustration of both PKC and NHST properties in each settlement, now with the addition of Police, Fire and LAL properties allowing easier identification of buildings and their locations in relation to others in the area. Further analysis of the properties in each settlement area is currently being carried out, with a view to examining current use and determining service need in the future. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           | • Data gathering and development of programme plan for "Place based/ Area Asset Management Review" |                 |            |          | 31/12/16       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           | • Start of area reviews (5 reviews - each started 6 months apart, 18 months duration)              |                 |            |          | 01/01/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           | • Completion of Area Reviews                                                                       |                 |            |          | 31/12/20       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |

| 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) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-----------------|------------|----------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000380                                                                                                                                                                                               | TES - Grounds Maintenance - Continental Shift Working Review | Nigel Taylor    | 01/11/15   | 30/04/17 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 0               | 0               | 90              | 0               | 0               | 90            |
| <b>Brief Description :</b>                                                                                                                                                                             |                                                              |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 0               | 120             | 0               | 0               | 120           |
| Increasing efficiency and achieving consistency of work arrangements across operations by introducing 7 day working, with savings achieved through reducing the number of equipment/vehicles required. |                                                              |                 |            |          |                | 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>Union representative engagement meeting</li> </ul>                                                                                                              |                                                              |                 |            |          |                | 12/09/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Staff engagement meeting</li> </ul>                                                                                                                             |                                                              |                 |            |          |                | 17/10/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Staff Ballot Meeting</li> </ul>                                                                                                                                 |                                                              |                 |            |          |                | 29/11/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Project Implementation</li> </ul>                                                                                                                               |                                                              |                 |            |          |                | 01/04/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                        |                                                              |                 |            |          |                | <b>07/12/2016</b><br>Staff meeting held on 29th Nov at which a ballot took place to choose the preferred working option from the 6 on offer. There was also a 7th option which was an abstention which ceded the choice of shift to management. By a narrow margin there was a majority of votes for abstention and my choice was therefore the adoption of a 4 plus 3 shift. A memo has been written to the full time union officials describing this situation giving them 21 days to respond.<br><br>Implementation still on track for March 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) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|------------|----------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| 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><br><br>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.                                                                                                                                                                                   |                                   |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0               | 0               | 110             | 110             | 0               | 220           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                   |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                   |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Key Milestones :</b><br><div><div></div><div></div><div></div><div></div><div></div><div></div></div> <ul style="list-style-type: none"><li>Phase 3 - Perth</li><li>Phase 4 - Perth - 6132 householders</li><li>Phase 5 - Kinrosshire - 5798 householders</li><li>Phase 6 - Crieff and Strathearn - 5734 householders</li><li>Phase 7 - Highland Perthshire - 4536 householders</li><li>Phase 8 - Blairgowrie and Eastern Perthshire - 7700 householders</li></ul> |                                   |                 |            |          |                | <b>Progress to Date :</b><br><br><b>01/12/2016</b><br><br>5750 householder in Kinross-shire have received the new 140litre bin required to participate in new service as part of the Phase 5 implementation. Old bins have been removed with the first collections on the new service about to commence.<br><br>The 250 householders in Auld Bond area of Perth, delayed from Phase 4, have now successfully moved onto the new service.<br><br>Phase 6 – On Schedule. Crieff & Strathearn areas are due to receive the mailing early in the new year. New bins are programmed to start being delivered to properties towards the end January, with the removal of old bin due w/c 6th Feb. |                 |                 |                 |                 |                 |               |
| Approved Savings Total                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 0               | 491             | 1160            | 1050            | 2701          |
| Projected Savings Total                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 0               | 505             | 981             | 1075            | 2561          |
| Approved Funding Total                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 10              | 192             | 20              | 0               | 0               | 222           |
| Projected Spend Total                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 210             | 92              | 0               | 0               | 302           |
| Approved Savings Overall Total                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 1450            | 4616            | 6749            | 3335            | 16150         |
| Projected Savings Overall Total                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 1593            | 3439            | 5793            | 2515            | 13340         |
| Approved Funding Overall Total                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 379             | 2484            | 1830            | 1347            | 267             | 6307          |
| Projected Spend Overall Total                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 369             | 2462            | 1756            | 1285            | 267             | 6139          |

**PERTH AND KINROSS COUNCIL**

**Scrutiny Committee – 8 February 2017**

**Strategic Policy and Resources Committee – 8 February 2017**

**CORPORATE RISK MANAGEMENT STRATEGY**

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

This report presents a new Risk Management Policy, Strategy and Framework, to reflect the changing circumstances facing the Council.

**1 BACKGROUND/ MAIN ISSUES**

- 1.1 The effective management of risk in the Council's activities is a vital part of supporting the delivery of positive outcomes for Perth and Kinross, and is a key part of the Council's strategic improvement framework.
- 1.2 If we do not manage risk effectively, the consequences can impact on the Council's reputation, its financial position, and safety of staff and the public. However, adopting an approach which is too risk averse can deprive the Council of the opportunities to be innovative and creative, in tackling the considerable challenges facing our public services.
- 1.3 Risk Management is part of the Council's overall governance framework. Governance around local government decision-making and delivery has never been so crucial or complex, as we continue to adapt to changing circumstances and develop more diverse and ambitious ways of working with partners and with our communities. Therefore a review of our approach to risk management is necessary, including the existing Corporate Risk Management Strategy. The key drivers are:
  - The impact of public service reform, with new operational models such as the Integration Joint Board for Health and Social Care.
  - The move to more partnership based working, through Arms Length External Organisations (ALEOs) such as Culture Perth and Kinross; collaborative working with other Councils; and our changing engagement with communities through local Action Partnerships.
  - With the challenges facing the Council we need to be more entrepreneurial and commercial in our approach, to create our authorising environment, where we are highly risk aware, but not risk averse.

- 1.4 To support the review of our risk management arrangement, an Internal Audit review of the current Risk Management Strategy was carried out as part of the audit plan for 2015/16, with the scope to ensure the adequacy of corporate risk management within the Council. The final report was submitted to the Audit Committee on 29 June 2016 (Report no 16/309).
- 1.5 This audit identified a number of opportunities for the Council to develop its risk management arrangements further, to provide greater levels of assurance to senior management and Elected Members that key risks are being managed effectively. The key opportunities identified for further improving the Council's approach are detailed in Appendix 1.
- 1.6 Therefore this report contains a revised approach to risk management, and taking the above factors into account.
- 1.7 Elected Members have a key role in managing risks, as well as the scrutiny of Council services in mitigating these risks. This role is being reflected in new guidance being prepared by the Scrutiny Committee Review Group, to assist all Members in their scrutiny role for the Council.

## **2. PROPOSALS**

- 2.1 The new approach to risk management is contained in Appendix 2. A revised risk management framework has been developed based on best practice industry standards including the International Standard in Risk Management – ISO: 31000 and the Office of Governance & Commerce (OGC) Management of Risk Guidance (MoR) and the Association of Local Authority Risk Managers, (ALARM). The revised framework incorporates the opportunities identified within the Internal Audit report.
- 2.2 In accordance with the above guidance, our risk management framework is set out in 4 parts:
  - Risk Management Policy - statement of the Council's commitment to effective risk management
  - Risk Management Strategy – articulates our overall approach to risk and provides a detailed risk hierarchy
  - Risk Management Appetite Statement – describes the levels of risk the Council is prepared to tolerate in pursuit of our objectives
  - Risk Management Process Guide - details how the risk management process will be carried out at an operational level



2.3 The key changes to the previous Risk Strategy are:

- Distinctive statements of policy, strategy, risk appetite and process, to meet good practice from internal audit reports, and national standards (see section 2.1).
- Detailed description of our Risk Management Process.
- Clear definition for the terminology used by the Council in Risk Management, so there is no ambiguity.
- Statements and direction on the need to be risk aware not risk adverse, and ensuring the risks involved are not maximising opportunities available.
- Commentary on our own approach to managing risks within our multiple partnership arrangements.

2.4 The Internal Audit review recognised the need for additional training as there has been a turnover of staff involved in this activity recently, and it is proposed that key staff in services undertake the Management of Risk (MoR) course, or equivalent. This course is aimed at anyone working within a corporate governance environment that has responsibilities for identifying, assessing, planning, or managing risks, or reporting on risk management activities across the organisation.

2.5 The next stage in development of our approach of risk is to undertake risk workshops to familiarise staff with this new approach, establish milestones, define the risk appetite and refresh the risk probability and impact matrixes, as well as the governance for the risk and controls.

### 3. CONCLUSION AND RECOMMENDATION

3.1 The Strategic Policy and Resources Committee is asked to:

- (a) Approve the proposed Risk Management Policy, Strategy and Appetite detailed in Appendix 2.

3.2 The Scrutiny Committee is asked to:

- (a) Note the contents of the proposed Risk Management Policy, Strategy and Appetite detailed in Appendix 2.

#### Author

| Name          | Designation                                            | Contact Details                                                                                    |
|---------------|--------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| Gordon Dawson | Team Leader – Strategic Planning, Improvement and Risk | 01738 475000<br><a href="mailto:TESCommitteeReports@pkc.gov.uk">TESCommitteeReports@pkc.gov.uk</a> |
| Lisa Simpson  | Head of Legal and Governance Services                  | 01738 475000<br><a href="mailto:TESCommitteeReports@pkc.gov.uk">TESCommitteeReports@pkc.gov.uk</a> |

## Approved

| Name          | Designation                                                                                              | Date            |
|---------------|----------------------------------------------------------------------------------------------------------|-----------------|
| Jim Valentine | Depute Chief Executive,<br>Environment (Sustainability,<br>Strategic and Entrepreneurial<br>Development) | 10 January 2017 |

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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>Yes</b>        |
| Risk                                                | <b>Yes</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/Corporate Plan

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

### 2. Resource Implications

#### Financial

- 2.1 Not applicable

#### Workforce

- 2.2 Formal risk management training should be provided for all risk-responsible staff within the Council. Training should also be provided to staff at all levels of the Council to ensure all staff are empowered to highlight new and emerging risks.
- 2.3 Staff with responsibility for risk management at Corporate and Service levels should be encouraged to obtain a formal risk management qualification.

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

2.4 Not applicable

### **3. Assessments**

#### Equality Impact Assessment

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

#### Strategic Environmental Assessment

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

#### Sustainability

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

#### Legal and Governance

##### Internal

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

##### External

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

### Risk

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

## **4. Consultation**

### Internal

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

### External

- 4.2 No external consultation was required.

## **5. Communication**

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

## **2. BACKGROUND PAPERS**

- 2.1 Internal Audit Report, Corporate Risk Management Assignment 15-34, March 2016 (Report no 16/309).

## **3. APPENDICES**

- Appendix 1 – Internal Audit Recommendations
- Appendix 2 – Perth and Kinross Council Risk Management Policy, Strategy and Appetite

### Internal Audit Recommendations

- (1) Define the Council's risk appetite - this should drive the Council's approach to risk management and provide officers with clear guidance around how risks should be managed. The risk appetite should also be used to promote a more positive approach to risk which makes it clear that the Council is not risk averse and should be used for identifying and exploiting opportunities.
- (2) Publish and implement a revised stand-alone Corporate Risk Management Strategy along with an overarching Risk Management Framework. These should be approved by the appropriate Council committee, and communicated to all officers to emphasise the importance of developing and embedding a positive risk management culture.
- (3) Consider restructuring the format of the current risk profiles (risk registers). This should reflect the needs of all strategic and operational decision making groups (e.g. Committee, EOT and SMTs), link to operational risk profiles and have a focus on overall risk assessment. This should include appropriate analysis of internal and external factors/conditions, rather than changes to identified controls associated with risks as is currently the case.
- (4) To ensure appropriate awareness of and engagement in risk management, Elected Members should have sight of Corporate and Service Risk Profiles on a regular basis (at least 6-monthly) through reporting to relevant Council Committees.
- (5) Executive and Service management should ensure that there is assessment of risk profiles on a more frequent basis. This will allow for continuous identification and assessment of emerging risks and this should encourage a more pro-active approach to risk management.
- (6) There is scope to enhance risk management reporting to ensure a more targeted and focused approach within strategic and operational Council governance groups. At present, risk is being reported alongside performance information but there was limited evidence of risk management being subject to regular detailed assessment.
- (7) The Council should assess the effectiveness of those groups (e.g. Scrutiny Committee, EOT and SMTs) identified in the Corporate Risk Management Strategy as having risk management responsibilities to confirm the extent to which they are contributing to effective risk management throughout the Council.

- (8) Formal risk management training should be provided for all risk-responsible staff within the Council. Training should also be provided to staff at all levels of the Council to ensure all staff are empowered to highlight new and emerging risks.
- (9) The Council should encourage staff who are responsible for risk management at Corporate and Service levels (i.e. risk champions) to obtain a formal risk management qualification.





**PERTH & KINROSS COUNCIL**

# **RISK MANAGEMENT POLICY**

Building Ambition. Building Confidence. Building Resilience.

## **POLICY STATEMENT**

Risk is inherent in all of the Council's activities. It can never be eliminated; the aim is have effective arrangements in place within the Council to identify, assess, mitigate and manage risk.

Perth & Kinross Council is committed to a policy of risk management that protects its elected members, employees, stakeholders, assets, liabilities, professional reputation and the wider community against potential losses or damage. We will use risk management to minimise threats and maximise opportunities to achieve our strategic vision and deliver on our objectives. Risk management must be embedded into our business and planning processes and be understood and implemented throughout the organisation at every level.

Risk management as a crucial aspect of internal control is fundamental to the good governance of this Council. It facilitates better strategic decision making and more effective business processes that will allow the Council to exploit opportunities and achieve better value for the community, whilst ensuring that it meets the high standards of accountability, probity, compliance and transparency required of a public body.

## **INTENT & PURPOSE**

This policy confirms Perth & Kinross Council's commitment to good corporate governance through effective risk management.

The Purpose of this policy is to:

- provide guidance regarding the management of risk to support the achievement of the Council's corporate and community objectives, protect our people and business assets and ensure financial sustainability
- develop a culture of risk awareness, encouraging innovation and the realisation of opportunities within the Council's daily operations;
- ensure compliance with risk management processes that are mandated by legislation;
- integrate and align risk management systems with the Council's activities and business processes;
- encourage continuous review and improvement of Council's risk assessment and management processes.

## **SCOPE**

This Policy applies to all Perth & Kinross Council activities. It forms part of the Council's governance framework and applies to all elected members, staff, contractors and volunteers. The principles also apply in our arrangements with partners and other external agencies.

## **OUR RISK MANAGEMENT VISION**

To create a mature risk intelligent culture within the Council; where effective risk management supports the organisation and is integrated with our business and planning processes enabling us to identify threats and opportunities to the achievement of our objectives and performance; and address these in a timely and appropriate way.

## **OUR RISK MANAGEMENT OBJECTIVES**

1. To safeguard and protect our people, property, assets and professional reputation.
2. To create a workplace culture where all elected members and staff assume responsibility for managing risk in their day to day activities.
3. To embed a consistent and coherent, organisation-wide, approach to identifying, quantifying and controlling risks which enable the Council to realise opportunities for benefits as well as minimising vulnerabilities and threats
4. To promote sound management and business practices, enhance the quality of decision making and protect governance and accountability principles.
5. To ensure that risk management is a key supporter in service improvements, achieving our corporate priorities and sound financial stewardship.
6. To deploy our resources and operational capabilities in an efficient, effective and responsible manner

## **RISK MANAGEMENT PRINCIPLES**

The risk management principles are not compliance focused. They are a set of statements based on ISO 31000 to guide and assist in the design, implementation and oversight of the risk management framework.

Risk management:-

- creates and protects value;
- is an integral part of the Council's business and management processes;
- is part of decision making processes;
- explicitly addresses uncertainty;
- is systematic, structured and timely;
- is based on the best available information;
- is tailored to our organisation;
- takes human and cultural factors into account;
- is transparent and inclusive;
- is dynamic, iterative and responsive to change; and
- facilitates continual improvement of the organisation.

## **RISK APPETITE**

The Council's risk appetite is outlined in the Risk Appetite Statement. As risk is fluid and dynamic, the Risk Appetite Statement is not a definitive statement, but instead sets out the risk tolerance parameters that should be applied when assessing risk in each situation.

## **RISK GOVERNANCE**

Risk governance refers to the arrangements that we have in place within the Council to make decisions about risk. It includes the leadership, accountabilities and oversight that builds and improves the risk management approach. Risk governance is an essential part of our overall governance responsibilities.

Our risk governance structure is set out in the Risk Management Strategy.

## **PROCEDURE**

The Council's Risk Management philosophy and approach is documented in the Risk Management Strategy.

The Council's Risk Management processes and procedures are documented in the Risk Management Process.

## **RESPONSIBILITY & REVIEW**

The Chief Executive has overarching responsibility for risk management within the organisation and as such shall ensure that the Council's Risk Management Framework is regularly monitored and reviewed to ensure its continuing effectiveness in managing risk and delivering value. The Framework shall be formally reviewed every three years, or sooner, if required to comply with legislative or policy changes.



## Appendix 2a

# RISK MANAGEMENT STRATEGY

## Building ambition, Building Confidence, Building Resilience

### INTRODUCTION

The management of risk is a crucial aspect of internal control and therefore a key element of good governance in any organisation. “Governance” is a well recognised term but an often misunderstood concept. Many people see it simply as the rules and controls in place within an organisation (sometimes perceived as barriers to activity) but it is in fact much broader; it encompasses the culture, leadership, values, systems, processes, controls and resources of an organisation and more importantly, how these are directed and managed to enable the organisation to achieve its objectives and defined outcomes. Far from being a barrier to getting things done, good governance is the key enabler for organisational success.

To be effective, any risk management process must create value by increasing the ability or likelihood of achieving aims and objectives. In the context of local government, robust risk management creates value through facilitating better decision making, more effective internal control, service improvement, change and innovation. To achieve this, however, the management of risk and the setting of controls must be directly linked to the priorities and objectives of the Council, integrated into all of our business processes and implemented consistently across the whole organisation.

Many organisations, across all sectors, make the mistake of treating risk management as a compliance driven, stand-alone function; perceived as “centrally” owned and somewhat detached from day to day operations. This approach undermines the ability of these organisations to derive the most value from the risk management processes. Risk reporting and monitoring becomes too resource intensive and complex and as a result the organisation has no comprehensive oversight of its risks. In many organisations the process of risk reporting and monitoring ends up being the output as opposed to the means to an end; that end being increasing the likelihood of the organisation achieving its objectives

Whilst the language around risk may be technical at times, integrated risk management as a concept is relatively straightforward and highly effective, if applied consistently and at every level throughout the organisation. Key to effective integrated risk management is the direct link of the controls to the objectives (as illustrated in the figure below). In summary;-

- What is it that you are trying to achieve? ( business objective)
- What is likely to prevent or hinder you from achieving that objective? (key risks)
- In those circumstances what do you need the control to do to help eliminate or mitigate the risk? (the control objective)
- Develop, test, monitor and review the control to ensure that it is effective (Key Control)

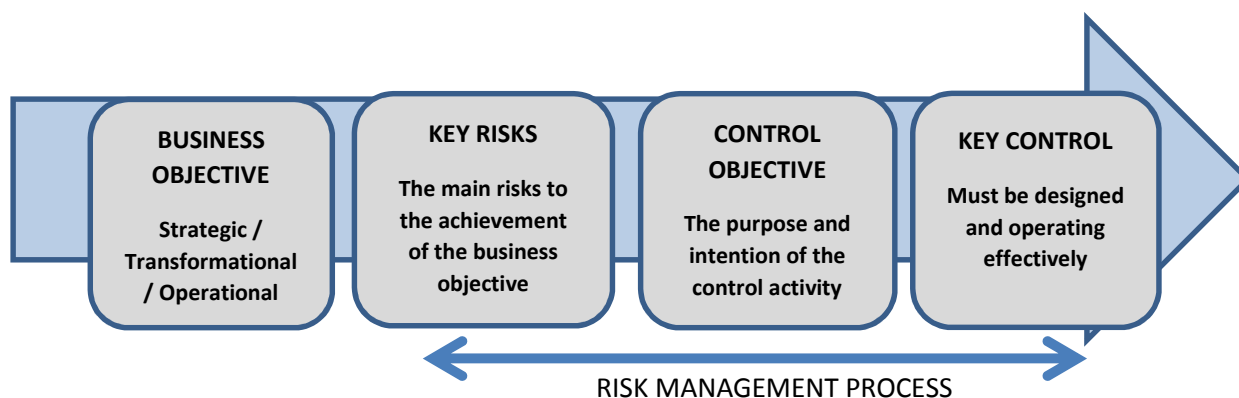


Figure 1

The integration of risk management with our business planning and performance management processes will ensure that the Council is best placed to identify emerging risk, manage and mitigate threats and exploit opportunities for change and growth. We must ensure that our risk vision, culture, appetite, governance and resources are aligned to the achievement of our objectives and support better risk intelligent decision making.

## OUR RISK MANAGEMENT VISION

To be a risk intelligent Council where risk management is fully integrated into our decision making and business processes, enabling the Council to deliver more cost efficient and effective services, be innovative and enterprising, and to continuously improve.

## OUR RISK CULTURE

We know that to be effective, process must follow culture. Changing our risk management processes and procedures will not create and deliver value to our organisation if our organisational culture remains static. Public sector bodies have traditionally had a culture of avoiding risk. In these changing and challenging times, however, Perth & Kinross Council and our public sector partners must become more risk intelligent in our approach to managing uncertainty, to enable us to exploit opportunities and maximise potential benefits, as opposed to being solely focussed on minimising potential threats.

If we are to continue to be successful, we must recognise that risk taking is not only inevitable but necessary. As an organisation we must also accept that some mistakes may be made along the way and acknowledge that a “blame culture” will stifle change and innovation and thereby hinder or derail any progress.

We understand that the tone set at the top is crucial to successfully developing a risk intelligent environment. At political and strategic level therefore we advocate proactive risk management throughout the whole Council.

We want to create an authorising environment where our elected members and staff understand the value of risk management and are supported to make appropriate risk based decisions and to take personal responsibility for the management of risk at every level. Key business risks will be monitored at the highest level but we will also be continuously reviewing the effectiveness of our risk management processes; responding positively to challenge and learning from mistakes.

We appreciate that developing a more risk intelligent culture takes time and will require meaningful changes to be made to our established ways of operating.

## **What does a risk intelligent organisation look like?**

A risk intelligent organisation does not seek to eliminate risk, or even to minimise it in all cases. Instead it seeks to manage risk exposure across all parts of the organisation, so that, at any given time, it is incurring just enough of the right kind of risk to effectively pursue its goals and objectives.

A risk intelligent organisation:-

- understands that risk management must be integrated into core business processes
- assumes turbulence is inevitable and emphasises prevention and preparedness to improve organisational resilience and agility
- is vigilant for a broad range of opportunities and risks across the whole organisation
- acknowledges the need for specialist controls in some business areas, but where possible seeks to harmonise, synchronise and rationalise risk management and controls
- considers interactions among multiple risks as opposed to focussing on a single risk or event, and considers the combined impact
- creates a common risk language within the organisation so that there is a consistent method and approach to identifying, evaluating, monitoring and reporting risk across the whole Council
- encourages informed risk taking for value creation, rather than focussing on pure risk avoidance

To establish ourselves as a risk intelligent council therefore we must ensure that:-

- everyone understands the Council's approach to risk; its values, appetite and processes
- elected members and staff have the necessary knowledge and tools to enable them to make good risk-based decisions and manage risk appropriately and effectively, in their day to day activities
- we adopt and apply our risk management approach consistently across all business activities of the Council from strategic planning, to day to day operational service delivery
- within the Council we are all comfortable acknowledging and talking openly about risk and that we develop a common risk vocabulary that promotes shared understanding
- we all understand and promote the value that effective risk management can bring to the organisation
- we all take personal responsibility and recognise when we need to involve others
- we create a safe environment for individuals to constructively challenge others in respect of risk, including those in authority, without fear and retribution and we respond positively
- we are a learning Council, continuously seeking to improve our collective understanding of risk management, learning from our mistakes

## **OUR RISK CONTEXT**

Perth & Kinross Council is a complex business, delivering a broad range of services to the community. As a public body it is highly regulated and accountable for its performance to a wide range of stakeholders and the community.

Despite significant financial constraints and a rapidly changing public sector landscape, the Council is under pressure not only to sustain current service delivery, but to meet ever increasing demand pressures, improve our performance, and deliver best value for our community. To simply remain sustainable we need to take a more entrepreneurial approach to how we do business. We must seek out and develop new and innovative ways to deliver their services, through partnerships and increased collaboration with the public private and third sectors. With enterprise, innovation and collaboration, however, comes additional uncertainty which will create a new and very different risk landscape for public authorities. The need for effective risk management within the Council, therefore, has never been more crucial.

This Risk Management Strategy sets out the Council's approach to risk management. It does not identify what our risks are or state how these should be managed as risk management should be a fluid and iterative process. Instead it sets the tone and direction for the organisation and provides the blueprint for how our risk management vision and objectives can be realised.

Our approach to risk management will be determined by our own risk environment; it is important that we understand our local context and the internal and external factors that shape or influence our risk environment.

- Internal factors include our culture, standards and values, our resources and capabilities, our governance arrangements, our internal stakeholders, contract, commissioning and partnership arrangements, our strategic aims and objectives.
- External factors include decreasing budgets, a rapidly changing policy environment, increasing pressure on public services, an ambitious national public sector reform agenda, challenging national targets and outcomes and a legislative drive towards empowering communities to have more influence and control on decision making and the delivery of local public services.

These factors need to be known, understood and evaluated before we can manage risk effectively within the organisation.

## **OUR RISK APPETITE**

Knowing and understanding our risk appetite is crucial to the effectiveness of our risk management process. Risk appetite is the amount of risk that an organisation is willing to accept in pursuit of its objectives. Organisations will have different risk appetites depending on their sector and risk culture and even within each organisation, a range of appetites exist for different risks which may change over time. As risk is such a dynamic thing, it is impossible to make a definitive appetite statement. The impact of uncertainty can vary widely depending upon specific circumstances at any given time.

Our Risk Appetite Statement provides stakeholders with an understanding of the parameters within which Perth & Kinross Council will tolerate certain key business risks. It is designed to guide and support elected members and staff to make better risk based decisions in their day to day activities to enable the Council to achieve its goals and support sustainability. A more detailed Risk Factor Impact Table which helps determine appetite is contained within the Risk Management Toolkit.



## OUR APPROACH

### Risk management standard

The approach is based on best practice industry standards including the International Standard in Risk Management – ISO: 31000 and the Office of Governance & Commerce (OCG) Management of Risk Guidance (MoR) and the Association of Local Authority Risk Managers, (ALARM). More information about the standard is contained within the Risk Management Toolkit.

### Risk categories

Local Government is a complex business presenting a wide and diverse range of opportunities and threats to the achievement of our objectives. Our approach categorises risks which the Council must manage as:

1. **Strategic:** risks which potentially impact upon the Council's ability to achieve its corporate objectives
2. **Transformational:** those risks related to programmes of change and specific projects
3. **Operational:** risks which impact upon the Service's ability to deliver its services and support functions

### Risk factors

Whilst we have 3 broad categories of risk to consider, the factors which impact upon these are wide ranging and diverse. Threats and opportunities to our strategic, transformational and operational objectives can emerge from a number of areas. Similarly the consequential risks can impact a number of areas.

Whilst this list is not exhaustive, for the purposes of our Risk Management Framework, our most common risk factors relate to:-

- **Human Resource**
- **Legislation & Compliance**
- **Finance**
- **Information Technology & Security**
- **Reputation & Public Image**

Other risk factors include:

- **Property & Assets**
- **Environment**
- **Partnership & Collaboration**
- **Contract & Procurement**

These risk factors and how we assess their potential impact are explained in more detail in the Risk Appetite statement.

## Risk management process

The Risk Management Process is a core component of the Risk Management Framework. It provides a structured approach to the identification, evaluation and management of risk at every level within the organisation. It enables the Council to prioritise risks in a consistent manner based on an impact/likelihood matrix analysis. By taking an integrated, organisation wide approach to the management of risk, the Council will be better placed to realise potential benefits and achieve greater value from the risk management process as a key driver in service performance and improvement.

There are seven elements in the Risk Management Process

1. **Establish the context**
2. **Risk Identification**
3. **Risk Analysis**
4. **Risk Evaluation**
5. **Risk Treatment**
6. **Monitor and Review**
7. **Communication & Consultation**

Each of the elements are described in detail in the Risk Management Toolkit. The Risk Management Process as a whole is illustrated at Figure 2 below

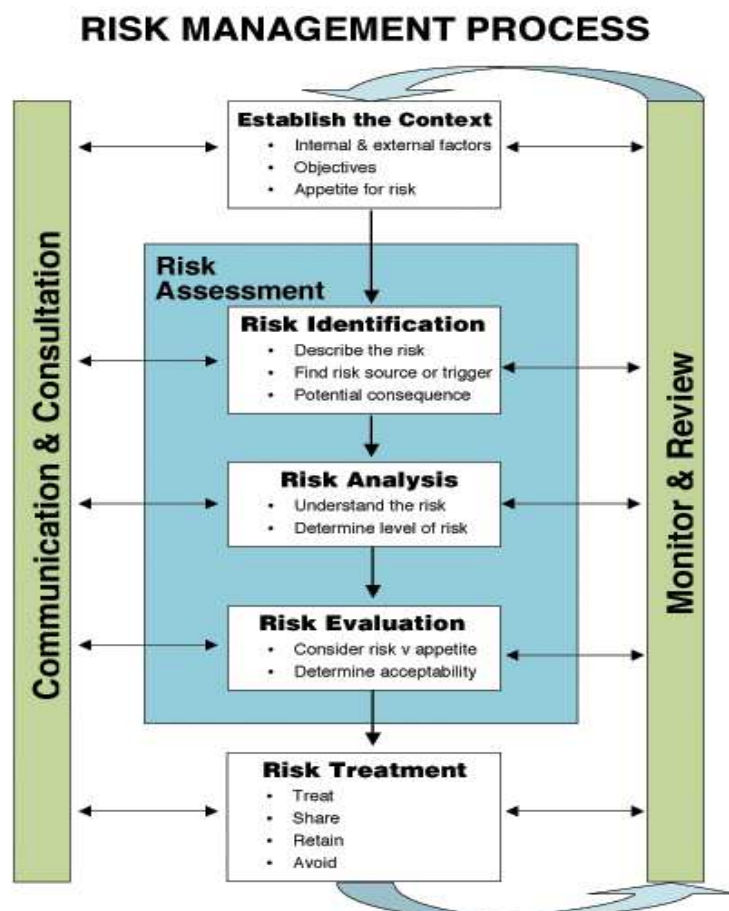


Figure 2

If Perth & Kinross Council is to derive real value from its risk management process then it must be a fluid and ongoing process, implemented by people at every level of the organisation. It is important that we have sight of our risks both vertically and horizontally across the organisation as a whole. This organisation wide approach to risk management ensures that our risk resources and capabilities can be deployed to maximum effect and aligned to the Council's strategic aims.

The Risk Management Framework should be used proactively to identify threats and opportunities to the achievement of our corporate and community objectives. It should be an intrinsic part of our business planning and performance management processes at strategic, operational and interagency level. Risk management is dynamic therefore it cannot be a 6 monthly or annual stand-alone process for the purposes of reporting; it must be embedded into our day to day business activities.

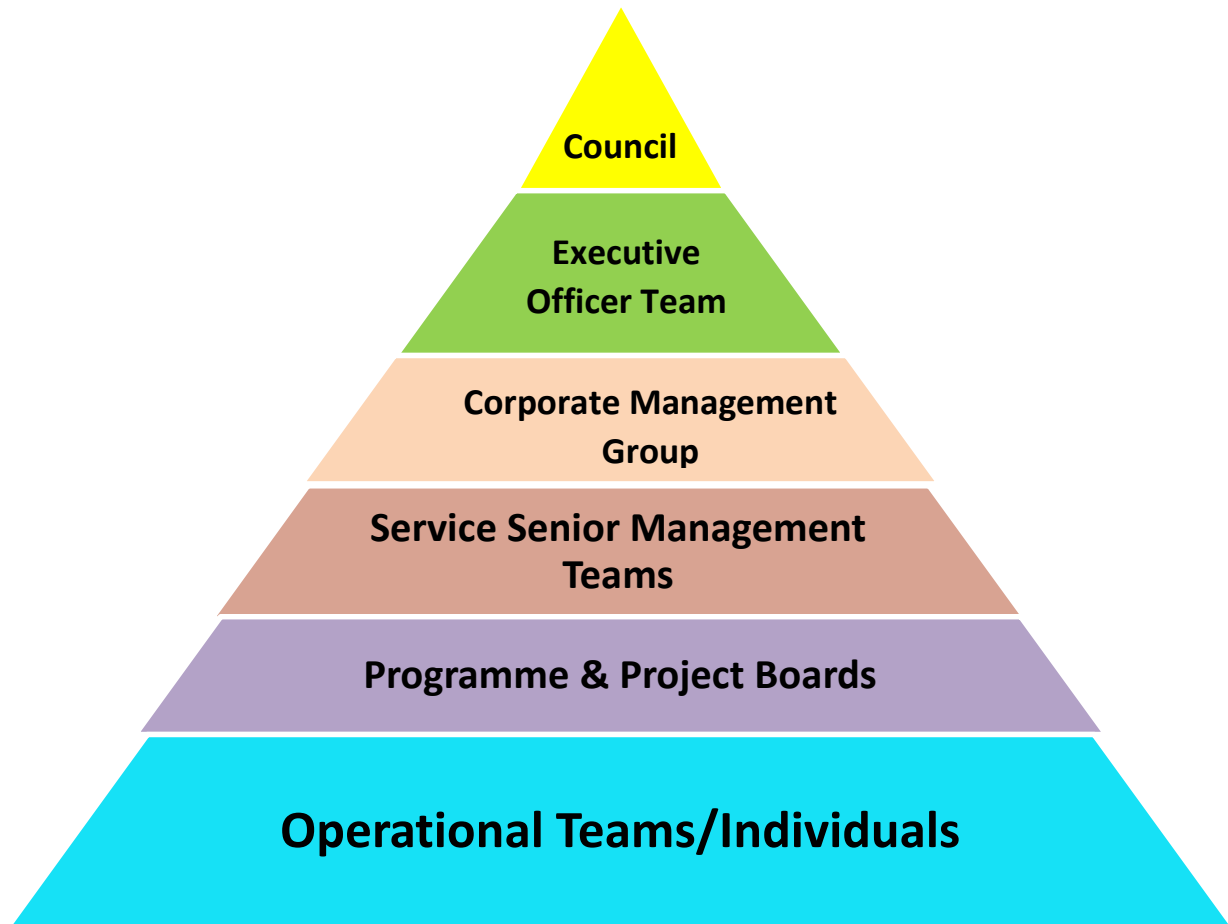
The purpose of Risk Management is to eliminate the barriers to our success. If risk management is to be a true enabler of improved organisational performance, it is vital that individuals recognise that risk management is a means to that end – and the process is not an end in itself.

## **OUR RISK GOVERNANCE STRUCTURES**

While it is important to ensure that the Council is '*doing risk management right*', it is equally important to '*do the right risk management*'. This includes having processes in place so that the appropriate levels of management have oversight of the different levels of risk across the department. The risk hierarchy defines accountability for identifying, treating, monitoring, communicating and managing risks throughout the organisation.

It is vital that risk is managed effectively at every level of the organisation. This means that risk must be fully integrated into our business processes and system to ensure that risk is being identified, managed and reported at each level. Accountability for risk will depend upon the nature of the risks.

The Council's integrated business planning system cascades from the Community Plan and Corporate Plan through to Service and programme plans, operational team and project plans, and then distilled into individual performance and development plans. The planning cycle provides an opportunity for the Corporate Management Group and Service Management Teams to undertake analysis regarding emerging or known risks that may impact on their purpose and objectives.



**Strategic Risk:** May have a positive or negative effect on achieving the Council's strategic objectives.

**Transformational Risk:** May have a positive or negative effect on the ability of the Council or the Service to deliver its programme or project objectives

**Operational Risk:** May have a positive or negative effect on the ability of the Service to deliver its operational objectives.

**Priority 1  
EXTREME**

Risk remains extreme or high even after all identified controls and treatments have been applied

**Priority 2  
HIGH**

Risk is high after controls have been applied, but can be reduced with further treatments

**Priority 3  
MANAGEABLE**

Appropriate controls keep the risk medium

**Priority 4  
ACCEPTABLE**

Appropriate controls keep the risk low / negligible

## Risk hierarchy

- **The Council** agrees the Risk Management Framework comprising the Risk Management Policy, Strategy and Appetite statement for the organisation, and with the Executive Officer Team (EOT) it champions the risk management principles, establishes the risk appetite and sets the tone for how risk will be managed across the whole organisation.
- **The Executive Officer Team** is responsible for implementing the Risk Management Framework at strategic level, reviews risk evaluation against organisational risk appetite and ensures that risk management is integrated into the Council's business processes and practices. The EOT manages Priority 1 Strategic Risks and monitors any other high priority risks which have been escalated to it by the Corporate Management Group (CMG) in accordance with the Risk Management Framework
- **The Corporate Management Group (CMG)** manage strategic risks and monitor Priority 1 & 2 transformational risks and those operational risks which have a cross service impact or potentially impact upon the delivery of strategic objectives. The CMG ensures that the Risk Management Framework is implemented and integrated into operational business practice across the organisation. The CMG will escalate Priority 1 Strategic Risks to the EOT, and the CMG can also escalate high priority Transformational or Operational Risks which may impact upon the delivery of the Council's strategic objectives.
- **Service Senior Management Teams** implement the risk management framework and integrate effective risk management into their business processes and practices. They ensure that risks are identified against the delivery of strategic and operational objectives, and are the key lever for the escalation of risks to the CMG if they can no longer be effectively managed within the service or present a wider organisational or strategic risk. They also monitor high priority transformational risks which impact upon their business areas.
- **Programme & Project Boards** manage all risks associated with the delivery of change programmes or specific projects. Ensure that Priority 1 & 2 risks are escalated to :-
  - the CMG if they have an impact upon the delivery of a strategic objective or if they potentially impact upon the operational objectives of more than one Service; or
  - The Service Senior Management Teams if they will impact upon operational targets or objectives for that Service.
- **Operational teams** are responsible for ensuring that the risk management framework is implemented at operational level. They are responsible for the management of the day to day risks associated with delivery of the service or support function. They provide reasonable assurance to Senior Management Teams that the main tactical and operational risks arising from service operations are identified, assessed, managed and monitored. They ensure that Priority 1 & 2 operational risks are escalated to the Service Senior Management Teams for monitoring and review.

- All individuals within the organisation are responsible for complying with the Council's risk management framework and ensuring that they undertake training appropriate to the level of risk that they are managing.

## OUR RISK ASSURANCE FRAMEWORK

Our risk hierarchy is designed to ensure that our risks are effectively managed and monitored internally throughout the organisation.

As risk management is an integral part of the Council's internal control system and governance framework, however, we must also be able to provide assurance as to the effectiveness of our risk management process to external stakeholders.

The risk assurance framework can be thought of as "lines of defence" in terms of mitigating and managing risks.

- **The first line of defence** in any organisation is the risk culture. The tone that we set at the top will be the foundation for good risk management. We must all communicate our risk approach and values consistently across the Council at every level and reinforce this by our actions and behaviours.
- **The second line of defence** are the management teams/ programme boards/ projects teams who own the risks ("process owners") and are responsible and accountable for the identification and management of the risks within their areas.
- **The third line of defence** are those with oversight responsibility – this will be the Senior Management Teams / Corporate Management Group / Executive Officer Team depending upon the nature and level of the particular risks.
- **The fourth line of defence** comes from the Council's corporate control and compliance functions such as Finance, Legal, HR, Corporate Risk, Procurement, Information Technology, Information Security & Compliance, and Health & Safety. These functions must collaborate with process owners to develop and monitor controls to mitigate identified risks. They also play a key role in independently evaluating risk and alerting management to emerging risks.
- **The fifth line of defence** are our internal and external audit functions which review controls and management procedures, identify issues and improvement opportunities and evaluate the overall design and effectiveness of the Council's internal control processes.
- **The final line of defence** is the Council's Audit & Scrutiny Committees. The Audit Committee oversees the Council's risk management activities and the effectiveness of the internal controls. The Scrutiny Committee ensures that the risk management framework is aligned to the Council's objectives and supports continuous improvement in risk performance.

## OUR COMMITMENT TO CONTINUOUS IMPROVEMENT

We are looking for our risk maturity to develop and grow. We recognise the importance of learning from mistakes and ensuring that our risk management framework remains vital and dynamic to meet the challenges of 21<sup>st</sup> Century local government. We will regularly monitor and review our risk management processes to ensure that:

- it remains relevant and fit for purpose as our internal and external context changes
- it is effective in mitigating threats and maximising benefits to our organisation and the community
- our risk criteria remain relevant in a rapidly changing public sector landscape
- as an organisation we can capture learning from our risk management activities
- we are achieving our expected risk management outcomes

More detailed processes for monitoring, reviewing and assessing our risk management maturity are detailed in the Risk Management Toolkit.





# PERTH & KINROSS COUNCIL

## RISK APPETITE STATEMENT

This Risk Appetite Statement describes the level of risk that Perth & Kinross Council is prepared to tolerate or accept in pursuit of its objectives. It is important that our appetite and thresholds are understood and communicated consistently throughout the organisation and with our stakeholders.

Establishing our risk appetite is fundamental to implementing a systematic approach to identifying, assessing, and managing risk within the Council. Below is an overall statement of our risk appetite. Table 1 below sets out our appetite in respect of each risk category. Table 2 sets out appetite and thresholds in respect to our most common risk factors and Table 3 sets out our appetite to risk in respect of our work as a partner, collaborator contractor or funder. More detail information as regards risk factor impact assessment is contained within the Risk Management Toolkit.

### Overall Risk Appetite Statement

**As a highly regulated public body Perth & Kinross Council has an overall conservative risk appetite. We will act in accordance with this risk appetite statement to achieve strategic objectives and remain a high performing and ambitious Council.**

We recognise that it is not practical or desirable to avoid all risk and that a greater degree of risk will require to be accepted if our programme of change and transformation is to succeed. In a rapidly changing public sector environment we will employ sound organisation wide risk management principles, transparent decision-making, and effective communication to prioritise our risk. In these challenging times we must maintain a highly motivated, diverse, talented, and empowered work force and will deploy resources to maximise their use and effectiveness. Our reputation as an effective, ethical and respected Council is highly valued. We will continue to operate with integrity, maintain strong ethical standards and adhere to all applicable legal and regulatory requirements.

**Table 1: CATEGORY RISK APPETITE STATEMENT**

| <b>RISK CATEGORY</b>    | <b>DESCRIPTION</b>                                                                              | <b>OVERALL RISK APPETITE</b> | <b>RATIONALE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------|-------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>STRATEGIC</b>        | Risks which impact on the delivery of the Council's corporate or community planning objectives. | <b>MODERATE</b>              | Perth & Kinross Council is a high performing Council committed to continuously improving the services that we provide to our community. We are working in challenging times, with an ambitious national public service reform agenda, high customer demand and expectation, and reducing local government funding. In order to realise our ambitions we are prepared to accept a moderate degree of risk to ensure that we can maximise the benefits of any opportunities for growth and development which may arise, subject to the particular risk factor thresholds outlined below.                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>TRANSFORMATIONAL</b> | Risks which impact upon the ability to deliver change and transformation within the Council     | <b>MODERATE/HIGH</b>         | The public sector landscape is continually changing. The traditional approach to public service delivery is no longer considered sustainable or appropriate and public bodies need to rethink how their services can be delivered to better meet the needs of our communities and deliver better value for money. National policy is moving towards increased partnership and collaboration which will require more innovative and complex service delivery models to be developed. Perth & Kinross Council recognises that this new landscape significantly changes the traditional local government risk profile. We accept that new and different risks will emerge, that will require to be managed. We understand that in order to remain a successful and sustainable organisation, we need to be more innovative, entrepreneurial and open to opportunity and challenge. We will accept a moderate to high degree of risk in order to secure the long term benefits of transformation, subject to the particular risk factor thresholds outlined below. |
| <b>OPERATIONAL</b>      | Risks which impact on the delivery of Council Services                                          | <b>MODERATE</b>              | Local authority service delivery is a highly regulated complex business. Services budgets are reducing and customer demand is increasing. The Council recognises that it requires to accept a moderate level of risk in order to continue to deliver an appropriate level of service, at value for money, subject to the particular risk factor thresholds outlined below.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

**Table 2: RISK FACTOR APPETITE**

| <b>RISK FACTOR</b>                  | <b>DESCRIPTION</b>                                                                                                                                                                                   | <b>APPETITE</b>                                                             | <b>RATIONALE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HUMAN RESOURCE</b>               | <p>Risks which impact upon Employees :</p> <ul style="list-style-type: none"> <li>• Workplace culture</li> <li>• Conduct and behaviour</li> <li>• Attendance</li> <li>• Change management</li> </ul> | <p><b>NO</b></p> <p><b>LOW</b></p> <p><b>LOW</b></p> <p><b>MODERATE</b></p> | <p>The Council has no appetite for risks that undermine the health and safety, diversity and equality of our employees or the public</p> <p>The Council has a low appetite for weaknesses in employee conduct</p> <p>Employees are the Council's key asset, therefore the Council has a low appetite for absence, which may impact upon operational delivery of services, or impact upon the wellbeing of other staff.</p> <p>To keep pace with the changing public sector landscape the Council recognises that change in public service delivery is inevitable and large scale service redesign is necessary. The Council will accept a moderate degree of risk in terms of its workforce capacity, planning, development and performance as it transforms its services through redesign, collaboration and alternative delivery models.</p> <p>Decisions to assume more risk will take into account internal and external factors such as best practices, innovation, changes in economic or market conditions, and national policy.</p> |
| <b>LEGISLATION &amp; COMPLIANCE</b> | <p>Risks which compromise compliance with applicable laws and</p>                                                                                                                                    | <b>NO</b>                                                                   | <p>The Council has no appetite for :</p> <ul style="list-style-type: none"> <li>• breaches of statutory obligations, regulations</li> <li>• breaches of ethics or professional standards</li> <li>• bribery, fraud or any form of corruption</li> <li>• criminal acts by employees or elected members</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

|                |                                                                                              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------|----------------------------------------------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                | regulations                                                                                  | <b>LOW</b>      | The Council has a low appetite for weaknesses in governance and internal control processes                                                                                                                                                                                                                                                                                                                                                            |
| <b>FINANCE</b> | Risks which compromise sound financial management and sustainability                         |                 | To maintain our long term financial viability and deliver on our objectives we must exercise prudent stewardship over our financial resources, maintain strong internal controls and ensure compliance with applicable governmental and accounting standards. We recognise that we cannot control or precisely predict external factors that may affect our financial resources, but we will make prudent decisions to mitigate the financial impact. |
|                | <ul style="list-style-type: none"> <li>Financial stewardship and internal control</li> </ul> | <b>LOW</b>      | The Council has a low appetite for weaknesses in financial stewardship, internal controls, reporting, and resource utilisation and expenditures that impair completion of business-critical functions.                                                                                                                                                                                                                                                |
|                | <ul style="list-style-type: none"> <li>Short term financial risks</li> </ul>                 | <b>MODERATE</b> | The Council has a moderate appetite for short-term financial risk that occurs in response to external factors, providing it is consistent with a plan for long-term health and stability of the Council and its people.                                                                                                                                                                                                                               |
|                | <ul style="list-style-type: none"> <li>Sustainability</li> </ul>                             | <b>MODERATE</b> | The targeted level of uncommitted non-HRA General Fund Reserves continues to be in the range of 2% to 4% of the Council's net revenue expenditure in the medium term. The risk threshold is 2 % which shall be reviewed annually as part of the Council's budget setting processes                                                                                                                                                                    |

|                                                      |                                                                                                                                                                 |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>INFORMATION<br/>TECHNOLOGY &amp;<br/>SECURITY</b> | The risk that information technology processing, security, stability, capacity, and performance jeopardises core operations or breaches compliance requirements |                 | Information systems must support the delivery of our core functions with sufficient capability, capacity, resiliency, and security from internal and external threats. The Council is moving towards an increasingly mobile and technologically dependent workforce, and we therefore we must have a robust and secure technological infrastructure that meets its workforce and operational needs while supporting measured innovation. |
|                                                      | <ul style="list-style-type: none"> <li>• Compliance risks</li> </ul>                                                                                            | <b>NO</b>       | The protection of confidential information on Council systems is paramount. The Council has no appetite for the unauthorised access to or use of systems and confidential data and will maintain strong controls to mitigate threats against its technology infrastructure and to protect confidential information held.                                                                                                                 |
|                                                      | <ul style="list-style-type: none"> <li>• Systems</li> </ul>                                                                                                     | <b>LOW</b>      | The Council has a low appetite for losing continuity of business operations stemming from unreliable telecommunications or system availability. Business resiliency planning and execution must be aligned with strategic objectives.                                                                                                                                                                                                    |
|                                                      | <ul style="list-style-type: none"> <li>• Innovation</li> </ul>                                                                                                  | <b>MODERATE</b> | The Council has a moderate appetite for innovative technology solutions to meet user demands in a rapidly changing environment and to support and facilitate change and business transformation.                                                                                                                                                                                                                                         |

|                                      |                                                                                                                                                                                               |                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>REPUTATION &amp; PUBLIC IMAGE</b> | <p>Risks which impact upon the reputation and public image of the Council.</p> <ul style="list-style-type: none"> <li>• Conduct &amp; standards</li> <li>• Operational performance</li> </ul> | <p><b>NO</b></p> <p><b>LOW</b></p> <p><b>LOW</b></p> <p><b>MODERATE</b></p> | <p>The reputation of the Council is important to maintain the credibility necessary to achieve its objectives. Elected members and staff must embrace equality, act with integrity, behave ethically and operate honestly and transparently.</p> <p>The Council has no appetite for any criminal acts or breach of ethical or professional standards</p> <p>The Council has a low appetite for any breaches of internal HR, financial or other internal regulatory processes which may compromise the integrity of the Council.</p> <p>The Council has a low appetite for any risks which are likely to result in loss of critical services to our communities.</p> <p>The Council has a moderate appetite for risk in respect of service performance levels in order to support innovation and creativity in our pursuit of more efficient operations. We accept the potential for increased short-term risk to achieve the long-term outcome of greater efficiency and effectiveness within the organisation and across the wider public service.</p> |
| <b>PROPERTY AND ASSETS</b>           | <p>Risk of loss or damage to property and other physical assets which may impact upon service or community provision and business continuity</p>                                              | <p><b>NO</b></p> <p><b>LOW</b></p>                                          | <p>The Council has no appetite for the misappropriation or misuse of Council property or physical assets</p> <p>The Council has a low appetite for any risks which are likely to result in destruction or damage to Council property and other physical assets such as fleet</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

|                                 |                                                                           |                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------|---------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>ENVIRONMENT</b>              | Risks which may have an impact upon the environment                       | <b>LOW</b><br><br><b>MODERATE</b><br><br><b>MODERATE/<br/>HIGH</b> | <p>The Council has a low appetite for any risks which may have a long term detrimental impact upon the environment</p> <p>The Council has a moderate appetite for short to medium term environmental risks in pursuit of long term sustainable development and economic growth.</p> <p>The Council recognises the importance of recycling, reuse and renewable schemes in respect of our environment. The Council will therefore accept a higher degree of risk in the short term to achieve long term environmental benefits.</p> |
| <b>CONTRACT AND PROCUREMENT</b> | Risks which flow from the Council's contract and procurement arrangements | <b>NO</b><br><br><b>NO</b><br><br><b>MODERATE</b>                  | <p>The Council has no risk appetite for any contractual or procurement arrangements which may involve serious and organised crime groups</p> <p>The Council has no risk appetite for contract or procurement activity which constitutes a breach of Scottish, UK or European procurement legislation.</p> <p>Council has a moderate risk appetite in respect of using procurement and contracting arrangements innovatively and creatively to maximise savings and generate income for the Council</p>                             |

**Table 3: RISK FACTOR APPETITE AS A PARTNER, CONTRACTOR, COLLABORATOR OR FUNDER**

| <b>RISK FACTOR</b>                  | <b>DESCRIPTION</b>                                                                                                                                                                                                                                                | <b>APPETITE</b>                                     | <b>RATIONALE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HUMAN RESOURCE</b>               | <p>Risks arising from partnership and collaborative arrangements which will likely impact upon employees :</p> <ul style="list-style-type: none"> <li>• Changes to organisational structures and governance arrangements</li> <li>• Employee wellbeing</li> </ul> | <p><b>MODERATE/ HIGH</b></p> <p><b>MODERATE</b></p> | <p>The Government has an ambitious programme for the radical reform of public services with a strong focus on greater partnership working and collaborative arrangements across all sectors, which local government and our statutory partners must deliver. The Council recognises that it needs to significantly change how its services are delivered and that any service redesign will impact upon its employees.</p> <p>The Council has a moderate to high appetite for short term risks in terms of redesigning service structures and implementing new governance arrangements to support alternative service delivery vehicles in order to achieve better and more equitable outcomes for communities.</p> <p>Change programmes bring great opportunities for employees but the Council also recognises that for some the prospect of change presents a potential risk to morale and wellbeing . To mitigate this risk the Council will invest in training and development but is prepared to accept a moderate level of risk in this regard, in order to ensure the sustainability of our public services in the long term.</p> |
| <b>LEGISLATION &amp; COMPLIANCE</b> | <p>Risks which compromise compliance with applicable laws and regulations</p>                                                                                                                                                                                     | <b>NO</b>                                           | <p>The Council has no appetite for :</p> <ul style="list-style-type: none"> <li>• breaches of statutory obligations, regulations</li> <li>• breaches of ethics or professional standards</li> <li>• bribery, fraud or any form of corruption</li> <li>• criminal acts by employees or elected members</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |



|                                              |                                                                                                                                                                                                              |                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                              |                                                                                                                                                                                                              | <b>LOW</b>                               | The Council has a low appetite for weaknesses in any agreed governance and internal control processes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>FINANCE</b>                               | <p>Risks which compromise sound financial management and sustainability</p> <ul style="list-style-type: none"> <li>Financial stewardship and internal control</li> <li>Short term financial risks</li> </ul> | <p><b>LOW</b></p> <p><b>MODERATE</b></p> | <p>The Council recognises that it may not always have direct control in respect of the funding where services are delivered through partnership, collaborative or arm's length models. It does however still have a statutory responsibility to deliver best value in respect of public money.</p> <p>The Council has a low appetite for weaknesses in financial stewardship, internal controls, reporting, and resource utilisation and expenditures by the partnership, collaboration or arm's length bodies that fail to deliver the agreed outcomes and value for money.</p> <p>In its capacity as partner, contractor, collaborator or funder ( dependent upon the delivery vehicle), the Council will accept a moderate degree of financial risk in the short term to support the development and implementation of alternative delivery models to deliver better and more equitable outcomes for communities.</p> |
| <b>INFORMATION TECHNOLOGY &amp; SECURITY</b> | The risk that information technology processing, security, stability, capacity, and performance jeopardises the achievement of the agreed outcomes or                                                        |                                          | <p>Information systems must support the delivery of the agreed outcomes with sufficient capability, capacity, resiliency, and security from internal and external threats.</p> <p>In any partnership, collaborative, contracted or delegated arrangement, the sharing of adequate and relevant information between parties will be crucial to success. Failure to share relevant information at the right time presents a significant risk of performance failure.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

|                                      |                                                                                                                                                            |                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                      | breaches compliance requirements<br><br><ul style="list-style-type: none"> <li>• Compliance risks</li> <li>• Systems</li> <li>• Innovation</li> </ul>      | <b>NO</b><br><br><b>LOW</b><br><br><b>MODERATE</b> | <p>The protection of confidential information is paramount. The Council has no appetite for the unauthorised access to or use of systems and confidential data. The Council expects any other party who may hold and use such confidential information to deliver services on behalf of, contracted by or in partnership with the Council, to maintain strong controls to mitigate threats against its technology infrastructure and to protect confidential information held.</p> <p>The Council has a low appetite for any 3<sup>rd</sup> party, contractor or partner losing continuity of service delivery stemming from unreliable telecommunications or system availability. Business resiliency planning and execution must be aligned with the agreed outcomes.</p> <p>The Council has a moderate appetite for innovative technology solutions to meet user demands in a rapidly changing environment and to support and facilitate change and business transformation through partnership and collaboration.</p> |
| <b>REPUTATION &amp; PUBLIC IMAGE</b> | Risks which impact upon the reputation and public image of the Council.<br><br><ul style="list-style-type: none"> <li>• Conduct &amp; standards</li> </ul> | <b>NO</b><br><br><b>LOW</b>                        | <p>The reputation of the Council is important to maintain the credibility necessary to achieve its objectives. Within any partnership, arm's length, contracted or collaborative arrangement people must embrace equality, act with integrity, behave ethically and operate honestly and transparently.</p> <p>The Council has no appetite for any criminal acts or breach of ethical or professional standards</p> <p>The Council has a low appetite for any breaches of the relevant body's HR, financial or other internal regulatory processes which may compromise the integrity of the Council.</p>                                                                                                                                                                                                                                                                                                                                                                                                                 |

|                              |                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|                              | <ul style="list-style-type: none"> <li>Operational performance</li> </ul>                                                                      | <p><b>LOW</b></p> <p>The Council has a low appetite for any risks which are likely to result in significant service delivery failure.</p> <p><b>MODERATE</b></p> <p>The Council has a moderate appetite for short term risk in respect of service performance levels in order to support the effective implementation of any agreed alternative service delivery model and the achievement of the agreed objectives .</p>                                                                                                                                                                                                                          |  |
| <b>PROPERTY &amp; ASSETS</b> | Risk of loss or damage or failure to fully utilise property and other physical assets which may impact upon achievement of the agreed outcomes | <p><b>NO</b></p> <p>The Council has no appetite for the misappropriation or misuse of Council property or physical assets</p> <p><b>LOW</b></p> <p>The Council has a low appetite for any risks which are likely to result in destruction or damage to Council property and other physical assets such as fleet</p> <p><b>MODERATE /HIGH</b></p> <p>The Council has a moderate to high appetite for short term risk in order to deliver more effective and efficient shared services through a rationalised public sector estate</p>                                                                                                               |  |
| <b>ENVIRONMENT</b>           | Risks which may have an impact upon the environment                                                                                            | <p><b>LOW</b></p> <p>The Council has a low appetite for any risks which may have a long term detrimental impact upon the environment</p> <p><b>MODERATE</b></p> <p>The Council has a moderate appetite for short to medium term environmental risks in pursuit of long term sustainable development and economic growth.</p> <p>The Council recognises the importance of recycling, reuse and renewable schemes in respect of our environment. The Council in its capacity as partner, contractor, collaborator or funder, will therefore accept a higher degree of risk in the short term to achieve better long term environmental outcomes.</p> |  |

|                                       |                                                                |                 |                                                                                                                                                                 |
|---------------------------------------|----------------------------------------------------------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CONTRACT &amp;<br/>PROCUREMENT</b> | Risk which flow from any contract and procurement arrangements | <b>NO</b>       | The Council has no risk appetite for any contractual or procurement arrangements which may involve serious and organised crime groups                           |
|                                       |                                                                | <b>NO</b>       | The Council has no risk appetite for contract or procurement activity which constitutes a breach of Scottish, UK or European procurement legislation.           |
|                                       |                                                                | <b>MODERATE</b> | Council has a moderate risk appetite in respect of using procurement and contracting arrangements innovatively and creatively to deliver better value for money |

**PERTH AND KINROSS COUNCIL****Strategic Policy & Resources Committee****8 February 2017****DATA PROTECTION POLICY****Head of Legal & Governance Services****PURPOSE OF REPORT**

To amend the Council's Data Protection Policy to implement external and internal audit recommendations and reflect current law and good practice in respect of use and management of personal data.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 The current version of the Council's Data Protection Policy was approved in March 2014 and sets out our approach to compliance with the Data Protection Act 1998.
- 1.2 An internal audit in respect of information sharing and the subsequent report [Internal Audit Report 16-05] was considered by the Audit Committee on 28 September 2016. This report made a number of recommendations in respect of the current policy and processes, namely that the policy should be amended to include :-
  - a definition of what is meant by "data sharing"
  - clarification as to which officers may authorise data sharing
  - a requirement to consult with and implement any advice from the Data Protection Officer with regard to Data Sharing Agreements
- 1.3 Furthermore, Internal Audit recommended that a corporate register of all data sharing protocols in place across the organisation should be kept by the Information Compliance Officer.
- 1.4 Audit Scotland carried out a review of data management within the Council in 2013 and recommended more consistent use of Privacy Impact Assessments. Whilst this is now being implemented in practice, the Data Protection Policy was not formally amended to reflect the operational changes. These amendments are now incorporated as part of the proposed policy changes.

## 2. PROPOSALS

2.1 The current Data Protection Policy has been amended to implement the recommendations made by Internal Audit Report 16-05, to provide clarity and consistency in respect of the use of Privacy Impact Assessments as recommended by Audit Scotland and to reflect current good practice. The proposed policy is attached at Appendix 1.

2.2 Other amendments to the Policy include: -

- Approval of non-material changes by the Head of Legal & Governance Services
- Clarification in respect of the delegation of a Director's responsibilities
- Minor textual updates.

## 3. CONCLUSION AND RECOMMENDATION(S)

3.1 It is important that the Council's policy reflects best practice and provides assurance to the public about the way personal information is handled.

3.2 The proposed Data Protection Policy implements audit recommendations and reflects best practice in line with guidance from the Information Commissioner.

3.3 It is recommended that the Committee approve the revised policy attached at Appendix 1.

### Author(s)

| Name             | Designation                    | Contact Details |
|------------------|--------------------------------|-----------------|
| Donald Henderson | Information Compliance Manager | Ext: 77933      |

### Approved

| Name          | Designation            | Date       |
|---------------|------------------------|------------|
| Jim Valentine | Depute Chief Executive | 11/01/2017 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

|                                                     |                   |
|-----------------------------------------------------|-------------------|
| <b>Strategic Implications</b>                       | <b>Yes / None</b> |
| Community Plan / Single Outcome Agreement           | <b>None</b>       |
| Corporate Plan                                      | <b>None</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>Yes</b>        |
| Risk                                                | <b>None</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 n/a

#### Corporate Plan

1.2 n/a

### 2. Resource Implications

#### Financial

2.1 n/a

#### Workforce

2.2 n/a

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

2.3 n/a

### 3. Assessments

#### Equality Impact Assessment

3.1 The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) and assessed as not relevant for the purposes of EqIA.

### Strategic Environmental Assessment

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

The proposals have been considered under the Act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

### Sustainability

- 3.3 n/a

### Legal and Governance

- 3.5 The Head of Democratic Services has been consulted about the changes to the policy and, specifically, about the inclusion of Privacy Impact Assessments in the Committee report template and is in agreement with the proposals.

### Risk

- 3.6 n/a

## **4. Consultation**

### Internal

- 4.1 The Policy & Governance Group, which comprises representatives of all the Services and key specialists, have reviewed and approved the proposed changes.

### External

- 4.2 n/a

## **5. Communication**

- 5.1 A detailed communications plan has been prepared for the introduction of Privacy Impact Assessments including briefings for Elected Members and key staff, information on the Council intranet, and awareness-raising material for staff in general.

The other changes to the policy will be highlighted separately to staff.

## **2. BACKGROUND PAPERS**

n/a

## **3. APPENDICES**

Appendix 1: Proposed Data Protection Policy



## **PERTH AND KINROSS COUNCIL**

### **Data Protection Policy**

#### **Scope**

The Data Protection Policy ('the DP policy') will apply to all employees and Elected Members of Perth & Kinross Council ('the Council'). The policy forms an integral part of the Council's Information Security Management System (ISMS).

Terms within this policy (e.g. 'personal information', 'subject access request') are used with the same intent as the definitions applied within the Data Protection Act 1998.

Violations of the policy may result in disciplinary action for an employee, referral to the Standards Commission for an Elected Member, and may constitute a criminal offence.

The policy is applicable to all personal data/information processed by the Council.

It is the Council's policy to fully comply with the Data Protection Act 1998 and all other related statutory, criminal and civil obligations to which the Council is required to adhere. This applies to the retrieval, storage, processing, retention, destruction and disposal of 'personal information'.

The policy will be reviewed every three years and, if appropriate, amended to retain its relevance. If at any time there is a need to bring forward changes to reflect statutory requirements or other developments that would be considered beneficial to the Council or the operation of the Policy, this will be done within the review period. Non-material changes will be approved by the Head of Legal & Governance Services.

#### **Roles and Responsibilities**

The Head of Legal & Governance Services is responsible for developing, publishing, maintaining and administering the data protection policy.

Service Senior Management Teams are responsible for all aspects of compliance with the Act, and associated legislation, within their Service.

The Head of Legal & Governance Services will designate a Data Protection Officer who will develop appropriate procedures, strategies, codes of conduct and guidance and will oversee a management framework with the purpose of controlling adherence to the Data Protection Act 1998 within the Council.

#### **Role of Employees**

Employees will only have access to personal information where that access is essential to their duties. Employees should discuss with their line manager any instance where access rights require clarification. Access rights are not to be regarded as permanent and are subject to change at any time depending upon the nature of the duties being fulfilled by an employee.

Employees with access to personal information must be familiar with the requirements of the Data Protection Act 1998.

Employees should only record information about an individual which is relevant, and should be aware that they may be required to justify what has been written and be prepared for that information to be released as part of a subject access request.

Any employee who is found to have inappropriately divulged personal information will be subject to investigation under the Council's disciplinary procedure, which may result in dismissal and possible legal action.

All employees must follow good practice as indicated by the Data Protection Act and any such codes of practice issued by the Office of the Information Commissioner, or the Council, when processing personal data.

## **Elected Members**

Elected Members have no automatic rights to access personal information, except, for example, when acting as a member of a committee or acting on behalf of an individual or under their instruction. The requirement for access must be clearly demonstrated at all times.

Elected members are bound by the terms of the Act for the duration of their tenure of office. Elected members must, when their term of office expires or for some other reason they cease to be an elected member, arrange for the transfer or secure disposal of all personal information held by them or their support staff on their behalf. Where information is being transferred, the Head of Democratic Services, or their representative, in consultation with the Council's Data Protection Officer, will make the necessary arrangements for the transfer and future management of the information transferred.

Elected members are required to notify the Information Commissioner that they are data controllers. The Council will assist in this process and pay the associated fees.

## **Training**

Data protection training is mandatory for all Elected Members and employees of the Council.

Service Senior Management Teams are responsible for ensuring that employees within their Service are trained appropriately.

The Data Protection Officer will assist Services in evaluating training needs and ensuring adequate resources are provided. Training materials will be developed in accordance with requirements.

## **Notification**

The Council will ensure that it maintains its Notification entry with the Information Commissioner on an annual basis. Services will be responsible for providing an annual return on the use and processing of personal information within their Service, and for informing the Data Protection Officer of any amendments to the register entry as and when they occur.

The Data Protection Officer will be responsible for assisting Services in understanding the Notification process. A mechanism will be put in place to ensure the notification entry is reviewed regularly and kept up to date.

## **Subject Access**

The Information Compliance Team is responsible for processing subject access requests on behalf of the Data Protection Officer.

All employees have a duty to assist a person in making a subject access request. Where a Subject Access request has been made by an individual, the employee who received the request should pass this to the Information Compliance Team immediately to ensure that the request can be processed within the statutory timescales.

Where information is requested by the Information Compliance Team as part of a Subject Access request, Services should provide this information intact and unaltered as soon as possible. The Data Protection Officer shall determine what, if any, information requires to be redacted in accordance with Data Protection legislation prior to release of the information.

Some subject access requests are complex and require an understanding of the individual or case to decide whether the information requested can be disclosed. In these instances, employees must cooperate with the Information Compliance Team in aiding the decision-making process by providing professional opinions and guidance.

The Council will endeavour to process all subject access requests within the statutory forty calendar day deadline. Where the Council is unable to process the request within the timeframe, the data subject should be notified as soon as possible of any potential delay, the reasons for such a delay, and the date when their information will be made available.

A fee of £10 will be applicable for subject access requests made by members of the public. The Information Compliance Team have the right to waive the fee where appropriate. This decision should be taken on a case by case basis, bearing in mind that the Council has adopted a policy on charging. The Council will not charge a fee for employees wishing access to information relating to them in the course of their employment. Employees wishing access to any other type of personal information, e.g. Council tax records, must do so as a private individual through the formal subject access procedure.

The Data Protection Officer will develop appropriate guidance and literature explaining the subject access procedure clearly and coherently.

## **Processing of Personal Information**

The Data Protection Act applies to personal information processed by any forms of medium, including CCTV images, photographs, and digital images. Any processing of such data must be in accordance with the principles of the Data Protection Act and this policy.

## **Direct Marketing**

The Council will not participate in direct marketing practices where individuals do not consent to the use of their personal information for this purpose.

All individuals must be given the opportunity to opt-in to receive material at the point of data collection, or opt-out of receiving material at the point of distribution.

The appropriate opt-in and opt-out mechanisms must be put in place where third party marketing or advertising materials are distributed to named individuals. In situations where this cannot be feasibly done, the materials must not be distributed.

## **Third Parties**

Contracts for processing of information by a third party on behalf of the Council will require the insertion of confidentiality clauses and specific advice must be sought from the Head of Legal & Governance Services. The Council must be satisfied that the Information Security measures adopted by the third party are adequate before access to information is granted.

## **Compliance**

The Data Protection Officer will ensure that the data protection policy is reviewed to ensure that it remains adequate, effective and compliant with current legislation. The Data Protection Officer will also review the application and operation of the policy and procedure across the Council on a regular basis.

Service Senior Management Teams will ensure that all data protection procedures are properly implemented within their area of responsibility.

All Council employees have a responsibility to report suspected breaches of the Data Protection policy to their own management or to the Data Protection Officer.

## **Data Sharing**

The Council will comply with the Information Commissioner's statutory [Data Sharing Code of Practice](#).

Data sharing occurs when personal data is passed to another organisation for its own purposes. It does not apply when the other organisation is processing the data on behalf of the Council e.g. under contract.

An appropriate written agreement for the sharing of data (known as a data sharing agreement or information sharing protocol) must be in place before personal information will be shared with other agencies. These protocols will be reviewed, amended and updated on a regular basis. Services must consult the Data Protection Officer prior to agreeing any information sharing protocol. An information sharing protocol must be approved by the Data Protection Officer and then signed by the relevant information asset owner (normally a Chief Officer).

The Data Protection Officer will maintain a register of all the Council's information sharing protocols.

### **Fair Processing**

Individuals will be informed at the point their personal data is requested or recorded, of:

- The identity of the data controller (Perth and Kinross Council)
- Any organisation other than the Council with whom the information may be shared
- The purpose or purposes for which the data are or are intended to be processed

They will also be informed that additional information will be available via the Council's website or by contact with the Data Protection Officer.

### **Data Matching**

The Council will comply with the Information Commissioner's guidance on data matching.

### **Privacy Impact Assessments**

A Privacy Impact Assessment (PIA) will be undertaken to identify and minimise the privacy risks of new project or policy that will involve processing personal information. The Data Protection Officer will assist Services to identify the need for a PIA, guide employees through the assessment process when one is required, and help make recommendations to ensure the Council's duties under the Data Protection Act are adhered to. Information about completed PIAs will be published on the Council's website.

### **Records Management**

All personal information must be processed in compliance with the Council's Records Management policy and associated procedures.

## **Complaints**

Any complaints received regarding the Data Protection policy or its associated procedures, including subject access requests, should be handled through the Corporate Complaints system in the first instance.

## Document History

| Version | Summary of Changes                                                                                                                                                                                                                                                                                                                                                                                                                                               | Approved                          |                                  |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------------------------|
| v4      | General review                                                                                                                                                                                                                                                                                                                                                                                                                                                   | SP&R                              | 16 June 2004                     |
| v5      | Responsibility changed from Depute Director of Corporate Services to Head of Legal Services following Corporate Core review                                                                                                                                                                                                                                                                                                                                      | Policy & Governance<br>OCIP Group | 19 June 2008                     |
| v6      | <p>Scope changed to remove references to partner organisations, contractors and agents following internal audit review (covered within contracts)</p> <p>Reference to third party confidentiality agreements removed following internal audit review (covered within contracts)</p> <p>Reference to Article 10 Notices in Data Sharing section changed to “Fair Processing” in line with the terminology used in the Information Commissioner’s new guidance</p> | Head of Legal Services            | 7 December 2010                  |
| v7      | Responsibility for processing subject access requests updated to Freedom of Information Team following recent change in process. Subject access section updated to reflect change.                                                                                                                                                                                                                                                                               | EOT<br>SP&R (Exec Sub)            | 4 February 2014<br>26 March 2014 |
| v8      | Minor textual changes to clarify definition of ‘personal data’, timescale for subject access request, and organisations involved in data sharing                                                                                                                                                                                                                                                                                                                 | Head of Legal Services            | 29 May 2015                      |
| v9      | <p>Clarification of data sharing and process for approving information sharing protocols (Internal Audit 16-05)</p> <p>Register of information sharing</p>                                                                                                                                                                                                                                                                                                       |                                   |                                  |

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|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
|  | <p>protocols (Audit Scotland recommendation)</p> <p>Privacy Impact Assessments (Audit Scotland recommendation)</p> <p>Sentence about delegation of responsibilities removed.</p> <p>Fair processing notices to be “layered”.</p> <p>Non-material changes to be agreed by Head of Legal &amp; Governance Services</p> |  |  |
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