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Council Building
2 High Street
Perth
PH1 5PH

16/06/2021

A virtual meeting of **Perth and Kinross Council** will be held on **Wednesday, 23 June 2021** at **09:30**.

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

BARBARA RENTON
Interim Chief Executive

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

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

Members:

Provost D Melloy
All Councillors

Perth and Kinross Council

Wednesday, 23 June 2021

AGENDA

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

- 1 WELCOME AND APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTE OF MEETING OF PERTH AND KINROSS COUNCIL OF 21 APRIL 2021 FOR APPROVAL** 5 - 6
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- 4 TREASURY ACTIVITY AND COMPLIANCE REPORT 2020/21 QUARTER 4** 7 - 26
Report by Head of Finance (copy herewith 21/100)
- 5 REVENUE BUDGET 2021/22 - UPDATE NO. 1** 27 - 42
Report by Head of Finance (copy herewith 21/101)
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Report by Executive Director (Education and Children's Services)
(copy herewith 21/102)
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PERTH AND KINROSS COUNCIL

Minute of meeting of Perth and Kinross Council held virtually on Wednesday 21 April 2021 at 9.30am.

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

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

Apology: Provost D Melloy, H Coates and C Reid.

Depute Provost K Baird, Presiding

1. WELCOME AND APOLOGIES

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

Minute silence Prince Philip.

2. DECLARATIONS OF INTEREST

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

3. MINUTES

(i) Minute of Special Meeting of Perth and Kinross Council of 10 March 2021

The minute of the special meeting of Perth and Kinross Council of 10 March 2021 be approved as a correct record and authorised for signature.

(ii) Minute of Meeting of Perth and Kinross Council of 31 March 2021

The minute of the meeting of Perth and Kinross Council of 31 March 2021 be approved as a correct record, subject to the inclusion of Councillor F Smith as Present, and authorised for signature.

4. PERTH AND KINROSS COUNCIL EQUALITY OUTCOMES AND MAINSTREAMING REPORT

There was submitted a report by the Head of Innovation (21/52) seeking approval of the revised Equality Outcomes and Mainstreaming Report 2021 – 2023.

Resolved:

- (i) The update in relation to the equalities outcomes performance, as set out in Appendix 1 to Report 21/52, be noted.
- (ii) The revised equalities outcomes and mainstreaming report 2021-2023, as set out in Appendix 2 to Report 21/52, be noted.

5. TIMETABLE OF COMMITTEE MEETINGS FOR JULY – DECEMBER 2021

K Donaldson, Chief Operating Officer, gave a verbal update on the timetable of committee meetings for July – December 2021. Following consideration by the Governance Member/Officer Working Group the timetable will be brought to the next meeting of Council for approval.

. APPOINTMENTS TO COMMITTEES/OUTSIDE BODIES

- (i) It be agreed that Councillor F Smith replace Councillor C Reid on the Environment and Infrastructure Committee.
- (ii) It be agreed that Councillor F Smith replace Councillor C Ahern on the Scrutiny Committee.
- (iii) It be agreed that Councillor C Reid replace Councillor A Jarvis on the Licensing Board.
- (iv) It be agreed that Councillor F Smith replace Councillor C Ahern on the Corporate Health, Safety and Wellbeing Consultative Committee.
- (v) It be agreed that Councillor A Jarvis replace Councillor M Lyle on the Horsecross Arts Ltd Board.
- (vi) It be agreed that Councillor F Smith be appointed to the vacant position on the Alexander Hay McLagan Trust.
- (vii) It be agreed that Councillor F Smith replace Councillor A Coates on Tayside Contracts Joint Committee.
- (viii) It be agreed that Councillor M Barnacle replace Councillor C Stewart on the Environment and Infrastructure Committee.
- (ix) It be agreed that Councillor R Brock replace Councillor M Barnacle on the Planning and Development Management Committee.
- (x) It be agreed that Councillor M Barnacle replace Councillor C Purves on the Planning and Development Management Committee.

PERTH AND KINROSS COUNCIL

23 June 2021

TREASURY ACTIVITY AND COMPLIANCE REPORT 2020/21 QUARTER 4

Report by Head of Finance (Report No. 21/100)

PURPOSE OF REPORT

The purpose of this report is to update the Council on the Treasury Activity for the quarter ending 31 March 2021 and to report on compliance with the Council's Treasury Management Policy Statement (TMPS); Treasury Management Practices (TMPs); the Investment Strategy and the Prudential Indicators for the same period.

1. BACKGROUND / MAIN ISSUES

- 1.1 Treasury Management Practice 6 (TMP 6 - Reporting Requirements & Management Information Arrangements) requires that Loans Fund borrowing and investment activities are reported quarterly to the Council. This report covers the fourth quarter of the financial year for the period from 1 January to 31 March 2021.

2. ECONOMIC BACKGROUND

- 2.1 The Bank of England's Monetary Policy Committee (MPC) kept the UK Bank Base Rate at 0.10% throughout the quarter and maintained the Quantitative Easing at £895 billion for the year. UK Gross Domestic Product (GDP) increased by 1% between October to December. Despite two consecutive periods of growth the economy still remains 7.8% lower than before the pandemic. Government expenditure grew with higher spending on healthcare and Education whilst household consumption decreased due to lower spending in restaurants and hotels due to the reintroduction of covid-19 restrictions.
- 2.2 The UK unemployment rate increased to 5.0% in the three months to January 2021, it's the highest rate since August 2016, as the pandemic continued to impact the labour market. However, increases in unemployment were lower than previously forecast due to the continuation of the government Job Retention scheme. Average earnings grew by 4.2% in the year to January 2021, however, the increase is partly driven by a reduction in low paid jobs in the UK caused by the pandemic. UK Consumer Price Inflation including housing costs (CPIH) increased to 0.7% in the 12 months to February 2021, mainly due to increasing transport costs. Retail sales decreased year-on-year in January 2021 by 5.9%.
- 2.3 Internationally, Eurozone GDP growth decreased by 0.7% in the quarter to December 2020, whilst EU unemployment remained the same as the previous month at 8.1% in January 2021.

- 2.4 In the US, the economy grew by 4.1% in the quarter to December 2020 after increasing by 33.4% in the previous quarter following the easing of restrictions. However, GDP is still 3.5% below its pre-pandemic level. The Federal Reserve interest rate was unchanged at between 0% and 0.25%, whilst the quantitative easing programme also remained unchanged.
- 2.5 The Public Works Loan Board's (PWLb) certainty fixed interest rates for the quarter, which are based on yields on UK gilts, are shown in the graph at Appendix I. Whilst still around historically low levels, rates for all borrowing periods increased over the quarter. The successful rollout of the vaccination programme has increased expectations for the lifting of restrictions and the recovery of the UK economy.

3. TREASURY ACTIVITY

- 3.1 A summary of the Council's treasury position and transactions is shown at Appendix II. The main activities are detailed below.
- 3.2 During the quarter there was the repayment of one maturing fixed rate PWLB loan for £5 million at a rate 3.79% over 9.5 years, whilst there was no new long term borrowing undertaken. Therefore, over the quarter the Council's total long-term debt reduced from £538.8 million to £533.8 million and the average interest rate reduced from 2.76% to 2.75%.
- 3.3 The need for short term borrowing to manage cashflow increased during the quarter due to ongoing expenditure pressures in responding to the covid-19 pandemic, in advance of receiving funding support. At the end of the quarter, there were 6 loans outstanding totalling £49 million at an average rate of 0.07%. All of these loans were for periods of up to 3 months and will be repaid by June. Temporary borrowing rates fluctuated over the quarter as local authority demand and the availability of funds varied.
- 3.4 Common Good and Charitable Fund balances held on fixed deposit within the Loans Fund increased slightly from £2.097 million to £2.169 million, with the average interest rate paid remaining unchanged at 0.10%. Funds held from associated bodies and organisations decreased from £3.013 million to £2.834 million over the quarter, in line with their own cash flow requirements, whilst the average rate paid on these funds increased slightly from 0.18% to 0.19%, in accordance with the approved Temporary Loan policy. The increase in the average rate is due to one temporary loan being at a higher rate due to its larger balance.
- 3.5 Short term cashflow surpluses were invested in a mixture of fixed term deposits, instant access accounts, notice accounts and money market funds. All investments were made in accordance with the approved Investment Strategy and Permitted Investments.

Fixed Term Deposits

3.6 Cashflow surpluses which arise during the year and which are not immediately required are generally invested in fixed term deposits for periods of up to 12 months, or up to 3 years where cashflow requirements allow. The activity for the quarter can be summarised as follows:-

- There were 5 fixed deposits made in the quarter, compared to 3 in the previous quarter.
- The average deposit amount was £7.9 million, a reduction from £10 million in the previous quarter.
- The average period of the deposits was 479 days, an increase from 370 days in the previous quarter. This average is skewed by a 2-year deposit of £20 million undertaken in the quarter.
- For comparison, the average duration of deposits made in the quarter for 1 year or less was 222 days.
- All the deposits in the current quarter were made with other local authorities, some arranged several months in advance when there was higher demand and thus higher rates than those currently available.
- The average rate achieved increased to 0.52% in the quarter from 0.44% in the previous quarter reflecting the longer average duration of the deposits.

Investments for Daily Cashflow Requirements

3.7 Cashflow surpluses which arise and which are required for more immediate needs, usually within the next 3 months, are invested in the Council's instant access, notice deposit accounts and money market funds. During the quarter, there was an increased cashflow requirement as the Council responded to the impact of the pandemic and increased Capital expenditure. The short-term investment transactions in the quarter can be summarised as follows:-

- The daily average amount of such investments held over the quarter increased from £7.7 million in the last quarter to £10.5 million in the current quarter.
- The average interest rate achieved on these accounts over the quarter decreased from 0.28% to 0.03% reflecting falling market rates and the more extensive use of instant access facilities over the quarter.

3.8 The total amount of investments outstanding at the end of the quarter increased, closing at £236.7 million compared to £211.5 million at the end of the last quarter. The overall average rate of interest earned on the investments outstanding reduced from 0.59% at the end of the previous quarter to 0.54% at the end of the current quarter. The average rate of the Council's investments includes fixed-rate deals undertaken in previous quarters before interest rates fell significantly.

- 3.9 Over the quarter the interest rate receivable on most instant access and Money Market Funds had remained at 0.01% or less, reflecting the banks reluctance to hold large cash balances for shorter periods. Due to cashflow requirements, less use of notice accounts was made due to the need to keep cash balances more readily available.
- 3.10 Total investment income generated on the investments undertaken during the quarter was £356,381. This measure reflects the total return on the investment activity undertaken in each quarter.
- 3.11 All of the above investment activities are consistent with the Council's current investment strategy and cashflow requirements.

4. COMPLIANCE

- 4.1 For the quarter ending 31 March 2021, there were no breaches in compliance with the Council's approved Treasury Management Policy Statement, Treasury Management Practices (TMP's) or lending limits as detailed in TMP 4 (Approved Instruments, Methods & Techniques).
- 4.2 TMP4 also requires that a working list of specific approved counterparties (including lending limits) is maintained by the Head of Finance. This list is continuously reviewed and updated for any movements in credit ratings and other relevant factors including press coverage or emerging issues. Appendix III shows the list of approved counterparties, based on the current lending policy, as at April 2021.
- 4.3 A further requirement of TMP4 is to measure cashflow performance, which is expressed as the average closing cleared bank balance for the period. For the quarter ending 31 March 2021, the average closing cleared bank balance was £35,000 in credit. This reflects the use of the Royal Bank of Scotland's automatic overnight "sweep" facility over the whole quarter, where each night the bank sweeps (transfers) any funds in excess of £35,000 in the Council's bank accounts to the Council's instant access account.

5. INVESTMENT STRATEGY COMPLIANCE AND PERFORMANCE

- 5.1 The Treasury Investment Strategy for 2020/21 was approved by the Council at its meeting on 7 October 2020 (report 20/179 refers).
- 5.2 In the current quarter the actual level of investments peaked at £249.5 million on 16 March and reduced to £236.7 million by the end of the quarter. This followed the receipt of short term borrowing in the quarter and additional Covid-19 grant funding from the Scottish Government at the end of March. The average daily investment balance over the quarter was £230.2 million, which decreased slightly from an average of £233.1 million in the previous quarter and £175.1 million in the same quarter of last year. These variations reflect the level of short-term borrowing undertaken in the current quarter to meet the Council's daily cashflow requirements. As the Council is not expecting to undertake any long-term borrow borrowing in the next year, it is anticipated that the investment balances will gradually reduce (subject to daily fluctuations) over the next year in line with forecast cashflows.

- 5.3 The Investment Strategy was applied in full over the quarter, with liquidity being maintained using instant access accounts, notice accounts and money market funds as detailed in Section 3.7 above. There were no other risks identified in the quarter.
- 5.4 The Investment Strategy also incorporates investments held by the Common Good Funds. All such investments during the quarter were with the Council's Loans Fund. The only Council funds held by external fund managers relate to Council administered Charitable Trusts and are, therefore, not covered by the Investment Strategy.
- 5.5 The budgeted income in 2020/21 for Commercial Property investments is £1,871,000, whilst the latest projections for the year is £1,818,000. There were no new property investments entered into during the quarter. In light of the ongoing pandemic (Covid-19) there is, however, increased risk in terms of rents being collected in the short to medium term within the commercial portfolio.

6. PRUDENTIAL INDICATORS

- 6.1 Revised Prudential Indicators for 2020/21 to 2028/29 were approved by the Council at the meeting on 7 October 2020 (report 20/179 refers) as part of the Annual Treasury & Investment Strategy report.
- 6.2 The latest estimates of the Prudential Indicators, in line with the Council's current approved Capital Budget and Capital Financing (borrowing) requirements, are shown at Appendix IV
- 6.3 The indicator for Financing Costs remains at a relatively low level as a result of continuing low interest rates, as well as pro-active treasury management. They also reflect the current estimates for new borrowing each year and the latest forecast for interest rates. As a result, they only fluctuate within a narrow range each year, reflecting a stable budgetary position. However, the estimated total Financing Costs are on an increasing trend over the longer term, reflecting the increase in budgeted levels of Capital expenditure funded by borrowing, as well as interest rates being expected to gradually rise over the coming years.
- 6.4 The movements in estimated Capital Expenditure and the Capital Financing Requirement reflect movements on the Composite Capital and Housing Investment programmes approved by the Strategic Policy & Resources Committee and the Council. These reflect significant slippage in the Capital Budget in the current year as a result of the lockdown and ongoing covid-19 restrictions, however, they are expected to increase significantly over the next three years.

7. CONCLUSION AND RECOMMENDATIONS

- 7.1 Treasury Management activity in the quarter included the use of instant access, notice accounts and money market funds to meet short term liquidity

requirements, and some fixed rate deposits for longer investments. There was an increase in short-term borrowing over the quarter due to the timing difference between the level of covid-related expenditure incurred by the Council and the receipt of government funding. The total level of investments increased over the quarter, reflecting both the additional short-term borrowing and grant funding received, particularly towards the end of the quarter. There was one PWLB loan repaid at maturity in the quarter, with no new long-term borrowing undertaken.

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

Author(s)

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

Approved

Name	Designation	Date
Stewart MacKenzie	Head of Finance	24 May 2021

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	None
Corporate Plan	Yes
Resource Implications	
Financial	Yes
Workforce	No
Asset Management (land, property, IST)	No
Assessments	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	Yes
Sustainability (community, economic, environmental)	Yes
Legal and Governance	None
Risk	None
Consultation	
Internal	Yes
External	None
Communication	
Communications Plan	None

1. Strategic Implications

Corporate Plan

1.1 The Council's Corporate Plan 2018 – 2023 lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:

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

1.2 This report relates to all these objectives.

2. Resource Implications

Financial

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

Workforce

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

Asset Management (land, property, IT)

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

3. Assessments

Equality Impact Assessment

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

Strategic Environmental Assessment

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

Sustainability

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

4. Consultation

- 4.1 The Chief Executive and the Council's Treasury advisors, Link Asset Services, have been consulted in the preparation of this report.

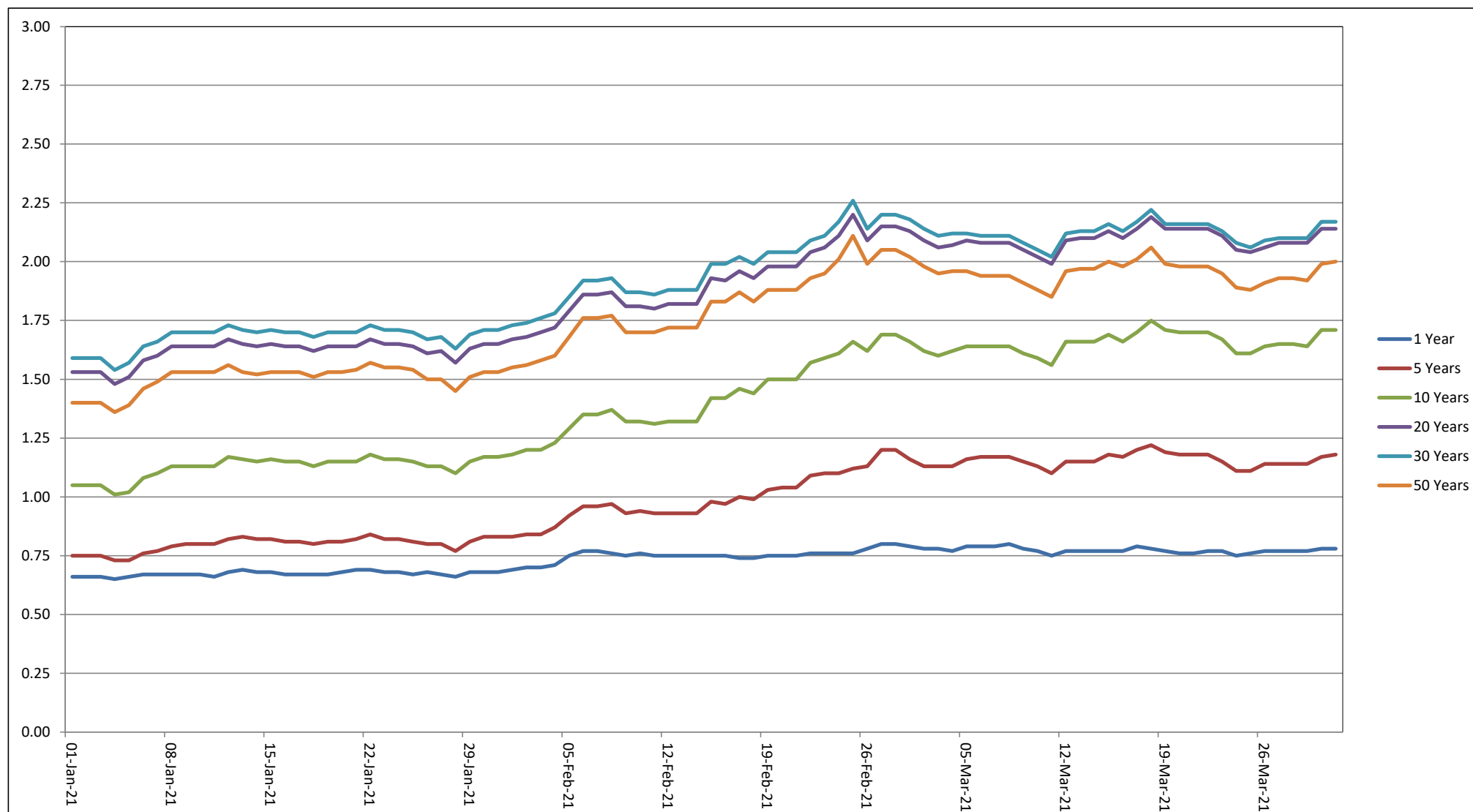
2. BACKGROUND PAPERS

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

3. APPENDICES

- Appendix I – PWLB Fixed Maturity Interest Rates from 1 January to 31 March 2021.
- Appendix II – Summary of the Treasury Position and Transactions from 1 January to 31 March 2021.
- Appendix III – Approved Investment Counterparty List
- Appendix IV – Monitoring of Prudential Indicators – Quarter ending 31 March 2021

**PWLB Fixed Maturity Interest Rates
From 1st January to 31st March 2021
(Certainty Rate)**



SUMMARY OF THE TREASURY POSITION AND TRANSACTIONS
1 JANUARY TO 31 MARCH 2021

APPENDIX II

4

1 LONG TERM BORROWING

(a) Long Term Borrowing 1st January to 31st March 2021

	No.	Average Rate (%)	Average Life (years)	Amount (£)
None				
	0	0.00%	0.0	0

(b) Long Term Debt Repayments 1st January to 31st March 2021

	No.	Average Rate (%)	Amount (£)
None			
PWLB - Maturity Loan - Scheduled Repayments	1	3.79%	5,000,000
	1	0.00%	5,000,000

(c) Long Term Debt Outstanding

	Outstanding 31-Dec-20 £	Average Rate	Outstanding 31-Mar-21 £	Average Rate
Public Works Loan Board	495,500,000	2.60%	490,500,000	2.59%
Money Market Loans (LOBO's)	43,200,000	4.59%	43,200,000	4.59%
Other Long Term Debt	140,000	0.00%	140,000	0.00%
TOTAL	538,840,000	2.76%	533,840,000	2.75%

2 SHORT TERM BORROWING

(a) Short Term Market Borrowing - 1st January to 31st March 2021

	No.	Average Amount (£)	Average Rate (%)	Average Term (Days)	Interest (£)
Temporary Borrowing	13	8,692,308	0.04%	54	7,959.45
	13	8,692,308	0.04%	54	7,959.45

(b) Short Term Borrowing Outstanding

	Outstanding 31-Dec-20 £	Average Rate	Outstanding 31-Mar-21 £	Average Rate
Market Borrowing	16,000,000	0.01%	49,000,000	0.07%
Common Good and Charitable Funds	2,097,216	0.10%	2,169,216	0.10%
Local Trusts & Investors	3,013,024	0.18%	2,834,039	0.19%
TOTAL	21,110,240	0.05%	54,003,255	0.08%

SUMMARY OF THE TREASURY POSITION AND TRANSACTIONS
1 JANUARY TO 31 MARCH 2021

APPENDIX II

3 INVESTMENTS

(a) Investment Transactions - 1st January to 31st March 2021

<u>Fixed Deposits & Investments</u>	<u>No.</u>	<u>Average Amount (£)</u>	<u>Average Rate (%)</u>	<u>Average Term (Days)</u>	<u>Total Interest (£)</u>
Other Local Authorities	5	7,900,000	0.52%	479	347,139.73
	<u>5</u>	<u>7,900,000</u>	<u>0.52%</u>	<u>479</u>	<u>347,139.73</u>

<u>Instant/Notice Accounts & Money Market Funds</u>	<u>Average Amount (£)</u>	<u>Average Rate (%)</u>	<u>Total Interest (£)</u>
Instant Access/Notice accounts	11,443,544	0.02%	3,419.25
Money Market Funds	2,777,778	0.40%	5,822.27
	<u>10,456,305</u>	<u>0.03%</u>	<u>9,241.53</u>

(b) Investments Outstanding

	<u>Outstanding 31-Dec-20 £</u>	<u>Average Rate</u>	<u>Outstanding 31-Mar-21 £</u>	<u>Average Rate</u>
UK Banks	20,512,304	0.56%	18,166,511	0.15%
Money Market Funds	10,000,000	0.34%	5,000,000	0.10%
Other Local Authorities	181,000,000	0.60%	213,500,000	0.58%
TOTAL	<u>211,512,304</u>	<u>0.59%</u>	<u>236,666,511</u>	<u>0.54%</u>

	<u>Country</u>	<u>Fitch Credit Rating</u>	<u>CDS Range</u>	<u>Maximum Lending</u>	<u>Note (2)</u>
Category 1 - Principal UK Clearing Banks - 40% Investment total (or £20M per Counterparty if higher)					
(Minimum rating required Fitch A, F1)					
Bank of Scotland (RFB) (5)	UK	A+, F1	In range	6 months	£80million Group limit
Barclays Bank plc (NRFB) (5)	UK	A+, F1	No data	6 months	
Barclays Bank plc (RFB) (5)	UK	A+, F1	In range	6 months	
Goldman Sachs International Bank	UK	A+, F1	In range	6 months	
Handelsbanken plc	UK	AA, F1+	No data	12 months	
HSBC Bank plc (NRFB)	UK	AA-, F1+	In range	12 months	
HSBC Bank plc (RFB)	UK	AA-, F1+	No data	12 months	
Lloyds Bank Corporate Markets Plc (NRFB)	UK	A+, F1	No data	6 months	£80million Group limit
Lloyds Banking Group plc (RFB)	UK	A+, F1	In range	6 months	£80million Group limit
NatWest Markets Plc (NRFB)	UK	A+, F1	In range	3 months	
Royal Bank of Scotland plc (RFB) (inc Nat West) (3) (4)	UK	A+, F1	Nationalised	12 months	Sovereign Rating AA
Santander UK plc (inc Cater Allen)	UK	A+, F1	No data	6 months	
Standard Chartered Bank	UK	A+, F1	In range	6 months	
Sumitomo Mitsui Banking Corporation Europe Ltd	UK	A, F1	In range	6 months	

Category 2 - Foreign Banks & Institutions - 25% Investment total (or £10M per Counterparty if higher)

(Minimum rating required Fitch A, F1)

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

Category 3 - Subsidiary Banks & Building Societies - 15% of Investment total (or £10M per Counterparty if higher)

(Minimum rating required Fitch A, F1)

(parent bank shown in brackets)

Subsidiary Banks

None

Building Societies

Nationwide Building Society	UK	A, F1	No data	6 months
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Category 4 - Other Local Authorities - 20% of Investment total (or £20M per Counterparty if higher)

As arranged

Category 5 Money Market Funds - 10% of Investment Total (or £10M per Counterparty if higher)

(Minimum rating required Fitch AAA)

Aberdeen Standard Investments	UK	AAA
Aviva Investors Liquidity Fund	UK	AAA
Federated Sterling Liquidity Fund (Class 3)	UK	AAA
Insight Sterling Liquidity Fund (Class 5)	UK	AAA
Deutsche Bank Sterling Fund	UK	AAA

Note:

(1) - Standard & Poor's credit ratings shown, as no Fitch credit rating available

(2) - All Sovereign credit ratings for above Countries are AAA, unless stated otherwise.

(3) - Banks are part/majority owned by the UK government

(4) - UK Sovereign Rating is AA (Fitch and Standard & Poor's)

(5) - NRFB = Non Ring Fenced Bank, RFB = Ring Fenced B

Last Updated: 03-Apr-21

PERTH AND KINROSS COUNCIL
PRUDENTIAL INDICATORS - QUARTER ENDING 31 MARCH 2021

1 Financing Costs: Net Revenue Stream

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

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Prudential Limit - General Fund	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%
Estimated Ratio of Financing Costs to Revenue	7.61%	7.43%	7.63%	8.16%	8.31%	8.45%	8.43%	8.17%	8.00%
Prudential Limit - HRA	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%
Estimated Ratio of Financing Costs to Revenue	23.00%	23.17%	22.61%	22.39%	21.61%	21.17%	21.07%	21.46%	23.00%

2 Gross & Net Borrowing and Capital Financing Requirements

For prudence, net external borrowing must not exceed the total capital financing requirement, thus ensuring that over the medium term, borrowing is only undertaken for capital purposes.

The estimated total net borrowing and Capital Financing Requirement at the end of each of the years are as follows:

	Actual as at 31-Mar-21	Actual as at 31-Mar-21	Projected 31-Mar-22	Projected 31-Mar-23	Projected 31-Mar-24	Projected 31-Mar-25	Projected 31-Mar-26	Projected 31-Mar-27	Projected 31-Mar-28	Projected 31-Mar-29
Net External Borrowing*	482,842,000	482,842,000	552,586,000	703,597,000	822,618,000	849,574,000	864,731,000	869,887,000	865,043,000	867,699,000
Gross External Borrowing*	719,509,000	719,509,000	652,586,000	753,597,000	852,618,000	879,574,000	894,731,000	899,887,000	895,043,000	897,699,000
Capital Financing Requirement	600,829,000	600,829,000	669,243,000	772,034,000	872,916,000	900,360,000	913,992,000	922,106,000	928,428,000	935,987,000

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

3 Estimates of Gross Capital Expenditure

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

Composite Programme	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Current estimate	45,851,000	126,398,000	161,321,000	124,693,000	49,891,000	31,716,000	29,343,000	26,702,000	27,870,000
Original Budget Estimate (including Budget Motion)	100,301,000	156,892,000	150,235,000	52,881,000	32,058,000	31,873,000	28,834,000	26,728,000	27,945,000
Movement in Estimated Capital Expenditure	(54,450,000)	(30,494,000)	11,086,000	71,812,000	17,833,000	(157,000)	509,000	(26,000)	(75,000)

The Original Budget Estimates are those per the 2020/21 to 2028/29 Composite Capital Budget Report on 25th March 2020.

The latest estimates for Capital Expenditure are based on 2020/21 Monitoring Report No.4 on 31 March 2021.

HRA Programme	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Current estimate	14,005,000	11,527,000	11,098,000	13,519,000	13,160,000	18,377,000	15,500,000	15,500,000	15,500,000
Original Budget Estimate	16,520,000	7,553,000	8,417,000	11,690,000	23,438,000	15,000,000	15,000,000	15,000,000	15,000,000
Movement in Estimated Capital Expenditure	(2,515,000)	3,974,000	2,681,000	1,829,000	(10,278,000)	3,377,000	500,000	500,000	500,000

The Original Budget Estimates are those per the 2020/21 Housing & Communities Budget Report on 29 January 2020.

The latest estimates for Capital Expenditure are based on 2020/21 Monitoring Report No.4 on 31 March 2021.

PERTH AND KINROSS COUNCIL
PRUDENTIAL INDICATORS - QUARTER ENDING 31 MARCH 2021

APPENDIX IV

4 Estimate of Capital Financing Requirement

The estimate (as at April 2021) of the Capital Financing Requirement (ie new borrowing requirement for Capital Expenditure) for each year based on these plans is as follows:

Composite Programme	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Current Estimated Capital Financing Requirement	19,926,000	74,721,000	109,803,000	106,411,000	32,996,000	14,573,000	11,728,000	9,087,000	10,255,000
Original Budget Estimate (including Budget Motion)	55,473,000	95,426,000	123,296,000	34,015,000	13,208,000	13,023,000	9,984,000	7,878,000	9,095,000
Movement in Estimated Capital Financing Requirement	(35,547,000)	(20,705,000)	(13,493,000)	72,396,000	19,788,000	1,550,000	1,744,000	1,209,000	1,160,000

The Original Budget Estimates are those per the 2020/21 to 2028/29 Composite Capital Budget Report on 25th March 2020.
The latest estimates for Capital Expenditure are based on 2020/21 Monitoring Report No.4 on 31 March 2021.

HRA Programme	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Current Estimated Capital Financing Requirement	11,653,000	8,559,000	7,757,000	9,908,000	9,124,000	13,963,000	11,000,000	11,000,000	11,000,000
Original Budget Estimate	13,843,000	4,324,000	4,693,000	7,686,000	19,022,000	11,500,000	11,500,000	11,500,000	11,500,000
Movement in Estimated Capital Financing Requirement	(2,190,000)	4,235,000	3,064,000	2,222,000	(9,898,000)	2,463,000	(500,000)	(500,000)	(500,000)

The Original Budget Estimates are those per the 2020/21 Housing & Communities Budget Report on 29 January 2020.
The latest estimates for Capital Expenditure are based on 2020/21 Monitoring Report No.4 on 31 March 2021.

5 External Debt (Gross and Net)

External Borrowing	As at 31-Mar-21	As at 31-Mar-21	Projected 31-Mar-22	Projected 31-Mar-23	Projected 31-Mar-24	Projected 31-Mar-25	Projected 31-Mar-26	Projected 31-Mar-27	Projected 31-Mar-28	Projected 31-Mar-29
Public Works Loan Board	490,500,000	490,500,000	478,000,000	585,000,000	690,000,000	722,000,000	742,000,000	752,000,000	752,000,000	759,500,000
Market Bonds	43,200,000	43,200,000	43,200,000	43,200,000	43,200,000	43,200,000	43,200,000	43,200,000	43,200,000	43,200,000
Special Loans	2,169,216	2,169,216	2,169,216	2,169,216	2,169,216	2,169,216	2,169,216	2,169,216	2,169,216	2,169,216
Project Borrowing	140,000	140,000	140,000	140,000	0	0	0	0	0	0
Temporary Loans/Other Borrowing	51,834,039	51,834,039	2,950,000	2,500,000	2,200,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Other Long Term Liabilities	131,665,250	131,665,250	126,126,500	120,587,750	115,049,000	110,205,200	105,361,400	100,517,600	95,673,800	90,830,000
Total Gross External Debt	719,508,505	719,508,505	652,585,716	753,596,966	852,618,216	879,574,416	894,730,616	899,886,816	895,043,016	897,699,216
Short Term Investments	(191,666,511)	(191,666,511)	(100,000,000)	(50,000,000)	(30,000,000)	(30,000,000)	(30,000,000)	(30,000,000)	(30,000,000)	(30,000,000)
Long Term Investments	(45,000,000)	(45,000,000)	0	0	0	0	0	0	0	0
Total Net External Debt	482,841,994	482,841,994	552,585,716	703,596,966	822,618,216	849,574,416	864,730,616	869,886,816	865,043,016	867,699,216
Note:										
Operational Boundary	720,000,000	720,000,000	653,000,000	754,000,000	853,000,000	880,000,000	895,000,000	900,000,000	895,000,000	898,000,000
Authorised Limit	900,000,000	900,000,000	900,000,000	900,000,000	900,000,000	900,000,000	900,000,000	900,000,000	900,000,000	900,000,000

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

PERTH AND KINROSS COUNCIL
PRUDENTIAL INDICATORS - QUARTER ENDING 31 MARCH 2021

APPENDIX IV

6 Principal Sums Invested Longer Than 365 Days

The Upper Limit for sums invested for over 1 year up to 3 years is £45 million. There was £45M invested within this period as at the end of the quarter.

7 MATURITY STRUCTURE

The lower and upper limit for the proportion of the Council's total-long term debt which matures in each of the time bandings below, and is therefore subject to refinancing at the prevailing market rates, is as follows:

Fixed Rate Borrowing Maturity Structure	Lower Limit	Upper Limit	Estimated
Under 12 months	0%	35%	2.71%
over 12 months and < 24 months	0%	35%	2.03%
over 2 years and < 5 years	0%	50%	5.76%
over 5 years and < 10 years	0%	75%	8.69%
over 10 years	10%	95%	80.80%

The maturity profile for the Council's current long-term portfolio as at 31 March 2021, measured from the start of the financial year, is as follows:

	Less 1 Year	1 - 2 Years	2 - 5 Years	5 - 10 Years	10 - 20 Years	20 - 30 Years	30 - 40 Years	40 - 50 Years	Over 50 Years	Total
PWLB	12,500,000	8,000,000	23,000,000	32,500,000	5,000,000	0	40,500,000	369,000,000	0	490,500,000
LOBOs	0	0	0	0	0	13,000,000	25,200,000	5,000,000	0	43,200,000
PPP Liability	5,538,750	5,538,750	15,226,350	25,343,000	63,361,800	16,656,600	0	0	0	131,665,250
Other	0	0	140,000	0	0	0	0	0	0	140,000
Total	18,038,750	13,538,750	38,366,350	57,843,000	68,361,800	29,656,600	65,700,000	374,000,000	0	665,505,250
Percentage	2.71%	2.03%	5.76%	8.69%	10.27%	4.46%	9.87%	56.20%	0.00%	100.00%

PERTH & KINROSS COUNCIL

23 June 2021

REVENUE BUDGET 2021/22 - UPDATE No.1

Report by Head of Finance (Report No. 21/101)

PURPOSE OF REPORT

This report provides a brief update on the final outturn for 2020/21, advises elected members on further funding that will be received in 2021/22 and seeks authority to draw down Reserves.

1. BACKGROUND

- 1.1 On 27 January 2021, the Council approved the creation of the Covid-19 earmarked Reserve (Report No. 21/8 refers). The rationale for the creation of this earmarked Reserve was that many of the financial challenges identified in 2020/21 would likely be replicated in 2021/22 and beyond with additional expenditure, reduced income, and delays in the delivery of approved savings. Furthermore, it is likely that adjustments and adaptations will continue to be required and funded, to ensure the effective delivery of operational services in a 'Covid world'. Significant funding will also be needed to support the delivery of the approved economic wellbeing plan and other activities as we support communities to recover from the impact of the pandemic.
- 1.2 On 10 March 2021, the Council approved the 2021/22 Final Revenue Budget (Report No. 21/33 refers).
- 1.3 On 31 March 2021, the Council considered Revenue Budget 2020/21 Update No. 4 (Report No. 21/40 refers). This update included further information on 2021/22 Scottish Government funding and was included in Finance Circular 5/2021 which was issued on 18 March 2021. Specifically, it included the allocation of £259 million in relation to "Non-Recurring Covid Consequentials" in 2021/22 with Perth & Kinross Council receiving **£7.220 million**. A further £40 million of funding for local government, announced on 18 March 2021, as part of the Scottish Parliamentary debate on the Local Government Finance (Scotland) Order 2021, will be paid as a redetermination of the 2021/22 General Revenue Grant once the distribution has been discussed and agreed with COSLA.
- 1.4 The Council was advised that proposals to utilise this additional funding would be included in revenue monitoring updates to elected members in 2021/22.

2. 2020/21 FINAL OUTTURN – IMPACT ON COVID-19 EARMARKED RESERVE (PRE-AUDIT)

- 2.1 On 27 January 2021, the Council considered the Revenue Budget 2020/21 Update Report No. 3 (Report No. 21/8 refers). Recognising that there were

monies available which could not be spent in the financial year 2020/21, Council agreed to establishing a Reserve earmarked for COVID-19 related expenditure as a means of carrying over the funding in future years to be drawn down as and when required.

- 2.2 The Reserves Strategy, which was approved by Council on 10 March 2021, advised that the projected balance on the Covid-19 earmarked Reserve would be **£10.867 million** (Report No. 21/34 refers). This projection was based on the following approved adjustments –

	£m
Adjustments to Capital Fund	5.100
Redesignation of unearmarked Reserves	5.767
PROJECTED BALANCE AS AT 31 MARCH 2021 (as at 10 March 2021)	10.867

- 2.3 In setting the 2021/22 Revenue Budget on 10 March 2021, the Council approved the net use of **£8.754 million** from the Covid-19 earmarked Reserve in 2021/22 (Report No. 21/33 refers).

Use of Covid-19 Earmarked Reserve in Setting the 2021/22 Final Revenue Budget	Transfer In / (Out) £m
Adjustments to Capital Fund	4.922
Funding of non-recurring Budget pressures	(8.094)
Funding of 2021/22 Revenue Budget “Gap”	(2.417)
Additional Expenditure Pressures (approved by Council)	(3.165)
NET USE OF COVID-19 EARMARKED RESERVE IN SETTING 2021/22 FINAL REVENUE BUDGET	(8.754)

- 2.4 On 31 March 2021, the Council considered Revenue Budget 2020/21 Update Report No.4 (Report No. 21/40 refers). In this update, elected members were advised of **£11.173 million** of additional Scottish Government funding in 2020/21 and a further **£7.220 million** in 2021/22 which the Council agreed to transfer to the Covid-19 earmarked Reserve.
- 2.5 The 2020/21 Unaudited Annual Accounts have now been completed and will be subject to full consideration by the Audit Committee on 30 June 2021. The finalisation of the draft 2021/22 Unaudited Annual Accounts has resulted in an under spend of **£3.394 million** across all Council Services which will be considered more fully by the Audit Committee.

- 2.6 Therefore, the pre-audit amount available in the Covid-19 earmarked Reserve is currently **£23.900 million** which is set out in the following table.

Projected Balance on Covid-19 Earmarked Reserve (Pre-Audit)	2020/21 £m	2021/22 £m	Total Transfer In / (Out) £m
Projected Balance as at 31 March 2021 (as at 10 March 2021) (see para 2.2)	10.867	-	10.867
Use of Covid-19 Earmarked Reserve in Setting the 2021/22 Final Revenue Budget (see para 2.3)	-	(8.754)	(8.754)
Revenue Budget 2020/21 Update Report No.4 (see para 2.4)	11.173	7.220	18.393
Impact of Draft 2020/21 Unaudited Accounts (see para 2.5)	3.394	-	3.394
TOTAL	25.434	(1.534)	23.900

- 2.7 In common with all Scottish local authorities, the Council is holding higher levels of Reserves at 31 March 2021 due to the receipt of Scottish Government funding late in the financial year. Included within the table above is **£18.4 million** of funding, currently reflected within the Covid-19 earmarked Reserve, which forms part of over £1.2 billion nationally of Scottish Government funding included as a grant redetermination for 2020/21 in Finance Circular 5/2021 issued on 18 March 2021.
- 2.8 The application of these non-recurring funds needs to be considered in the context of the Council's immediate and future financial sustainability given the significant pressures facing the Council. This includes consideration of the Council's:
- future financial resilience in terms of its level of unearmarked Reserves which are currently **£8.2 million** (2% of Net 2021/22 Revenue Budget) as compared to **£12.9 million** (3.7%) at 31 March 2020, and
 - financial challenges facing the Council in relation to its income streams and underlying budget pressures, together with the investment required to support recovery and the Perth and Kinross Offer.

- potential financial implications of legislative changes in relation to the climate change agenda and the United Nations Convention on the Rights of the Child (UNCRC).
- 2.9 In four out of the last six financial years, the Council has also overspent on the Winter Maintenance budget which has led to further pressure on unearmarked Reserves.
- 2.10 Pay negotiations for 2021/22 are currently under way. If the final agreement is more than the budgeted amount, then unearmarked Reserves may be required to fund the shortfall pending a recurring solution being identified for the 2022/23 Revenue Budget.
- 2.11 In addition, the Council's Arm's Length External Organisations may face further financial challenges in 2021/22 and beyond, which will not become known until the full impact of Covid-19 and ongoing or future restrictions becomes clearer.
- 2.12 **ACTION:** The Council is asked to note the update on the Covid-19 Earmarked Reserve set out above.
- 2.13 The in-year consideration and scrutiny of the Council's Revenue and Capital Budgets, including the reporting and application of Reserves, is remitted to the Strategic Policy & Resources Committee. In view of the return to the full committee cycle, all subsequent Revenue and Capital monitoring reports will be submitted by the Head of Finance for consideration by the Strategic Policy & Resources Committee in line with previous practice and in accordance with the Scheme of Administration.
- 2.14 The Council has also established a Perth and Kinross Offer Member Officer Working Group (MOWG) whose remit includes supporting recovery from the Covid pandemic. It is proposed that strategic investment proposals in relation to the ongoing response to or recovery from pandemic which could be funded from the Covid-19 earmarked Reserve, be subject to consideration by the Offer MOWG in the first instance.
- 2.15 **ACTION:** The Council is asked to approve the process set out at paragraph 2.14 above, in relation to potential strategic investment to be funded from the Covid-19 earmarked Reserve.

3. 2021/22 ADDITIONAL FUNDING

- 3.1 Since elected members were provided with a Revenue Budget update on 31 March 2021 (Report No 21/40 refers), the Council has been advised of additional funding in 2021/22. To ensure that the 2021/22 Management Budgets continue to reflect the operational requirements of the Council, several adjustments are required, which are summarised below and included in Appendix 1.

Scottish Government – Revenue Support Grant:

- Education Recovery (Education & Children's Services (ECS)) – £1.448 million
- Expansion of Free School Meals 2021/22 (P4 and P5) (ECS) – £775,000
- Enhanced Provision for Summer Activities (ECS) – £397,000 (ECS)
- Free School Meals during holiday periods for 2021/22 (ECS) –£307,000
- Extension of funds for COVID-19 Local Self-Isolation Assistance Service – 31 March to 30 June (Corporate & Democratic Services) – £56,875

Scottish Government – Ring Fenced Grant

- Increase in Pupil Equity Fund (Education & Children's Services) - £265,801

3.2 These resources have been allocated to Service Budgets as shown in Appendix 1 to the report. The Scottish Government has advised that the increase in Revenue Support Grant of **£2.984 million** and Ring-Fenced Grant of **£265,801** will be made through a redetermination of the Council's funding in 2021/22.

3.3 **ACTION:** The Council is asked to approve the adjustments set out at paragraph 3.1 and 3.2. These adjustments are reflected in Appendix 1 (Column 3) to this report.

Other Funding

3.4 Other funding amounting to **£21.109 million** will be paid outside the Revenue Support Grant mechanism as Other Grant income and is, therefore, cost neutral in terms of the budget summary. It should be noted that the majority of this Other Funding will be passed straight through to external organisations.

- Covid-19 – Strategic Framework Business Fund Transition Payment and Scottish Business Restart Grant - £18.803 million (Communities)
- Social Care £500 payment to staff working in the Third, Voluntary, Charitable and Private Sectors - £1.822 million (Corporate & Democratic Services)
- Community Mental Health and Wellbeing Support & Services - £414,000 (Education & Children's Services (ECS))
- Temporary Restrictions Fund for Childcare Providers - £70,200 (ECS)

3.5 **ACTION:** The Council is asked to note the receipt of **£21.109 million** of additional resources, with this funding being reflected within Education & Children's Services, Communities and Corporate & Democratic Services as additional grant income. The current projected outturn assumes that all these additional resources will be fully expended in 2021/22 or will be carried forward under the terms of the grant award.

4. MOVEMENTS IN RESERVES

Carbon Dioxide Monitoring

- 4.1 The ventilation guidance for the School Estate has been updated in accordance with industry and Scottish Government guidance which specifically suggests that *“local authorities should consider whether CO₂ monitors may play a useful role in their overall ventilation monitoring strategies, particularly in areas of the school estate that are identified as higher risk or of concern.”* The revised guidance helps improve air quality across the school estate.
- 4.2 Prior to the receipt of the updated guidance, Council officers had visited / risk assessed every Council property and incurred approximately £300,000 of expenditure to ensure building ventilation is operational and adequate for occupants.
- 4.3 To ensure compliance with the latest guidance, it is proposed that a mixture of networked and standalone CO₂ monitors are installed across the school estate. This approach will ensure all schools are fitted with CO₂ monitoring devices, with remote data being provided in schools which are currently linked through our Building Management Systems (BMS). Both standalone and networked devices comply with the Scottish Government guidance. This approach will also provide greater accuracy and provide additional remote data.
- 4.4 The estimated cost of this proposal is between £375,000 and £500,000 (including capacity to roll out the project but excluding additional unknown costs required because of the works). Approval is sought to transfer up to £500,000 from the Covid-19 earmarked Reserve to roll out the installation of the CO₂ monitors.
- 4.5 **ACTION:** The Council is asked to approve the transfer of £500,000 from the Covid-19 earmarked Reserve to Corporate & Democratic Services to fund the installation of CO₂ monitors across the school estate. This adjustment is reflected in Appendix 1 (Column 5) to the report.

Support for Young People

- 4.6 The social restrictions put in place to manage the Covid-19 pandemic has had a significant impact on our young people. Their social lives, which predominately were focused around friends gathering and socialising in large groups in either organised or ad hoc activities, have been restricted severely over the past year. As a result, in the last few months, there have been increasing numbers of anti-social behaviour incidents with members of the public complaining about large groups of young people gathering in open spaces. This culminated in several incidents being reported on Easter Saturday with reports of large groups of young people gathering on the Inches in Perth and other rural locations. Concerns were raised about alcohol

consumption and threatening behaviour and whilst not at a level of disorder did give cause for concern in terms of health and wellbeing.

- 4.7 Approval is sought to draw down £100,000 from the Covid-19 earmarked Reserve to put in place an oversight group comprising Youth Services, Safer Communities, Police Scotland, Universal Partners and Education & Children's Services. This additional capacity will allow for greater engagement with both young people and the wider community and will augment the additional funding provided by the Scottish Government to promote positive engagement and fun set out at paragraph 3.1 above. This oversight group will manage the additional Scottish Government funding to ensure a joined-up response and that benefits are maximised.
- 4.8 **ACTION:** The Council is asked to approve the transfer of £100,000 from the Covid-19 earmarked Reserve to Education & Children's Services (£40,000) and Communities (£60,000) to take forward several initiatives to support young people. This adjustment is reflected in Appendix 1 (Column 5) to the report.

Working Smarter for Perth and Kinross

- 4.9 In recognition of the inter-connectedness of workforce, digital and use of property, a new project is being established to take a strategic and integrated approach to people, technology and property to improve how we work as a council to support delivery of the Perth and Kinross Offer. Working smarter means being more flexible about when, where and how we work; making better use of space and technology to work more efficiently and effectively. The project is very much focussed on our recovery and how the Council will do business in the future. As our workforce, property estate and digital approach are core resources and key enablers for change, this project will support the wider Perth and Kinross Offer through:
- better collaboration – among staff and with others,
 - increased productivity,
 - enhanced employee experience and work /life balance,
 - effective recruitment and retention,
 - optimisation of our property portfolio,
 - reduced carbon footprint,
 - greater efficiency and effectiveness
- 4.10 This will be a significant project over the next two years and will inform the use of our Council estate. Whilst it will draw upon the skills, knowledge and expertise of current staff, a project of this magnitude needs to be properly resourced if it is to be succeed in transforming how we operate in the future. It is proposed that a small project team be established to deliver this ambitious and far reaching project.
- improved collaboration – among staff and with others,
 - better productivity,

- improved employee experience and work – life balance,
- positive benefits for recruitment and retention,
- more effective use of property/optimising our property portfolio,
- reduced carbon footprint,
- greater efficiency and effectiveness

4.11 **ACTION:** The Council is asked to approve the transfer of £350,000 from the Covid-19 earmarked Reserve to Corporate & Democratic Services / Communities to fund the Working Smarter for Perth and Kinross Project. This adjustment is reflected in Appendix 1 (Column 5) to the report.

4.12 As we learn more about the impact of the pandemic on our children, young people, families businesses and wider communities, it is likely that we will need to adapt and redesign our operational services to make sure that they are fit for purpose . in the current and post Covid-19 environment. If we are to respond to the emerging and increasing needs of our communities need then the scale of change and transformation required may be extensive and will require to be properly resourced, possibly over a number of years. As knowledge and awareness increases, further updates will be reported to future meetings.

Financial Insecurity

4.13 The Council received significant funding from the Scottish Government in 2020/21 to tackle financial insecurity. This funding was provided with sufficient flexibility to allow the Council to adapt to the emerging needs of households, considering an income based and proactive approach to support wellbeing and reduce the need for food aid. Most of this funding was received very late in 2020/21 and in the draft unaudited 2020/21 Annual Accounts sits in the Covid-19 earmarked Reserve as a mechanism for ensuring that this funding could be carried over into the current year and drawn down as required.

4.14 The funding is targeted at those groups of citizens at an increased risk of financial insecurity -

- younger people
- disabled people
- lone parents
- minority ethnic households
- people living in households with children
- larger families
- people living in households on low incomes
- people living in the most deprived areas

4.15 In 2020/21, the funding was used to:

- supplement local budgets for the Scottish Welfare Fund or Discretionary Housing Payments

- provide financial support to tackle food insecurity or meet fuel costs, or alternate provision where this is more appropriate or is the preference of individuals themselves
 - other activities and services, as necessary, to support individuals to overcome financial crisis and support wellbeing.
- 4.16 To meet the increasing demand for this support during 2021/22, approval is sought to draw down £605,000 from the Covid-19 earmarked Reserve.
- 4.17 **ACTION:** The Council is asked to approve the transfer of £605,000 from the Covid-19 earmarked Reserve to Corporate & Democratic Services to support measures aimed at mitigating the impact of financial insecurity. This adjustment is reflected in Appendix 1 (Column 5) to the report.

Project Feasibility Fund

- 4.18 As the Council continues to manage the operational response to the pandemic, there is a need to focus on the recovery aspects of strategic investment planning and take advantage of any national funding available at UK and Scottish Government level (e.g. Levelling Up Fund, UK Shared Prosperity Fund, Community Renewal Fund, Learning Estate Investment Programme, Town Centre Fund, Regeneration Capital Grant Fund etc). In order to put the Council on a stronger footing for bidding it is essential that feasibility studies are developed in key areas of opportunity which fit with the Council's strategic objectives and outcomes (through the P&K Offer) and also align to national objectives and outcomes. This will ensure that the Council has 'shovel ready' projects to submit as and when funding opportunities arise. As the timeframe for spending such funding is often limited, having projects which are ready to start is often an essential criteria of many funding opportunities.
- 4.19 At present we do not have sufficient capacity and expertise within our workforce to prepare and develop feasibility studies etc. to enable the Council to identify opportunities to secure external funding and maximise current and future funding streams to augment the Capital programme and provide the level of investment needed to help Perth and Kinross recover and grow. Whilst such feasibility studies would be speculative at this stage with no guarantee of funding, having a number of thought through projects ready to be submitted as and when funding opportunities arise would enable the Council to lever in funding from a variety of sources which it is currently not in a position to do.
- 4.20 From experience, the most effective feasibility studies are done with officers working in partnership with consultants with relevant specialist knowledge. At present, however, there is insufficient capacity to allow the Council to take a more proactive approach to optimising available funding opportunities.
- 4.21 It is proposed that an initial fund of £450,000 is transferred from the Council's Covid Reserve to develop feasibility studies across Services focussing on the

types of projects which will support recovery and renewal, align to both local and national strategic outcomes and are likely to attract external funding.

- 4.22 **ACTION:** The Council is asked to approve the transfer of £450,000 from the Covid-19 earmarked Reserve to Corporate & Democratic Services to create a Project Feasibility Fund. This adjustment is reflected in Appendix 1 (Column 5) to the report.
- 4.23 All the proposals set out above rely on Reserves to take them forward and are, therefore, non-recurring and will come to an end at various points. The funding request in relation to Working Smarter for Perth & Kinross and the Project Feasibility Fund is sufficient to fund two years of activity.
- 4.24 There may be pressing operational requirements to further draw down Reserves, and particularly the Covid-19 earmarked Reserve, in order to support the Council's response to Covid-19. This may require the convening of Executive Sub-Committee of the Strategic Policy & Resources Committee at short notice including during recess / holiday periods.
- 4.25 The tri-ennial review of the Financial Regulations is scheduled to be considered by Council before the end of the current calendar year. The last reviews of Financial Regulations have not resulted in many significant changes. In order to ensure that the Council remains agile, able to respond to emerging pressures, and to meet the changing needs of both internal and external customers, as well as addressing any issues arising from the finance review, it is anticipated that the next iteration will be much more far reaching and may involve changes to virement limits and how Reserves are accessed.

5. CONCLUSION AND RECOMMENDATIONS

- 5.1 Covid-19 has resulted in the Council facing a significant financial challenge. The creation of the Covid-19 earmarked Reserve will assist in managing this over the short to medium term.
- 5.2 The Covid-19 earmarked Reserve is projected to hold total resources of **£23.900 million** but there are likely to be significant calls on this funding in 2021/22 and beyond.
- 5.3 It is likely that the Council's financial position in 2021/22 will remain challenging and regular updates will be provided to the Council's Strategic Policy and Resources Committee as the position develops.
- 5.4 The Council is requested to:
- (i) Note the update on the Covid-19 Earmarked Reserve set out in Section 2.
 - (ii) Approve the process set out at paragraph 2.14 above, in that issues identified by Elected Members in relation to potential investment from

the Covid-19 earmarked Reserve be subject to consideration by the Offer Member Officer Working Group.

- (iii) Approve and note the additional funding identified in Section 3.
- (iv) Approve the application of Reserves set out in Section 4.

Author(s)

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Approved

Name	Designation	Date
Stewart Mackenzie	Head of Finance	16 June 2021
Karen Donaldson	Chief Operating Officer	16 June 2021

ANNEX

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

1.1 Corporate Plan

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

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

1.1.2 This report relates to all 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 Executive Officer Team 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 – 2021/22 Management Budget

**PERTH & KINROSS COUNCIL GENERAL FUND
2021/22 REVENUE BUDGET - SUMMARY**

APPENDIX 1

	(1)	(2)	(3)	(4)	(5)	(6)
	2021/22 Council Approved Budget Mar-21 £'000	Previously Approved Adjustments (Net) £'000	Movements in Funding £'000	Virements £'000	Movements in Reserves £'000	2021/22 Revised Mgt Budget £'000
SERVICE						
Education & Children's Services	204,910	1,306	3,193		40	209,449
Communities	68,750				60	68,810
Corporate & Democratic Services	35,102		57		1,905	37,064
Sub - Total: Service Budgets	308,762	1,306	3,250	0	2,005	315,323
Corporate Budgets						
Health & Social Care	63,735					63,735
Contribution to Valuation Joint Board	1,319					1,319
Capital Financing Costs	12,827					12,827
Interest on Revenue Balances	(141)					(141)
Net Contribution to/(from) Capital Fund	(2,965)					(2,965)
Contribution to/(from) Insurance Fund	200					200
Trading Operations Surplus	(550)					(550)
Support Service External Income	(2,153)					(2,153)
Un-Funded Pension Costs	1,565					1,565
Apprenticeship Levy	775					775
Council Tax Reduction Scheme	6,200					6,200
Discretionary Relief	150					150
COVID	0					0
Net Expenditure (General Fund)	389,724	1,306	3,250	0	2,005	396,285
Financed By:						
Revenue Support Grant	(229,486)	(7,220)	(2,984)			(239,690)
Ring Fenced Grant	(16,920)		(266)			(17,186)
Non Domestic Rate Income	(34,864)					(34,864)
Council Tax Income	(94,130)					(94,130)
Capital Grant	(1,600)					(1,600)
Total Financing	(377,000)	(7,220)	(3,250)	0	0	(387,470)
Financed from/(returned to) Reserves	12,724	(5,914)	0	0	2,005	8,815

PERTH AND KINROSS COUNCIL

23 June 2021

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

Report by Executive Director (Education and Children's Services) (21/102)

PURPOSE OF REPORT

This report outlines a range of options for Perth and Kinross Council (PKC) to deliver the recently announced Scottish Government commitment to provide universal free school meals (FSM) to all primary pupils. The roll out of this commitment starts with P4 from August 2021, P5 from January 2022, and the remaining pupils by August 2022 (including the introduction of Free School Breakfasts – date yet to be confirmed).

1. BACKGROUND/MAIN ISSUES

- 1.1 The introduction of Universal FSM for all P4 to P7 pupils commences with P4 from August 2021. This will represent a significant increase in the demand for school meals across the school estate. Following the increased pressure on the meals service, resulting from the additional demand for FSM from the Early Learning and Childcare (ELC) expansion in 2019, a previous proposal was submitted to Council on 25 September 2019 ([Report No. 19/278 refers](#)) which proposed a move to a model based on full off-site meal production supplied from Tay Cuisine.
- 1.2 The proposed model identified potential savings to Perth and Kinross Council of £426k per annum based on a one-third capital contribution of the £1.9m capital investment (estimated loan charges of £49k per annum which were included in the £426k net savings to Perth and Kinross Council) to extend the Tay Cuisine facility and circa £100k of capital investment in the Perth and Kinross School Kitchen facilities. The proposal was rejected by Council due to concerns mainly relating to:
 - Perceived reduction in food quality as a result of off-site cook freeze meal production;
 - A net reduction on the Tayside Contracts PKC workforce;
 - A view that the front of house/counter service interface between pupils and Tayside Contracts dining staff would be diminished;
 - The impact on the Tayside Contracts PKC workforce as a result of removing GR5 (Cooks) production kitchen staff; and
 - Transport of frozen meals and specialist vehicle costs.
- 1.3 The quantum of additional meals required for expansion of ELC was significantly less than that required for the roll out of a universal FSM

entitlement. Given this, and the challenging timetable for the introduction of Universal FSM, the previously proposed model has been reviewed.

- 1.4 Uptake, immediately prior to COVID-19, indicated daily demand for school meals equated to an average of 5,830. This was equivalent to 55% of the primary school roll having a meal each day. With the introduction of Universal FSM for all primary pupils, it is reasonable to expect that we would see average uptake increase to 80%.

This would result in an increase in daily meal demand to at least 8,480, ie 2,650 additional meals per day, an increase of 45%. For the purposes of this report, assumptions are based on total uptake of 80%. However, theoretically, uptake could be equal to the total primary school roll of approximately 10,600.

- 1.5 The timetable for the introduction of Universal FSM for all primary pupils is challenging. P4 pupils will be entitled from August 2021, P5 from January 2022 and all remaining entitled primary pupils by August 2022.

The challenges associated with this timetable are as follows:

- Kitchen production capacity;
- Kitchen space limitations for additional staff required, based on current labour-intensive operating model;
- Kitchen upgrades, including building capacity infrastructure;
- Dining hall capacity;
- Time limitations on meal service restricting numbers of sittings in larger schools; and
- Additional supervision requirements to facilitate dining service.

2. STRATEGIC REVIEW OF SCHOOL CATERING SERVICES

- 2.1 Council approved a Strategic Review of School Catering Services with the expectation to deliver £450k of efficiencies by April 2022 ([Report No. 20/57 refers](#) and the subsequent [budget motion refers](#)). Work was undertaken to ensure that the ELC expansion of 1140 hours meal demand could be delivered as required. However, the wider review was paused in April 2020 because of the current COVID-19 pandemic due to restrictions on school access, the changes to the meal service and the prioritisation of COVID-19 response activities.

- 2.2 Since the initial lockdown, the school meal service has had to adapt and adjust to an everchanging landscape. This has included providing a meals service for Childcare Hubs; and providing a meals service for all children and young people in a COVID-19 secure way, adhering to all health and safety mitigations and hygiene measures. To achieve this, a short life working group was formed with colleagues from Angus and Dundee City Councils and Tayside Contracts to review meal services across all three local authority areas; ensuring all meal services were provided in line with Public Health Scotland and Scottish Government Guidance.

3. BENCHMARKING

- 3.1 A desktop review was undertaken which compared pre COVID-19 meal uptake across PKC schools to pre COVID-19 meal uptake nationally.

Based on the 2018 Scottish Government Healthy Living Survey, school meal uptake across Perth and Kinross averaged at 66.2% for combined paid and FSM for primary schools. This was the tenth highest uptake across Scotland. The uptake of meals in Dundee and Angus Councils were 63.1% and 65.4% respectively.

- 3.2 For information purposes, secondary school meal uptake in PKC averaged at 60.6% combined, this was the sixth highest in Scotland.
- 3.3 Appendix 1 details school meal uptake across Scotland in primary and secondary schools (data extracted from the 2018 Scottish Government Healthy Living Survey).
- 3.4 Historically, FSM uptake across P1 to P3 has been as high as 83%. It is our aspiration to return to these levels, however, the baseline used to determine the required capacity for the implementation of universal FSM for this report has been set at 80%.

4. INTRODUCTION OF UNIVERSAL FSM IN PRIMARY SCHOOLS – CURRENT PKC POSITION

- 4.1 Currently, PKC operates a two-model meal service consisting of production kitchens and dining centres. There are 35 production kitchens and 33 dining centres. The definitions of these are as follows:

- **Production kitchens** produce all elements of the lunchtime meal on the site where the meals are eaten.
- **Dining centres** produce some elements of the lunchtime meal on site, but the main elements are produced off-site at one of the production kitchens. These are then transported daily (via taxi) to the 33 dining centres where they are reheated and served.

- 4.2 An assessment has been undertaken to confirm what adjustments will be required to the existing PKC school kitchen estate to ensure that it has the capacity to meet the increased demand of additional FSM for P4 to P7 pupils. The following summarises the initial findings of that assessment:

- PKC faces significant challenges in meeting the Scottish Government's required timetable and the associated demand for school meal provision with the implementation of Universal FSM across P4 to P7. This amounts to an additional 500,000 meals (excluding free breakfast) per annum based on an uptake of 80%. PKC has already accommodated the additional demand for FSM for the ELC expansion, however, there is

insufficient capacity across the PKC estate to meet the further demand from universal meal provision for primary school aged children;

- Using the current model, significant capital investment would be required to ensure that the infrastructure could meet the increased demand for meals as a result of the FSM expansion;
- 26 of the existing production kitchens would require significant upgrading. In addition, 4 dining centres would require to be upgraded to production kitchens. The true costs for these upgrades can only be identified following full site appraisals and infrastructure audits. Initial estimates from Property Services indicate costs to be in excess of £750k;
- The costs and projected completion timescales of these works would put significant pressure on the existing PKC capital budget and programme. Property Services do not have the capacity to deliver the programme prior to the August 2021 commencement date; and
- These upgrades would also introduce additional revenue pressures in terms of energy costs, equipment maintenance and lifecycle replacement.

5. PROPOSALS – POSSIBLE MEAL SERVICE DELIVERY MODELS

The following section of the report outlines possible service delivery models for Council to consider in order to meet the timetable and uptake increase associated with the implementation of Universal FSM in primary schools.

All proposed models would feel and look familiar for pupils. There would be no change to the front of house/counter service interface between pupils and Tayside Contracts dining staff.

All proposed models will use the same raw fresh ingredients with the only difference being the approach to preparation and distribution.

With each model, it is estimated that up to 60 new posts could be created in PKC. These staff would be employed to meet the additional on-site preparation and service of meals. There is also potential to engage with Tayside Contracts to fulfil the additional lunchtime supervision requirements that will be required. However, under Model 2, some higher graded posts (GR5) will be replaced with lower graded posts (GR3) and this contributes to the overall savings.

None of the proposed models will affect secondary school meal service as it will remain the same.

5.1 Model 1: Develop existing infrastructure and service delivery by increasing the capacity and number of production kitchens

- 5.1.1 Current infrastructure within PKC equates to 70 school-based sites, of which, a high proportion are currently operating at full/near full capacity and therefore have no ability to meet the increased demand without upgrade.
- 5.1.2 This model requires capital investment to make the necessary alterations to existing kitchen facilities, ie the upgrade of 26 production kitchens to give the required additional capacity, plus the upgrade of 4 dining centres to full production kitchens.

Benefits/Opportunities

- Creates the capacity to meet the increased demand for FSM provision within the existing PKC estate.
- Potential to create up to 60 new Tayside Contract job opportunities at grades GR5 and GR1 within PKC.

Risks/Challenges

- This option will not meet the timetable of the Universal FSM extension programme set out by the Scottish Government. It is highly unlikely that these works can be completed by August 2022, which will impact on PKC's ability to meet the deadline for the introduction of universal primary school FSM. It would also require the Council to prioritise these works against the Council's currently approved capital programme.
- Reconfiguring service arrangements for those kitchens already operating at or near full capacity will be challenging, both in terms of equipment requirements and physical working space for additional kitchen staff.
- The full cost of the necessary upgrades can only be confirmed following detailed site investigations, but it is estimated to be more than £750k capital costs with estimated loan charges of £30k borrowing costs over 50 years based on current estimate of £40k per annum per £1m. These costs would need to be funded from our existing Capital Budget or the Scottish Government funding for the introduction of Universal FSM.
- Additional costs associated with an increase in the number of transport contracts required to deliver meals to dining centres.
- Increased costs and frequency of supplier food deliveries due to limited storage capacity.
- Business continuity risk, ie running so many kitchens at full capacity would leave very little spare capacity for contingency requirements.

- Does not future proof the service for potential service expansion, such as 100% uptake of FSM, the introduction of Free Breakfasts; and it limits the potential for further efficiencies or savings.
- Council would be required to identify recurring alternative savings amounting to £450k.
- Any economies of scale associated with increased meal volumes would be negated by increased labour and transport costs, less efficient productivity and increased overhead costs associated with Tayside Contracts.

5.2 **Model 2: Switch to off-site main meal production for all PKC primary kitchens (existing production kitchens and dining centres) to Tay Cuisine delivering primary school and ELC meals to the PKC School Estate**

- 5.2.1 This model would mean that all existing PKC production kitchens would become dining centres with the main meal element (eg steak pie) being produced off-site. Supporting meal elements (eg vegetables) would still be produced on site and counter service would remain unchanged.
- 5.2.2 PKC still has the opportunity to consider joining Dundee and Angus in using Tayside Contracts Tay Cuisine model to support primary meal production. This delivery model would meet the increased production demands from August 2021 through to August 2022 and beyond and is the most cost-effective option. It delivers the £450k Council approved savings.
- 5.2.3 All produce used as part of the Tay Cuisine model is provided by the same suppliers as the conventional onsite production kitchen model. Meals are prepared from fresh and then frozen before being prepared for service at dining centres as opposed to being prepared by production kitchens and then reheated at dining centres.
- 5.2.4 This proposed model would require agreement between PKC, Dundee City Council and Angus Council in respect of PKC's contribution to join the Tay Cuisine Model.

Benefits/Opportunities

- This option will meet the timetable of the universal FSM extension programme set out by the Scottish Government.
- Provides the greatest economies of scale, delivering maximum opportunities for efficiencies to PKC through collaborative working and reducing overall unit cost per meal.
- Potential to create up to 60 new Tayside Contract job opportunities within PKC at grade GR1.

- Dundee City Council and Angus Council have already moved to the Dundee based Tay Cuisine model and this is successfully meeting the requirements for their school meal services.
- Creates the capacity to meet increased demand for Universal FSM provision by August 2022 for all three Councils.
- Revenue and Capital cost contributions will need to be confirmed but are estimated at a third share of £1.9m and estimated loan charges of £49k per annum. These revenue and capital costs would be met from the saving achieved by moving all production kitchens to this model.
- Enhanced food safety through '*positive release*', the process of ensuring all elements of the meal meet the required nutritional and quality standards prior to release for use (this can only be achieved with a cook-freeze service).
- Enhanced food safety through transport of frozen meals in appropriate temperature-controlled vehicles.
- Reduced environmental impact is achieved through the reduction of daily distribution of meals by car/van/taxi against a higher number of supplier deliveries by lorry. Also, energy consumption of cooking and regenerating meals will be reduced by centralisation of production.
- Enables PKC to deliver the required approved recurring revenue saving of £450k as a result of the revised staffing structure, reduced meal costs, reduced individual daily transport costs and other efficiencies resulting from the cook freeze delivery model.

Risks/Challenges

- There would be a workforce impact to be considered in relation to the replacement of the current GR5 cook posts in primary production kitchens with a lower grade GR3 hub supervisor post within the revised establishment; and a subsequent staffing exercise would be required.

5.3 Model 3: Retain the existing production kitchens and move main meal element production off-site for all existing dining centres to Tay Cuisine delivering primary school and ELC meals to the PKC School Estate

- 5.3.1 This model would mean that the off-site main meal element production for dining centres would move from PKC production kitchens to Tay Cuisine. Supporting meal elements would still be produced on site and counter service would remain unchanged.
- 5.3.2 PKC still has the opportunity to consider joining Dundee and Angus in using Tayside Contracts Tay Cuisine model to support primary school meal production. This delivery model would meet the increased production demands for August 2022.

- 5.3.3 The existing production kitchens would continue operating in PKC until such time as the incumbent GR5 (cook) posts became vacant. At that point, production kitchens would switch to become dining centres supported by Tay Cuisine. The GR5 post at each establishment would be replaced with a GR3 post. This means that this model would meet the additional capacity requirements for the introduction of Universal FSM, but it will not deliver the £450k saving within the approved timescale.
- 5.3.4 All produce used as part of the Tay Cuisine model is provided by the same suppliers as the conventional, onsite production kitchen model. Meals are prepared and then frozen from fresh before being prepared for service at dining centres, as opposed to being prepared by production kitchens and then reheated at dining centres.
- 5.3.5 This proposed model would require agreement between PKC, Dundee City Council and Angus Councils in respect of PKC's contribution to join the Tay Cuisine Model.

Benefits/Opportunities

- This option will meet the timetables set out in the universal FSM extension programme by the Scottish Government.
- Retains the existing workforce at their current grades and has the potential to create up to 60 new Tayside Contract job opportunities within PKC at grade GR1.
- Dundee City Council and Angus Council have already moved to the Dundee based Tay Cuisine model and this is successfully meeting the requirements for their school meal services.
- Creates the capacity to meet increased demand for universal FSM provision by August 2022 for all three Councils.
- Revenue and Capital cost contributions will need to be confirmed but are estimated at a third share of £1.9m and estimated loan charges of £49k per annum. These costs would need to be funded from the Scottish Government funding for the introduction of Universal FSM.
- Enhanced food safety through '*positive release*', the process of ensuring all elements of the meal meet the required nutritional and quality standards prior to release for use (this can only be achieved with a cook-freeze service).
- Enhanced food safety through transport of frozen meals in appropriate temperature-controlled vehicles.
- Reduced environmental impact is achieved through the offset of additional daily distribution of meals by car/van/taxi against a higher number of

supplier deliveries by lorry. Also, energy consumption of cooking and regenerating meals will be reduced by centralisation of production.

- Provides future opportunities for efficiencies on an incremental basis if production kitchens move to dining centres in the future.

Risks/Challenges

- Does not deliver the approved £450k saving in the short/medium-term but will over the long term as staff leave and kitchens move to Tay Cuisine.
- Increases the management requirements for the provision of school meals as PKC will effectively be operating two distinct meal services: one based on our current model, and one based on a Tay Cuisine approach. This will result in the requirement for additional management resources in the PKC Tayside Contracts team.

5.4 Model 4: Development of a Perth and Kinross based central kitchen delivering primary school meals to PKC area only

- 5.4.1 This model requires a new build central kitchen in Perth and Kinross. This would require further detailed investigation to identify and procure a suitable site.

Benefits/Opportunities

- Enhanced food safety through '*positive release*', the process of ensuring all elements of the meal meet the required nutritional and quality standards prior to release for use (this can only be achieved with a cook-freeze service).
- Potential capacity for further expansion of the facility if other market opportunities present or policy/legislative changes require increased volume in meal provision.
- Would introduce a number of new Tayside Contracts posts within PKC.

Risks/Challenges

- The build and land project costs associated with a new-build central kitchen in Perth and Kinross is estimated at £4m (£160k per annum borrowing costs over 50 years based on current estimate of £40k per annum per £1m).
- Council would require to identify recurring alternative savings amounting to £450k to offset the fact that this model would not deliver the Council approved savings.

- The Perth and Kinross central kitchen would not be operational in time to deliver universal FSM from August 2022.
- There would be a workforce impact to be considered in relation to the introduction of some lower graded posts within the revised establishment.

6. CONCLUSION

- 6.1 Given the timetable to meet the increased demand for Universal Free Primary School Meals provision by August 2022, assessment of the four different models suggests that Model 2 or Model 3 are the only viable options. Both models would also ensure that the delivery of primary school meal provision would meet any further increased volume in meal provision that future national policy developments may result in, eg the introduction of a free breakfast for those who are entitled.
- 6.2 Model 2 is the only model that offers any opportunity to deliver the previously approved £450k Council savings whilst also meeting the increased demand from the introduction of Universal FSM.
- 6.3 Model 2 has been assessed as being the most efficient from an operational management perspective and the model which would deliver best value for PKC.
- 6.4 Model 2 offers the greatest opportunity for collaborative working, under a shared approach, between the three Councils and Tayside Contracts to explore opportunities around procurement at scale for local food sourcing sustainable delivery models, economies of scale and carbon reduction measures.
- 6.5 Dundee and Angus Councils have successfully rolled out the Tay Cuisine approach with no impact on meal uptake. Feedback from the Dundee City Council and Angus Council catering teams is that there is no difference in meal quality. Education Staff and pupils in Dundee and Angus have commented that the quality of meals provided under the Tay Cuisine approach has improved. The Tay Cuisine approach has ensured that all elements of the meal are prepared to the required Scottish Government nutritional and quality standards prior to release for use.
- 6.6 All associated reductions in staffing have been delivered in Dundee and Angus without any need for compulsory redundancies. It is estimated that all of the proposed models could create up to 60 new GR1 posts. Model 2 offers the most cost-effective option in terms of workforce costs. Model 3, whilst deliverable, will increase the management resources required to manage the two different supply and distribution approaches.

6.7 The following Table 1 summarises the key points of each model:

Model	Negative Impact on TC Staffing	Positive impact on TC staffing Creates additional posts in PKC TC workforce	Delivers efficiencies in sustainability such as reduced meal transport requirements and food production energy reductions	Impact on Revenue or Capital Budget and Programme	Deliverable in required timetable	Delivers £450k approved saving
Model 1	No	Yes - 60	No – Increases the number of individual meals being transported by Taxi etc, increases energy consumption in meal preparation	Yes – Major kitchen upgrade programme required	No	No
Model 2	Yes - Replaces a number of GR5 Cook posts with GR3 Hub Supervisor Posts across PKC TC workforce	Yes – 60	Yes – Reduced energy consumption in production of meals and reduced transport requirements	Yes – Impact on revenue budget in respect of contribution to Tay Cuisine – funded from overall saving	Yes	Yes
Model 3	Not in the short term but as staff move on GR5 posts will be replaced with GR3 posts	Yes – 60	Some in terms of transport but less in terms of meal production	Yes – Impact on revenue budget in respect of contribution to Tay Cuisine	Yes	No
Model 4	Yes – TBC	Yes – TBC	No – although there will be savings achieved through reduced transport these will be offset by the energy use of a standalone PKC CPU Facility	Yes – Land purchase costs and anticipated construction costs	No	No

Additional Notes for Table 1:

- TC definition – Tayside Contracts
- Whilst Model 2 incurs capital costs (loan charges estimated at £49k per annum), these can be funded from the savings achieved from this model.
- Only Model 2 delivers the approved £450k saving.
- Model 2 will deliver the most efficient solution.
- Model 2 results in the downgrading of approximately 35 TC posts. TC have indicated that this can be achieved through workforce management, voluntary early redundancy, and no compulsory redundancies.

7. RECOMMENDATIONS

7.1 It is recommended that Council:

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

Author

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Approved

Name	Designation	Date
Sheena Devlin	Executive Director (Education and Children's Services)	16 June 2021

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All Council Services can offer a telephone translation facility.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Community Plan/Single Outcome Agreement

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

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

This report relates to Objective No. (i).

Corporate Plan

- 1.2 This section sets out how the proposals relate to the achievement of the Council's Corporate Plan Objectives.

- (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.

This report relates to Objective No. (i).

- 1.3 The report also links to the Education & Children's Services Vision, Values and Priorities in respect of the following key Priority area:

- Health and Wellbeing

2. Resource Implications

Financial

- 2.1 The financial implications of the introduction of Universal FSM can only be fully assessed once the preferred option has been agreed. However, only Model 2 will achieve the Council approved £450k revenue saving in line with the timeline agreed as part of the budget process.
- 2.2 PKC have received initial funding of £775k for 2021/22 to cover loss of income from paid meals, additional meal payments to Tayside Contracts, additional supervision costs and any infrastructure/equipment requirements.

The Scottish Government have indicated that they will undertake further survey work with local authorities on potential capital and infrastructure costs (including potential administration and staffing requirements) of the overall programme, but no further funding has yet been confirmed.

Model 4 carries significant additional unbudgeted Capital and Revenue costs compared to the other three options.

The Head of Finance has been consulted on the content of this report and further consultation will take place once the preferred model has been agreed.

Workforce

- 2.2 Workforce overview:

- The introduction of Universal FSM will increase the overall number of Tayside Contracts posts in Perth and Kinross.
- If Model 2 is taken, it is anticipated that approximately 35 Tayside Contracts GR5 posts will be replaced with GR3 posts. This figure can only be confirmed on completion of a detailed staffing exercise. In Dundee and Angus, similar exercises have been completed with no compulsory redundancies and changes will be achieved through natural employee turnover, voluntary redundancies and workforce planning which would ensure that only temporary employees were engaged in positions which would not be required in the longer term.

- All of the models will see an increase of the PKC Tayside Contracts workforce with final numbers and grades being dependant on the model taken forward.

Asset Management (land, property, IT)

- 2.3 Only Model 4 has an impact in terms of land and property. As this is the least viable option, this has not been considered any further at this time.

Should Model 4 be the preferred option, further consultation will be required with Property Services and Estates.

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.

The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome: Assessed as **relevant** and the following positive outcomes expected following implementation:

- Increased entitlement to FSM to all primary school pupils; and
- Removal of stigma around FSM for P4 to P7 pupils.

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.

This section reflects that 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 Under the provisions of the Local Government in Scotland Act 2003, the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change (Scotland) Act 2009 the Council also has a duty relating to climate change and, in exercising its functions must act:

- In the way best calculated to delivery of the Act's emissions reduction targets.
- In the way best calculated to deliver any statutory adaption programmes.

- In a way that it considers most sustainable.

3.3.1 Models 2 and 3 will potentially deliver sustainable benefits in terms of energy reduction and carbon production.

Legal and Governance

3.4 Legal and Governance Services have been consulted in the preparation of this report and have not identified any relevant legal implications.

3.5 N/A

Risk

3.6 Risks have been identified in the body of the main report and a detailed Risk Profile will be developed once the preferred model is agreed.

4. Consultation

Internal

4.1 Head of Property Services, Legal Services and Education & Children's Services Finance and Governance Manager have been consulted in the preparation of this report.

External

4.2 Tayside Contracts have been consulted in the preparation of this report.

5. Communication

5.1 An appropriate and full communications plan will be developed subject to which model is selected.

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 – School Meal Uptake by Local Authority (2018)
(Healthy Living Survey)

Appendix 2 – Tay Cuisine Off-site Meal Production Potential Benefits

School Meal Uptake by Local Authority (2018)

Percentage of primary pupils taking school meals			
Local Authority	P1-P3 (FSM)	P4-P7	2018 P1-P7
Shetland Islands	94.5	69.9	80.4
Orkney Islands	87.7	74.4	79.7
Na h-Eileanan Siar	85.2	73	78
Inverclyde	73.9	77.4	75.9
Aberdeenshire	85.1	61.3	71.5
Midlothian	87.1	57.4	70.7
East Renfrewshire	84.8	59.8	70.6
Argyll & Bute	84.6	60.1	70.5
Dumfries & Galloway	88.4	57.4	70.2
Perth & Kinross	82.8	53.7	66.2
Angus	83.2	52.5	65.4
Moray	81.6	52.9	65.1
Scottish Borders ¹	85.6	49.5	64.8
Dundee City	75.2	53.8	63.1
Falkirk	82.1	48.9	62.9
Aberdeen City	75.2	52.8	62.8
South Lanarkshire	81	49	62.7
Glasgow City ¹	80.7	48.1	62.6
North Ayrshire	79.5	50.1	62.4
South Ayrshire	80.2	47.5	61.4
North Lanarkshire	83.4	44.2	60.7
Clackmannanshire	71.9	51.8	60.5
Stirling	78.3	46.7	59.9
West Lothian	76.1	47.5	59.6
Fife ¹	77.2	45.9	59.3
East Ayrshire ¹	72.3	48.2	58.6
Highland	75.5	42.5	56.5
East Dunbartonshire	81.5	37	56
West Dunbartonshire ^{1,2}	69.6	44.8	55.3
East Lothian	76.8	34.6	52.9
Renfrewshire	73.4	36.7	52.6
Edinburgh, City of	75.1	33.1	52
Scotland	79.6	48.5	61.9

**Percentage of secondary pupils taking
school meals combined (FSM + Paid)**

Na h-Eileanan Siar	70.4
Orkney Islands	69.4
East Renfrewshire	63.1
Midlothian	62.3
Shetland Islands	62.1
Perth & Kinross	60.6
Inverclyde	60.4
Clackmannanshire	57.9
Angus	57.3
Highland	56.7
West Lothian	53.9
Dumfries & Galloway	52.0
Dundee City	50.3
North Ayrshire	50.0
Aberdeenshire	49.6
South Lanarkshire	48.9
Scottish Borders	48.8
West Dunbartonshire	46.3
Argyll & Bute	46.2
East Dunbartonshire	46.1
Grant Maintained	45.6
Stirling	45.0
Falkirk	44.5
East Lothian	41.3
Fife	39.7
Aberdeen City	38.1
Moray	37.3
Glasgow City	36.1
East Ayrshire	36.1
South Ayrshire	35.0
Renfrewshire	33.8
North Lanarkshire	25.8
Edinburgh, City of	21.7
Scotland¹	43.9

Tay Cuisine Off-site Meal Production Potential Benefits

1. Standardised food quality
Food quality is more effectively controlled in a single Tay Cuisine model than in multiple production units.
2. Improved food safety
Overall food safety is easier to manage in one central location as there are fewer opportunities for cross contamination. Uncooked food would be removed from current primary production kitchens.
3. Improved economies of scale
Setting production for large scale preparation of single menu items would maximise economies of scale by increasing the meals produced per hour, yield per employee, and reduced ingredient costs through less waste.
4. Greater efficiency by sweating the production assets
Most property, plant and equipment costs for Tay Cuisine are fixed, whether the property, plant or equipment is used five days a week for one single shift or seven days per week, twenty four hours per day. Therefore, using the building and equipment to full capacity will reduce the unit cost of each meal.
5. Reduction in capital outlay for new primary kitchens
The floor area required to accommodate a regeneration unit and food service area is smaller than the floor area required for a full production kitchen which will produce a saving of in future build costs.
6. Reduction in capital outlay for equipment and infrastructure
A regeneration kitchen needs significantly less equipment and services compared with a production kitchen.
7. Reduction in kitchen equipment service contracts, maintenance and life cycle replacement.
8. Production kitchens require specialist service contracts for various pieces of plant, equipment and installations. In addition to their regular maintenance, some of this equipment requires statutory inspections and servicing. Regeneration kitchens require far less complicated equipment, with minimal servicing needs and are therefore less expensive.
9. Greater capacity, more efficient, production equipment
The Tay Cuisine model would be set up to produce single menu items. This would take full advantage of the production equipment's larger capacity, maximising production output and cost efficiency. Potentially, production equipment could operate twenty-four hours, seven days a week.
10. Wider menu choice
Lower volume menu items will be manufactured, then frozen and stored until required, allowing menu items with lower demand to feature in the menu.

11. Meal shelf life of up to 18 months
Menu items can be stored for twelve to eighteen months, giving improved menu choice and flexibility.
12. Easier compliance with special diets
Special diets can often be more expensive to produce due to the small numbers. The Tay Cuisine model would improve economy by allowing for batch production of special diet meals, which would then be stored until required.
13. Reduced waste at production
Producing large batches of single menu items reduces waste at production, due to the larger quantities of one menu item produced and portioned. Multiple production units producing small batches are more wasteful.
14. Reduce waste at point of service
Various sizes of multi-portion frozen containers will allow for the correct number of meals to send to hubs and regenerated for each establishment. More precise portion control will result in reduced waste at point of service.
15. Nutritional quality
Freezing immediately after cooking locks in goodness, flavour, vitamins and minerals. This method of food production has been in place in the hospitality and care sectors for many years and is increasingly used due to technological advances.
16. Nutritional standards are easier to maintain
A single production unit will allow for the highest levels of compliance with approved recipes and production methods. Multiple production kitchens increase the risk of deviation from recipes and production methods.
17. Easier to store, manage and handle stock
'Just in time' production methods will allow maximum efficiency in stock control and handling. Also, reduced space will be required for storage and the 'investment' in stock will reduce.
18. Energy savings
A Tay Cuisine Model should be more energy efficient than multiple production units, due to larger batch sizes and more efficient equipment, even when taking into account meal storage.
19. Environmental benefits
Environmental benefits arise from a reduction in food miles as there will be fewer deliveries by various suppliers to primary kitchens. In addition, there is a reduction in the carbon footprint due to the more energy-efficient production method.
20. Business continuity
Business continuity is improved as interruptions to utilities immediately affects production in kitchens, however the Tay Cuisine model production is typically at least 2 or 3 days 'in front' of the menu, allowing production to catch up if interrupted.
21. Civil emergencies
A Tay Cuisine model method of service delivery would improve the Councils' capacity for a quick and effective response to civil emergencies.

22. Higher productivity

More than twice as many meals can be produced using cook freeze methods per labour hour than standard production methods.

23. Long term viability

Many large-scale, well regarded catering businesses are benefiting from cook-freeze service models. Standing still within a food service environment is dangerous for the service's continued success. Food service providers must continually take advantage of innovation within the industry to protect the medium to long term viability of their business.

24. Maintains the ethos of 'Better Eating Better Learning'

Maintaining quality and choice preserves the ethos of 'Better Eating Better Learning' by sustaining and increasing meal uptake and improving the dining experience.

PERTH AND KINROSS COUNCIL

23 JUNE 2021

REVIEW OF STANDING ORDERS

Report by Interim Chief Executive (Report No. 20/103)

PURPOSE OF REPORT

This report presents the revised Standing Orders for approval.

1. BACKGROUND / MAIN ISSUES

- 1.1 The Council is required to adopt Standing Orders for the regulation of the business of the Council in terms of Paragraph 8, Schedule 7 of the Local Government (Scotland) Act 1973. The current [Standing Orders](#) were last formally reviewed in March 2018 and, in terms of good governance, a further review has taken place.
- 1.2 A report was submitted to the Council's Modernising Governance Member/Officer Working Group in August 2019 seeking initial feedback on revisions to the current standing orders. As a result of having to direct resources and prioritise activities to respond to the global COVID-19 pandemic however, further work on the revision of the Council's Standing Orders was delayed.
- 1.3 Since March 2020, the Council has had to adapt its processes and procedures to ensure the delivery of operational services and effective decision-making in these challenging and unprecedented times. A substantial element of council business has been and continues to be conducted on-line during this time. Standing Orders have had to be significantly changed therefore, from what was previously anticipated, to ensure that they are fit for purpose in the current virtual environment and can support new ways of working in the future.
- 1.4 As part of the consultation exercise on the Standing Orders a workshop for all elected members was held in 2020. The proposed changes have been shaped and considered in detail over the course of several meetings of the Governance Member/Officer Working Group from autumn 2020.

2. PROPOSAL

- 2.1 The sections below summarise the proposed changes that are made to the standing orders (detailed in Appendix 1):
 - The different sections of the standing orders (SO) have been re-named and re-ordered in their entirety to assist with the flow of the document and for ease of reference both out with and during meetings.

- Expanded list of definitions to assist with the operation of the Standing Orders and Scheme of Administration.
- Clarity provided over training requirements for membership of certain committees (Section 6).
- Clarity on the role of the Convener and Vice-Convener (Section 7).
- Revised order of business for meetings to deal with substantive ordinary business of the agenda before additional political business items (Section 11)
- Minutes of committees no longer submitted to Council meetings for noting to assist with timescales for scrutiny of main business.
- Use of Points of Clarification / Points of Order / clarification from officers set out (Section 16).
- More detailed procedures on motions, amendments and voting to assist with the decision making process (Sections 18 and 21).
- Further timescales set out on contributions from Councillors at meetings (Section 19).
- Procedures confirmed based on current practice for the annual setting of the revenue and capital budgets (Section 19).
- Rules on conduct at meetings set out (Section 26).
- Appendix 1 is a reference to categories of exempt information.
- Appendix 2 sets out a protocol for the consideration of deputations.
- Appendix 3 is being further developed and will set out a protocol for the consideration of petitions.
- A protocol for virtual Council and committee meetings that has been developed as part of new ways of working following COVID-19 is included as Appendix 2 to this report. The protocol has previously been subject to considerable discussion and feedback from all political groups. It is proposed that at present the protocol continues to be used as best practice for virtual meetings and is published on the Council website. It is anticipated that further revisions to the standing orders that would incorporate elements of the protocol will be required in due course as part of a transition to Hybrid meetings.

3. CONCLUSION AND RECOMMENDATION

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

Author

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Approved

Name	Designation	Date
Barbara Renton	Interim Chief Executive	16 June 2021

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	N/A
Corporate Plan	N/A
Resource Implications	
Financial	N/A
Workforce	N/A
Asset Management (land, property, IST)	N/A
Assessments	
Equality Impact Assessment	N/A
Strategic Environmental Assessment	N/A
Sustainability (community, economic, environmental)	N/A
Legal and Governance	Yes
Risk	N/A
Consultation	
Internal	Yes
External	No
Communication	
Communications Plan	N/A

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

3.1 Equality Impact Assessment

N/A

3.2 Strategic Environmental Assessment

N/A

3.3 Sustainability

N/A

Legal and Governance

3.4 The Head of Legal and Governance Services has been consulted on the contents of this report.

3.5 Risk

N/A

4. Consultation

Internal

4.1 The revised standing orders have been discussed by the Executive Officer Team, the Governance Member/Officer Working Group and were also considered at a workshop for all elected members.

5. Communication

5.1 The Council's Standing Orders are available via the Council's website.

2. BACKGROUND PAPERS

N/A

3. APPENDICES

Appendix 1: Revised Standing Orders

Appendix 2: Protocol for Virtual Meetings



STANDING ORDERS FOR THE REGULATION
OF PROCEEDINGS AND BUSINESS
OF PERTH & KINROSS COUNCIL

Council Building
2 High Street
Perth PH1 5PH

Effective from TBC

Index in Alphabetical Order – TO BE UPDATED

Appendices:

- 1. Categories of Exempt Information**
- 2. Protocol for Deputations**
- 3. Protocol for Petitions (to follow)**

DRAFT

PERTH & KINROSS COUNCIL

STANDING ORDERS

For the regulation of the business of Perth & Kinross Council, made in terms of Paragraph 8 of Schedule 7 to the Local Government (Scotland) Act 1973.

Section 1: General

Interpretation

- 1.1 The Interpretation Act 1978 applies to the interpretation of these Standing Orders as it would to the interpretation of an Act of Parliament.

Definitions

- 1.2 In these Standing Orders the following words and expressions will have the following meanings:

- **"Amendment"** an alternative proposal to a motion.
- **"The Administration"** means the ruling political group or groups in relation to strategic leadership and direction, as agreed by Council.
- **Chief Executive'** means the Chief Executive appointed by the Council.
- **'Convener of the Council'** means the councillor who is appointed to Chair the Council (otherwise referred to as "the Provost")
- **'Convener'** means the councillor appointed to chair any Committee or Sub-Committee meeting.
- **'Council'** means the Perth & Kinross Council incorporated under the Local Government etc. (Scotland) Act 1994.
- **'Councillor'** means a councillor duly elected in terms of Section 33A of the Local Government (Scotland) Act 1973.
- **'Exempt information'** is information categorised and defined by Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as set out in Appendix 1 of these Standing Orders
- **'Member'** means a person appointed as a member of that Committee or Sub-Committee whether entitled to vote or not.
- **'Motion'** means a proposed action or set of actions that the Council is suggested to undertake.
- **"Opposition"** is the collective term for all elected members who are not part of the Administration.
- **"Ordinary business items"** unless stated otherwise, means those items of business, (excluding political business items) on the agenda for any Council, Committee or Sub-Committee meeting
- **"Point of Order"** is a verbal objection made to the Convener that a statement or proposed procedure or action at the meeting may be in breach of the law, Standing Orders or the Councillors' Code of Conduct.

- **"Political business items"** means motions in respect of which formal notice has been given in terms of Standing Orders 10.1 and 10.2 and which have been included on the agenda for any Council, Committee or Sub-Committee meeting.
- **'Quorum'** is the minimum number of councillors required to be present to enable the meeting to deal with the business
- **'Reserved matters'** are those matters which must be determined by full Council as set out in the Council's Scheme of Administration.
- **'Sederunt'** is list of those in attendance at a meeting
- **"Urgent business items"** means those items which the Convener decides must be considered as a matter of urgency, in terms of Section 50B (4)(b) of the Local Government (Scotland) Act 1973
- **'Vice Convener of the Council'** means the councillor who is appointed to be the Vice Chair of the Council (hereinafter referred to as "the Depute Provost")
- **Vice Convener** means the councillor who is appointed to be the Vice Chair of any Committee or Sub-Committee.

Section 2: Application

- 2.1 These Standing Orders will apply with effect from the date of the Council Meeting at which they were approved. For virtual Council and Committee/Sub-Committee meetings, reference is also made to the protocol/guidance note for both elected members and officers on virtual meetings [\(link to be added\)](#).
- 2.2 These Standing Orders will also apply to Committees and Sub-Committees, unless otherwise stated.
- 2.3 Any reference to Convener of the Council or Vice Convener of the Council will be read as Convener or Vice Convener of the respective Committees and Sub-Committees when applying these Standing Orders.
- 2.4 Unless specified otherwise, any reference to the Chief Executive shall also apply to their representative.
- 2.5 Any reference to the Head of Legal and Governance Services shall also apply to their representative.
- 2.6 These Standing Orders will also apply to Council, Committee and Sub-Committee meetings which are held virtually.
- 2.7 No alteration of the Standing Orders will be made without:
 - (a) notice of intention being given at one meeting of the Council to be discussed at the following one, agreed by a majority of the councillors present and voting: **or**
 - (b) a report submitted to any meeting of the Council by the Chief Executive proposing alterations.
- 2.8 Standing orders may be suspended, in relation to any item of business on the agenda for that meeting, by way of a motion insofar as:

- a) to do so is not inconsistent with any statutory provisions; and
- b) two-thirds of the councillors of the Council or Committee present agree to do so by roll call vote.

Section 3: Business to be Transacted at the First Meeting of the Council following a Local Government Election.

- 3.1 The Chief Executive, in their capacity as Returning Officer, will call a meeting of the Council within 21 days of the date of the local government election. The Chief Executive will decide the date, time and venue for this meeting.
- 3.2 At the first meeting, the Chief Executive, in the capacity of Returning will assume the chair until the Convener is elected, and the following business will be transacted: -
 - a) to elect from among the councillors of the Council, the Convener of the Council, who will be known as the Provost
 - b) to note the election of councillors
 - c) to elect a Vice-Convener of the Council, who will be known as the Deputy Provost
 - d) to agree which political party(ies) shall form the Administration
 - e) to elect a Convener and Vice-Convener(s) of each of the Committees of the Council
 - f) to appoint councillors of the Committees
 - g) to appoint councillors to the Licensing Board
 - h) to appoint / nominate councillors to represent the Council on Joint Boards; Joint Committees of the Council and other local authorities, and outside bodies on which the Council is entitled to be represented
 - i) to agree a scheme for the division of councillors' remuneration
 - j) to agree a timetable of meetings of the Council
 - k) to deal with any other business specified in the notice calling the first meeting of the Council

Section 4: Term of Office of Provost and Deputy Provost of the Council

- 4.1 The Provost and Deputy Provost will normally hold office until the next ordinary election of the Council unless they cease to be councillors of the Council before that date.
- 4.2 The Provost or Deputy Provost may be removed from office before the date of the next ordinary election of the Council, provided that two thirds of the councillors of the Council present so decide.
- 4.3 Notice of any motion to remove the Provost or Deputy Provost from office must be intimated at a meeting of the Council for consideration at the next scheduled Council meeting.

Section 5: Decision Making Framework

- 5.1 The Council's Scheme of Administration sets out where responsibility for decision making sits in respect of any function of local government business.

- 5.2 Any reserved matters will be determined by the full Council.
- 5.3 In respect of non-reserved matters, the Council will appoint such Committees and Sub-Committees as they consider necessary.
- 5.4 The Scheme of Administration will set out:
- a) the functions delegated to a particular Committee or Sub-Committees
 - b) constitution and membership of the Committees and Sub-Committees
 - c) the functions which are delegated to officers.
- 5.5 Notwithstanding that any matter has been delegated to a Committee or Sub-Committee in terms of the Scheme of Administration, prior to any discussion taking place on an item of business contained in the meeting agenda, the Committee or Sub-Committee may decide (by a simple majority of the voting members present at the meeting), not to exercise their delegated powers in relation to that item of business. In which case, the item of business will appear on the agenda for the next available meeting of the Council or if appropriate, the relevant Committee which appointed the Sub-Committee.

Section 6 –Membership of Committees and Sub-Committees

- 6.1 In appointing councillors to Committees and Sub-Committees, the Council will, so far as is reasonably practicable, give effect to the principles regarding political balance set out in the Local Government and Housing Act 1989.
- 6.2 Councillors will be appointed to Committees at the first meeting of the Council after the ordinary local government election. It will, however, be competent for the Council to vary the membership at any time, provided that the principles regarding political balance referred to in Standing Order 6.1 are maintained.
- 6.3 Councillors who are appointed to any Committee or Sub-Committee which are quasi-judicial in nature (as specified in 24.3 below) will be required to undertake the relevant training, to the satisfaction of the Head of Legal & Governance Services, prior to them taking up their position on the respective Committee or Sub-Committee.
- 6.4 Any councillor may attend a meeting of any Committee to which they have not been appointed, as an observer, subject to the same exceptions as set out in Standing Order 25
- 6.5 Subject to the provisions of Standing Order 6.3, if a member of a Committee or Sub-Committee is unable to attend a meeting, they: -
- (a) may ask another Councillor to attend that meeting as their substitute, with powers to act on their behalf
 - (b) will ensure that the substitute has access to the appropriate meeting papers; and
 - (c) will advise the Head of Legal and Governance Services accordingly in advance of the meeting.

The substitute will require to be in attendance for the duration of the meeting unless they and the standing member have agreed otherwise.

In the case of a Sub-Committee, the substitute will be a member of the parent Committee.

Section 7: Role of the Convener and Depute Convener in meetings

- 7.1 The Convener, or in the absence of the Convener, the Vice Convener, will chair the Council meeting. If both are absent, the Council will appoint another councillor to preside at the meeting.
- 7.2 Subject to 7.1, the Convener, with appropriate advice from the Head of Legal & Governance, will decide all matters of procedure and their ruling shall be final.
- 7.3 Subject to 7.1, the Convener may determine that the Vice Convener will lead discussion on any item(s) of business on the agenda, however it remains for the Convener to determine matters under 7.2 above.
- 7.4 In relation to Committee and Sub-Committee meetings, the provisions of this section similarly apply to the role of Convener and Vice-Convener. Where neither the Convener or Vice Convener of a Committee or Sub-Committee is available, it is for the Committee/ Sub-Committee to appoint another member to chair the meeting.

Section 8: Calling of Meetings

- 8.1 Ordinary meetings of the Council will be held in accordance with a programmed cycle of meetings as agreed annually by the Council. Any subsequent changes to the date or time of meetings must, where possible, be approved by the Council, failing which the change must be approved by the Convener.
- 8.2 A meeting will be deemed to be called once formal notice of the following has been given to every councillor of the Council by the Chief Executive:
 - a) the date of the meeting
 - b) the time of the meeting
 - c) the venue where the meeting is to be held; and
 - d) the business to be transacted (the "Agenda").
- 8.3 The Chief Executive will give every councillor formal notice of any meeting, at least six days before the date of the meeting, unless special circumstances require the meeting to be convened at shorter notice. It will be for the Convener in consultation with the Chief Executive, to determine whether there are special circumstances.
- 8.4 In addition to the ordinary meetings of the Council, the Chief Executive will call a special meeting of the Council in the following circumstances:
 - (a) in response to a resolution of the Council; **or**
 - (b) on being required in writing so to do by the Convener; **or**

- (c) on receiving a request in writing for that purpose specifying the business proposed to be transacted at the meeting signed by ten councillors of the Council.

As regards meetings under 8.4 (a) and (b) above, these shall be held within fourteen days of receipt of the request and will deal only with the business specified in the request.

- 8.5 Notwithstanding 8.4 above, a special meeting of the Council will be scheduled each year to set the Council's revenue budget, on such date as agreed with the Convener in consultation with the Chief Executive.
- S Special meetings of Committees will be held on such dates and times as the respective Conveners of these Committees may determine in consultation with the Head of Legal and Governance Services.

Section 9: Protocol for Considering Business

- 9.1 Meetings of the Council, Committees or Sub-Committees are ordinarily held in the Council Chamber at 2 High Street, Perth. These meetings are open to the public in terms of Section 50A of the Local Government (Scotland) Act 1973 and are generally recorded for broadcast online after the meeting (except for the Licensing Committee).
- 9.2 In terms of Section 50A of the Local Government (Scotland) Act 1973, unless the Council, Committee or Sub-Committee decide otherwise, the taking of photographs of any proceedings at a meeting or the making of any public commentary on any proceedings as they take place, will not be permitted.
- 9.3 An item of business will not be considered at a meeting of the Council unless either:
 - (a) a copy of the agenda including reports* has been open to inspection by members of the public for at least three working days before the meeting or, where the meeting is convened at shorter notice, from the time the meeting is convened; or
 - (b) by reason of special circumstances, which will be specified in the minutes, the Convener is of the opinion that, in terms of Section 50B (4)(b) of the Local Government (Scotland) Act 1973, the item should be considered at the meeting as a matter of urgency.

* excluding those reports which, in the opinion of the Head of Legal and Governance Services should not be considered while the meeting is open to the public as provided for in terms of Section 50B (2) of the Local Government (Scotland) Act 1973 – (see **Appendix 1** to these Standing Orders).

- 9.4 The quorum for a meeting of Council will be one fourth of the councillors and no business will be transacted unless the quorum is present.
- 9.5 If, within ten minutes of the time appointed for a meeting of the Council, a quorum is not present, the Convener will adjourn the meeting to a time fixed then or as soon as

practicable afterwards. In the event of the Convener being among those absent, the Vice-Convener, or in their absence also, the Head of Legal and Governance Services, will bring the meeting to an end. It shall be formally recorded in the minute of the meeting that, due to the lack of the necessary quorum, no business was transacted. The meeting will then be reconvened at the earliest possible future date.

Section 10: Notices of Motion (political business items)

- 10.1 Every notice of motion will be in writing and will be signed by the councillor giving the notice and counter-signed by at least one other. If the notice is sent via e-mail, then an email will be sent by the councillor submitting the motion and a further email then sent by the councillor seconding the motion.
- 10.2 A notice of motion which has not been received by the Head of Legal and Governance Services by 12 noon on the fourteenth day prior to the day fixed for any meeting of the Council, Committee or Sub-Committee, will not be included in the agenda for such meeting and will not be moved at such meeting.
- 10.3 Standing Orders 10.1 and 10.2 will not apply in a case where the Convener decides, in terms of Section 50B(4)(b) of the Local Government (Scotland) Act 1973, that the matter is one of urgency in terms of Standing Order 9.3(b).

Section 11: Order of business

- 11.1 At an ordinary meeting of the Council, the order of business (unless otherwise agreed by the Council at the meeting) will be: -
 - (a) Sederunt
 - (b) Notification of apologies
 - (c) Declarations of Interest in terms of the Councillors' Code of Conduct
 - (d) Requests for Deputations
 - (e) Consideration of Petitions
 - (f) Urgent business items
 - (g) Approval of the accuracy of the minute of the previous meeting
 - (h) Ordinary business items
 - (i) Political business items
 - (j) Business expressly required by Statute
- 11.2 Upon a request to consider any item of political business, which has been accepted onto the agenda, at an earlier point in proceedings, the Convener will seek the agreement of Council, in the absence of which they will put the matter to simple majority vote without further discussion.

Section 12: Declarations of Interest

- 12.1 Councillors who consider that, in terms of the Councillors' Code of Conduct ([link to be added](#)), they have a financial or non-financial interest in any matter being considered at a meeting of the Council, are required to declare that interest, unless the requirement to declare an interest has been removed or excluded by way of a dispensation issued by the Standards Commission for Scotland.
- 12.2 Any member of a committee or sub-committee, who is not a councillor, must similarly declare whether they have a financial or non-financial interest in any matter being considered at the meeting.
- 12.3 A member who has declared a financial interest will leave the meeting when that matter is under consideration.
- 12.4 A member who has declared a non-financial interest, but who deems that such an interest is not significant, may decide to continue to take part in the proceedings at their own discretion.

Section 13: Deputations

- 13.1 The protocol for deputations is set out in **Appendix 2**.

Section 14: Petitions

- 14.1 The protocol for the consideration of petitions is set out in **Appendix 3 (to follow)**.

Section 15: Approval of Minutes

- 15.1 The minutes of meetings will be submitted to the next scheduled meeting for approval of their accuracy as a record of the meeting and the decisions reached.
- 15.2 Any motion to challenge the substantive accuracy of the minute of a meeting should be intimated in writing to the Head of Legal and Governance Services at least two working days prior to the meeting at which the minute is to be considered.
- 15.3 Minor or typographical errors if identified and accepted, will be noted by the Convener and the minute will be amended accordingly.

Section 16: Consideration of Business items

- 16.1 With the exception of quasi-judicial committees, in respect of each substantive item of business the order of discussion will be: -
- Introduction
 - questions
 - motion
 - amendment(s)

- comments/discussion
- summing up
- vote.

16.2 Points of clarification

- 16.2.1 From the point of view of the public being able to follow the discussion, it is important that the discussion is structured. It is more important however that councillors have the right information to enable them to make the best decisions. If, in considering an item of business, councillors require further information they can raise a point of clarification during any part of the proceedings.
- 16.2.2 Where during discussion, a councillor considers that there has been a factual misunderstanding of their comment (not simply a difference of opinion) they can seek permission from the Convener to make a point of clarification.
- 16.2.3 Where officers consider that additional factual information or clarification in relation to a particular issue is required to further assist councillors in their deliberation, they can seek permission from the Convener to provide such information or clarification at any point in the meeting, except during any submissions from a deputation.

16.3 Points of order

- 16.3.1 Any Member may raise a point of order at any point in the meeting, and must specify which Standing Order, law or section of the Councillors' Code of Conduct will be, or has been, breached.
- 16.3.2 Any councillor who is addressing the meeting when a point of order is raised will stop speaking until the question has been decided by the Convener.
- 16.3.3 No other councillor may speak to the point of order unless with permission of the Convener.
- 16.3.4 The Convener shall determine the point the order and their decision be final.

16.4 Questions

- 16.4.1 The Convener will try to ensure that all councillors who wish to, have an opportunity to ask questions.
- 16.4.2 Where councillors wish to ask several questions, they should indicate this to the Convener, who will determine how best to manage these within the time constraints of the meeting.
- 16.4.3 To make sure that all councillors get an opportunity to raise their questions, the Convener will decide the order in which questions will be taken.

16.4.4 Notwithstanding the above, a Councillor may ask a supplementary question which is directly related to the officer response, with permission from the Convener.

16.4.5 Questions and answers should be succinct and relevant to the business item under consideration.

Section 17: Procedural Motions

17.1 A Procedural Motion is a motion on the procedure being proposed or undertaken at the meeting, including, but not restricted to: -

- Proposing that an item be deferred to a later date
- Moving exempt business to the public section of the agenda
- Proposing that an item be referred to another Committee or directly to full Council
- Proposing that no further discussion or questioning take place
- Proposing the suspension of a Standing Order.

17.2 A Procedural Motion must be moved and seconded. If a Procedural Motion is not seconded, it will fall and this will be recorded in the minute.

17.3 When a Procedural Motion has been moved and seconded, it will be put immediately to a simple majority agree/disagree vote, without any discussion, except for a motion to suspend Standing Orders in accordance with 2.6 above.

Section 18: Motions and Amendments

18.1 To assist with the flow of business at the meeting, every proposed amendment relating to an ordinary business item should, where practicable, be submitted to the Head of Legal and Governance Services by 12.00 noon on the day prior to the meeting.

18.2 The Convener will determine whether a motion or amendment is competent and relevant, with advice from the Head of Legal & Governance Services.

18.3 A motion or amendment moved but not seconded, or which has been ruled by the Convener to be incompetent will not be put to the vote but will be recorded in the minute.

18.4 The Convener will invite any relevant officer to address the meeting on the implications (e.g. operational, financial, policy etc.) of any motion or amendment.

18.5 A motion or amendment is incompetent if it would require the incurring of expenditure and the source of funding cannot be identified.

18.6 The mover of a motion or amendment cannot identify the use of reserves as the funding source without first obtaining advice from the Head of Finance.

- 18.7 The mover and seconder of any motion or amendment, can make minor alterations to their respective motion or amendment, with the consent of the Convener.
- 18.8 A motion or amendment once moved and seconded, will not be withdrawn without the consent of the mover and seconder.
- 18.9 If a motion or amendment is withdrawn, the mover and seconder can move or second and speak in support of a further motion or amendment.
- 18.10 The Convener may choose to conjoin motions or amendments which are not inconsistent with each other, with advice from the Head of Legal and Governance Services.
- 18.11 Where there is more than one amendment put forward, the movers of the amendments will be invited by the Convener to consider conjoining all or any of their amendments into a single amendment, which if agreed will be put against the motion.
- 18.12 The mover and seconder of the motion can choose to accept a proposed amendment, in full or in part, which shall then be incorporated to form the substantive motion.

Section 19: Contributions from councillors

- 19.1 No councillor will speak in support of a motion or amendment until it has been seconded.
- 19.2 Any councillor wishing to speak at any meeting of the Council will indicate this by raising their hand and, when invited to do so by the Convener, will stand (if they are able to) and address the meeting using the microphone.
- 19.3 Subject to the provisions below, no councillor may speak for more than three minutes in the discussion, except with the permission of the Convener, and subject to a maximum of five minutes.
- 19.4 The mover and seconder of any motion or amendment, shall be entitled to speak for a combined total of ten minutes.
- 19.5 In relation to the setting of the Revenue or Capital budget, the mover and seconder of any motion or amendments shall be entitled to speak for a combined total of twenty minutes.
- 19.6 The mover of a motion will have a right of reply after all other comments have been made, but in so replying, will not introduce any new matter.
- 19.7 The mover of any amendment will be entitled to sum up after comments have been made, prior to the mover of the motion exercising their right of reply in accordance with 19.6 above.
- 19.8 Where more than one amendment has been proposed, movers of the amendments will sum up in reverse order, with the mover of the last amendment summing up first and so forth.

- 19.9 Any councillor who is not a member of the Committee, may, with the consent of the Convener, address the Committee on any item of business on an agenda that affects their ward area. The councillor shall address the committee prior to questions. With the permission of the Convenor, the Councillor may ask questions, but they shall not be entitled to participate in the discussion or to vote on the matter.

Section 20: Closure of Discussion

- 20.1 After the mover of a motion has been called on by the Convener to sum up if they wish, no other councillor will speak to the matter.
- 20.2 A motion to close the discussion and move straight to a vote on the item of business in question may be made at any stage of the discussion. Such motion, if seconded, will be put to the vote without further discussion.

Section 21: Voting

- 21.1 Subject to requirements elsewhere in these Standing Orders and to any statutory provision requiring a minimum number of votes to decide a matter, every item of business which is the subject of a division, will be determined by a simple majority of votes of the voting councillors present.
- 21.2 Should voting be tied, the Convener will have a second or casting vote, which they may choose to exercise, except in relation to the appointment of a councillor to any Committee/ Sub-Committee or other formal body, in which case the decision will be by lot and to appointments to which standing order 28 applies. Should the Convener choose not to exercise the casting vote, it shall be recorded in the Minute that no decision has been reached and that the matter shall be deferred to the next scheduled meeting.
- 21.3 Where only one amendment is made against a motion, the vote will be taken between the amendment and the motion. Whichever is carried shall be the resolution of the meeting.
- 21.4 If an amendment proposes that no decision be taken, the first vote will be between it and the motion. If the amendment is carried, the meeting will proceed to the next item of business. If the amendment is not carried, consideration of the item of business will resume.
- 21.5 Where there is an amendment to any motion, voting will be by roll call of those councillors present in alphabetical order by surname. The names for and against the motion or amendment and those not voting will be taken down in writing and entered in the minute of the meeting. Once the taking of the vote has commenced it must be completed.
- 21.6 Subject to 21.7 and 21.8 below, where there is more than one amendment to the motion, a vote will be taken between the last two amendments, and this process will be repeated until only one amendment remains. A vote will then be taken between the motion and the remaining amendment and whichever is carried by majority will become the resolution of the meeting.

21.7 Where a motion has multiple distinct parts which are not interdependent and the proposed amendments relate to separate distinct parts of the motion, any member including the Convenor may request that such amendments are each set separately against the relevant part of the motion as opposed to each other. If seconded, and subject to advice from the Head of Legal & Governance Services, this will be put to the vote and if carried, the following process will apply; -

- Each amendment will be set against the relevant part of the motion in order
- Any amendment if carried will be subsumed into the motion
- This process shall continue until all such amendments have been dealt with.

Where an amendment relates to multiple aspects of the motion, or impacts on other parts of the motion, or where more than one amendment relates to the same part of the motion, the process in 21.5 above shall apply.

21.8 In relation to the setting of the annual Revenue Budget and Capital Budget, any proposed amendments to a motion will be considered in order, as determined by political balance with the smallest political group being considered first against the next and so forth, until there is a single amendment to be considered against the motion.

Section 22: Recording of Dissent

22.1 Any councillor may request that their dissent to any decision be recorded in the minutes of the meeting.

Section 23: Alteration or Revocation of Previous Decision

23.1 Subject to Standing Order 23.2, a decision will not be altered or revoked within a period of 6 months from the date of such decision being taken.

23.2 Where the Convener rules that a material change of circumstances has occurred to such extent that it is appropriate for the matter to be reconsidered, a decision may be altered or revoked within 6 months by a subsequent decision arising from: -

- (a) a recommendation to that effect by an officer in a formal report; or
- (b) a motion to that effect of which prior notice has been given in terms of Standing Orders.10.1 and 10.2

23.3 This standing order shall not apply to decisions in relation to the appointment of Councillors to committees, boards or other outside bodies.

Section 24: Quasi-judicial decisions – Article 6 Human Rights consideration

24.1 Article 6 of the European Convention of Human Rights provides that in the determination of a person's individual civil rights and obligations they are entitled to a fair hearing. Where the business before the Council is of such a nature as to involve such determination, no member will participate in the taking of a decision on an item of

business unless they have been present during consideration of the whole item, including where an item of business was discussed at a previous meeting.

- 24.2 The party whip must not be used in deciding how any councillor should vote on any item of business covered by this Standing Order.
- 24.3 For the avoidance of doubt it is considered that the following Committees/Sub-Committees will be covered by this Standing Order:
 - (a) Licensing Committee or any Sub-Committee thereof
 - (b) Planning and Development Management Committee or any Sub-Committee thereof
 - (c) Lifelong Learning Committee-Review Sub-Committee
 - (d) Strategic Policy & Resources Committee-Appeals Sub-Committee.

Section 25: Disclosure of Information

- 25.1 Information, whether contained in a document or otherwise, which is confidential information within the meaning of Section 50A of the 1973 Act, will not be disclosed to any person by any councillor or officer, unless legally required to do so in terms of the Freedom of Information (Scotland) Act 2002 or some other legal provision.
- 25.2 Any information regarding proceedings of the Council from which the public may have been excluded will not be disclosed to any person unless or until disclosure has been authorised by the Council or the information has been made available to the press or to the public under Section 50B of the 1973 Act.
- 25.3 The full or any part of a document marked "not for publication by virtue of the appropriate paragraph of Part 1 of Schedule 7A to the Local Government (Scotland) Act 1973" will not be disclosed to any person unless or until the document has been made available to the public or the press under Section 50B of the 1973 Act.
- 25.4 No councillor will use or disclose to any person, any confidential and/or exempt information which they learn by virtue of their office. In particular, they must not use any such confidential or exempt information: -
 - (a) for their own personal advantage or that of someone connected to them; and/or
 - (b) to the disadvantage of the Council.
- 25.5 Any councillor who is not a member of a relevant committee will, upon request, be granted access to any report containing confidential or exempt information, except where the Chief Executive, subject to advice from the Head of Legal & Governance Services, rules that the report should be subject to restricted access (e.g. due to Data Protection considerations).

Section 26: Conduct at Meetings

- 26.1 It will be the duty of the Convener to maintain order and Councillors will comply immediately with any requests by the Convener to cease speaking and to take their seats.
- 26.2 If the Convener determines that any councillor at the meeting is behaving or has behaved improperly or offensively, or is deliberately obstructing the business, the Convener may take any or all the following courses of action:
- Rule that the councillor stops speaking during the rest of the consideration of the matter under discussion.
 - Put to a simple majority vote to defer the matter under discussion.
 - Following discussion with the Head of Legal and Governance Services or their representative, rule that the meeting be adjourned to a time either fixed then or to be decided afterwards, and vacate the Chair indicating that the meeting is adjourned.
- 26.3 Any Councillor, including the Convener, who believes that another member is behaving or has behaved improperly or offensively, or is deliberately obstructing the business may move any of the following which, if seconded, will be put to the vote immediately without further discussion.
- that the councillor is not allowed to contribute to the rest of the discussion on the item and is not permitted to vote
 - that the councillor is not permitted to speak to or vote on any other item of business on the agenda
 - that the councillor be instructed to leave the meeting immediately.
- 26.4. Any action taken under 26.2 or motions under 26.3 shall be formally recorded in the minutes of the meeting.
- 26.5 If a member of the public interrupts any meeting, the Convener may take the following action: -
- warn that person to stop the interruption
 - order the person to be removed from the meeting
 - if there is general disturbance at any meeting that is open to the public, order that the public be removed from the meeting.

Section 27: Failure to Attend Meetings

- 27.1 Subject to the provisions of the Local Government (Scotland) 1973 Act and the Ethical Standards in Public Life etc. (Scotland) Act 2000, if a councillor fails throughout a period of six consecutive months to attend any meeting of the Council, Committee, Sub-Committee, Joint Committee, Joint Board or other body through which any functions of the Council are

being discharged, the Chief Executive must advise the Council of this, and unless the failure to attend was due to some reason approved by Council, the councillor will cease to be a member of the Council.

Section 28: Appointment of Chief Executive and Senior Officers

- 28.1 Where there are two or more candidates for the appointment of a senior Council officer, in line with the remit of the Appointments Sub-Committee of the Strategic Policy and Resources Committee as set out in the Scheme of Administration, voting will be by ballot which shall be conducted by the officer providing the procedural advice to the committee.
- 28.2 If the first ballot does not produce an absolute or overall majority of votes in favour of one candidate, the candidate having the least number of votes will be struck off the list and a fresh ballot held between the remaining candidates and so on until there is an absolute majority of votes in favour of one candidate.
- 28.3 The canvassing of councillors directly or indirectly by a candidate in connection with any appointment under the Council, will disqualify the candidate. The intent of this Standing Order will be stated in any advertisement and form of application issued. Applicants must declare any family relationship with a councillor or person employed by the Council, and this should be reported in every case to the Chief Executive.

Section 29: Execution of Deeds and Use of Common Seal

- 29.1 The Common Seal of the Council will be affixed to any deed or document which requires to be sealed to give effect to a decision of the Council. All deeds, to which the Common Seal of the Council is required to be affixed, will be signed by the Head of Legal and Governance Services.
- 29.2 The Common Seal of the Council will be kept by the Head of Legal and Governance Services who will be responsible for its safe custody.

**CATEGORIES OF EXEMPT INFORMATION IN TERMS OF PART 1 OF
SCHEDULE 7A
TO THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973**

(Subject to the Qualifications and Interpretations set out in Parts 2 and 3 of Schedule 7A)

1. Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office holder, former office holder or applicant to become an office holder under the authority.
2. Information relating to any particular occupier of former occupier of, or applicant for, accommodation provided by or at the expense of the authority.
3. Information relating to any particular applicant for, or recipient or former recipient of, any service provided by the authority.
4. Information relating to any particular applicant for, or recipient or former recipient of, any financial assistance provided by the authority.
5. Information relating to the adoption, care, fostering or education of any particular child or relating to the supervision or residence of any particular child in accordance with a supervision requirement made in respect of that child under the Social Work (Scotland) Act 1968.
6. Information relating to the financial or business affairs of any particular person (other than the authority).
7. Information relating to anything done or to be done in respect of any particular person for the purposes of any of the matters referred to in Section 27(1) of the Social Work (Scotland) Act 1968 (providing reports on and supervision of certain persons).
8. The amount of any expenditure proposed to be incurred by the authority under any particular contract for the acquisition of property or the supply of goods or services.
9. Any terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods or services.
10. The identity of the authority (as well as any other person, by virtue of paragraph 6 above) as the person offering any particular tender for a contract for the supply of goods or services.
11. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter

arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

12. Any instructions to counsel and any opinion of counsel (whether or not in connection with any proceedings) and any advice received, information obtained or action to be taken in connection with -
 - (a) any legal proceedings by or against the authority, or
 - (b) the determination of any matter affecting the authority (whether in either case, proceedings have been commenced or are in contemplation).
13. Information which, if disclosed to the public, would reveal that the authority proposes –
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
14. Any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.
15. The identity of a protected informant.

Protocol for Deputations

1. Every request for a deputation in relation to an item of business on an agenda to be heard shall be made in writing stating the subject on which the deputation wish to be heard and the action (if any) which it is proposed that the Council should take. Requests must be submitted to the Head of Legal and Governance Services at least three clear days prior to the date of the meeting at which the subject will be considered. Late requests may be considered at the discretion of the relevant Convener in consultation with the Head of Legal and Governance Services.
2. In respect of the Planning and Development Management Committee and the Licensing Committee, the Head of Legal and Governance Services will notify the other parties of the request to be heard, and of their right to also make a request to be heard by the Committee all in accordance with paragraphs 7, 8 and 9 of this protocol. This request shall be made in writing to the Head of Legal and Governance Services no later than 12 noon on the day prior to the meeting at which the subject will be considered.
3. In respect of the Planning and Development Committee, where a request for a deputation relates to an application for planning permission which has been deferred at an earlier meeting of the Committee, and in respect of which a deputation has already been heard, no further requests for deputations will be permissible.
4. If appropriate, the request shall be submitted to that Committee or the Council and the Committee or the Council may, if it so resolves, hear the deputation.
5. If the subject of the request for a deputation is one on which a Committee has already taken a decision under its delegated powers, the Council shall not hear the deputation.
6. In the event that a request for a deputation relating to a decision of a Committee upon which a final decision requires to be taken by the Council, is received after the date of the meeting of the Committee to which it relates, but prior to the meeting of the Council at which the minutes of that meeting are to be considered, the Council may:-
 - (a) defer consideration of the part of the minute relating to the subject of the request until such time as the deputation has been heard by the appropriate Committee; or
 - (b) dispose of that part of the minute with or without hearing the deputation.
7. No deputation consisting of more than ten persons shall be received.
8. No more than two members of any deputation shall be permitted to address the Council and may speak for no more than ten minutes each.

9. Any member of the Council may put any relevant question to the deputation but shall not express any opinion on the subject until the deputation has withdrawn. The Convener will allow a reasonable time period for questions from members. No debate or discussion on the subject shall take place until the relevant item of business is reached on the agenda.
10. Members of the public can circulate written information to any elected member at any point in time by obtaining their email address from the Council website www.pkc.gov.uk. Prior to any Council or Committee meeting, if a request is made to the relevant Convener/Vice-Convener or Head of Legal and Governance Services to circulate relevant written information to members of a committee prior to the consideration of a particular item of business on the agenda, then this will be circulated by the Head of Legal and Governance Services if received in sufficient time prior to the meeting.

Any request from a member of the public to have a written statement read out at a committee meeting will be treated the same as a deputation request in line with the above procedures.



Perth & Kinross Council – Virtual Committee Protocol

June 2021

Appendix 2

Why have a virtual committee protocol ?

The objectives of this Protocol are to help ensure the Council's virtual meetings are productive, conducted with courtesy and enhance the Council's reputation; and to mitigate any risks to the health and wellbeing of elected members, non-elected members, officers and members of the public.

Members of the public can view meetings which are held in public as they take place by accessing the link to the meeting via the Council's website. Meetings are also recorded and are available to view on YouTube, normally within a couple of days of the meeting.

This protocol is intended as guidance for use during virtual meetings and to supplement (not amend or supersede) the [Council's Standing Orders](#).

1. Introduction

- 1.1 Virtual council/committee meetings are relatively new to both officers and elected members and have been a vital means of ensuring democratic decision making continues throughout the Coronavirus pandemic. We must all work together to maintain public confidence in our democratic decision-making process.

2. Calling of meetings

- 2.1 Invitations to attend virtual meetings will be sent out electronically following the publication of the agenda and reports.
- 2.2 Reports will be made available electronically, wherever possible, at least 6 days before the meeting. Members are encouraged to view their papers electronically, using their surface pros and large monitors. If elected members wish a printed copy of the agenda document pack, they should advise their secretary as soon as possible. There is currently limited access to large photocopiers so as much notice as possible is required.

3. Attending meetings

- 3.1 Options for breaks during meetings will be considered at the start of the meeting and determined by the Convener in consultation with all members.
 - A lunch break of an hour will also be agreed by the Committee if the meeting is likely to go beyond 12.30pm.
 - All meetings will conclude by 5.00pm or as agreed at the meeting– If any item of business has not been commenced by then the item will be presented at the next appropriate meeting of the Committee/Council as appropriate.
 - If any member of the Committee wants an unscheduled break where practicable they should make the request to the Convener in the chat facility in the first instance.
- 3.2 Please try to join at least 15 minutes before the start time of the meeting to ensure your internet connection is stable. Make sure that your device is fully charged and plugged in whenever possible.
- 3.3 It is recommended that you activate the blurred background setting in Microsoft Teams or download and use one of the corporate backgrounds. No other backgrounds should be used.
- 3.4 You should consider having an alternative device on stand-by, such as your Council or personal mobile phone, which can be used in the event of any connectivity problem. If Microsoft Teams is installed on your mobile phone, whilst you would be able to watch the live meeting on your phone just like a member of the public, you would not be able to participate. The producers of the meeting will monitor the attendance of all members and try to resolve any issues, however if your connection issues persist, in order to continue to participate you would need to dial into the meeting from your phone. Prior to each meeting, please take a note of the specific number dial-in details which are available in the calendar invite.

- 3.5 If you continue to experience any issues you should contact the IT helpdesk on **01738 476677** or Committee Services on **07827 661096** as soon as practicable.
- 3.6 The Convener/Vice Convener may decide to pause proceedings before starting a debate or vote if they are aware of any member's connectivity issues. Once a roll call vote has commenced, if a member does not state their vote due to a technical issue, they will be asked if they can cast their vote via the chat function. If there has been a loss of connection, a member can contact committee services via the mobile number above either by text or call to confirm their voting intention. A member may also indicate at any point during the vote that they have re-established their connection and their vote will be made at that point. If a member indicates that they have re-established their connection at the conclusion of the vote and they still wish to cast their vote, having not already confirmed their intention using any of the methods above, then it will **not** be accepted.

4. Meeting etiquette

- 4.1 In line with Standing Orders, the Convener shall decide all matters of procedure, competency and relevancy. The Convener's ruling shall be final and shall not be open to discussion. Councillors may bring forward motions and amendments on procedural matters. Procedural advice is available for the Convener/Vice Convener (or any other elected member if requested) via a separate chat facility during the meeting.
- 4.2 A roll call will be taken by Committee Services at the start of every meeting to confirm to both meeting participants and the public that all Councillors are present. This will be recorded in the minute.
- 4.3 Before the meeting starts, please ensure that your mic is muted. You should only unmute your mic when you are invited to speak. Once you have finished speaking, you should mute your mic again. If you forget to mute your mic, one of the producers will mute you. This will reduce background noise and feedback.

Producers will mute all mics during any recess. You should remain on mute and switch your camera off until the Convener announces that the recess has ended, as the meeting will continue to be recorded and live broadcast.

Should Councillors wish to have a private discussion with other members or officers during a recess, they should leave the Live Event and either - enter a pre-arranged separate Microsoft Teams meeting or one member of the group should create a group call to hold their discussions. Before the agreed restart time of the Committee members/officers should ensure that they have left their private chat and re-entered the Live Event. If members/officers haven't reappeared in the Live Event, the producers can call them back in.

- 4.4 If you are comfortable with switching your camera on and off you can do so, otherwise please turn your camera on and leave it on throughout the meeting. If you have requested to speak, please ensure that you switch your camera on

in advance of being invited to speak. This will help the producers to obtain your feed for the broadcast.

4.5 Use the chat facility, when you wish to: -

- ask a question - Q,
- make a comment - C
- raise a point of order - PO
- raise a point of clarification - PC
- propose a motion - M
- propose an amendment – AM
- second a motion – 2M
- second an amendment – 2A
- officer available to answer question – A
- break required - B

By using the chat in this way, the Convener can see that you wish to contribute to the meeting and will invite you to speak at the appropriate time.

Do not use the chat function to have general chats or to add any additional information, even if you think it might be useful. The public cannot see chat correspondence and it undermines the transparency of proceedings.

The information in the Live Event chat is subject to Freedom of Information requests. While a chat entry can be subsequently deleted, the system will contain a record of the entry and the full chat history including the entry and deletion will be released if a Freedom of Information request is received.

4.6 Reports – the Convener/Chair will ask the appropriate officer to introduce the report – the officer will make short introductory remarks.

The Convener will invite Councillors to ask questions.

- It is always helpful if Councillors can send any questions, they may have to the author of the report in advance of the meeting. Councillors should still ask their question on the day, this will assist the flow of discussion and increases the likelihood that the information can be provided.
- It would be helpful if Councillors could group questions on any particular topic. Councillors should keep their questions succinct and to the point. Where applicable, they should indicate which part of the report their question refers to. Councillors should avoid making statements in the lead up to their questions or in place of questions.
- Officers should also keep their response to questions succinct and to the point.

4.7 Moving Motions or Amendments – to assist the flow of the meeting, the Convener/Vice-Convener will advise the Committee when moving a motion/amendment. All other members should use the chat facility (separate arrangements at Council meetings).

- If Councillors know in advance of the meeting that they intend to put forward an amendment to a report, they should consider forwarding it in

advance to the Committee officer, ideally 1-2 days before the meeting. This will allow the competency of the amendment to be confirmed prior to the meeting and avoid any unnecessary delays during the meeting. Councillors are asked to contact officers in Legal and Governance Services in advance of the meeting to discuss any planning related amendments they are considering, this would be without prejudice to the consideration of the full merits of the application which will be established at the meeting.

- Should a motion or amendment require further discussion on competency during a meeting, this will be considered during a short recess/break out with the meeting. Committee Services will advise on the process and make the necessary arrangements.
- Councillors should follow the procedure described in paragraph 4.5 to show a wish to move or second motions and amendments.

4.8 Timing - By adhering to timescales set out in Standing Orders, it is hoped to have informed debates and reduce the length of time taken during the debate.

- Councillors should not speak for more than **5 minutes** in a debate, except by permission of the Convener.
- No Councillor shall speak more than once (except when raising a point of order, making a point of clarification, moving or seconding a procedural motion) in a debate on any one motion and amendment.

4.9 Deputations at Committee – committees will be asked if they agree to hear a deputation and whether they wish to re-order the business to hear the deputation immediately before the item. Arrangements will have been made in advance and those members of the public will be invited to join the meeting via telephone. Any Councillor wishing to make a deputation to the meeting can do so by using Microsoft Teams or via the telephone.

- Any member of the Council may, with the Convener's agreement, put a relevant question to a deputation but shall not express any opinion on the subject or the position being taken by the deputation until the deputation has withdrawn.
- The questioning of deputations should be undertaken with respect. The questions should be clear and succinct. If the deputation is being made by phone, it is possible that they will not have had sight of the material displayed to councillors during the meeting and allowance should be made for this.
- The time available for such questions shall not exceed **ten minutes** - departures from this timeframe will be at the discretion of the Convener.

4.10 Smoking and eating shall not be permitted on camera during virtual meetings of the Council or Committees / Sub-Committees.

5. Quasi – judicial meetings

- 5.1 In accordance with Standing Order 10.1, no member shall participate in the taking of a decision on an item of business unless they have been present during consideration of the whole item in respect of the following Committees/Sub-Committees:

- Licensing Committee; Local Review Body;
- Planning and Development Management Committee;
- Lifelong Learning Committee - Review Sub-Committee;
- SP&R - Appeals Sub-Committee and Licensing Board.

It shall not be a breach of this standing order where, in the judgement of the affected councillor, the loss of their internet connection and subsequently leaving the meeting is for a brief and inconsequential duration.

6. Review the Protocol

- 6.1 This protocol will be reviewed in December 2021 and when any further developments in Microsoft Teams are released.

	Mon	Tues	Wed	Thurs	Fri	Mon	Tues	Wed	Thurs	Fri	Mon	Tues	Wed	Thurs	Fri	Mon	Tues	Wed	Thurs	Fri	Mon	Tues	Wed	Thurs	Fri
JULY				1	2	5	6	7	8 Licensing (10am)	9	12	13	14	15	16	19	20 LRB (10.30am)	21	22	23	26	27	28 P&DM (10am)	29	30
AUGUST	2 IJB A&P (Special) (10.30am)	3	4	5	6	9	10	11	12	13	16 Appeals Sub (9.30am)	17 LRB (10.30am)	18 E&I (9.30am)	19	20	23 Property Sub (9.30am) LL Insp (10.30am)	24 P&DM (10am)	25 LL (9.30am)	26 Licensing (10am)	27	30 Council (Special) (9.30am)	31			
SEPTEMBER			1 SP&R (9.30am)	2	3	6	7	8 H&C (9.30am)	9	10	13 IJB A&P (9.30am) CHS&WCC (10am) Attendance Sub (10am)	14 LRB (10.30am)	15 Scrutiny (9.30am)	16	17	20 Audit (9.30am)	21 JNC (2.30pm)	22 P&DM (10am)	23	24	27	28	29 IJB (1pm)	30 JCC (10am)	
OCTOBER					1	4 Common Goods (9.30am)	5	6 Council (9.30am)	7 Licensing (10am)	8	11	12 LRB (10.30am)	13	14	15	18	19	20 P&DM (10am)	21	22	25 Property Sub (10am)	26	27 E&I (9.30am)	28	29
NOVEMBER	1 LL Insp (10am)	2	3 LL (9.30am)	4	5	8 Attendance Sub (10am)	9 LRB (10.30am)	10 H&C (9.30am)	11	12	15	16	17 P&DM (10am)	18 Licensing (10am)	19	22	23	24 SP&R (9.30am)	25 JCC (10am)	26	29 Scrutiny (9.30am)	30			
DECEMBER			1 IJB (1pm)	2	3	6 CHS&WCC (10am)	7 LRB (10.30am) JNC (2.30pm)	8 Audit (9.30am) Common Goods (2.00pm)	9	10	13 IJB A&P (9.30am)	14 P&DM (10am)	15 Council (9.30am)	16	17	20	21	22	23	24	27	28	29	30	31

Recess Periods (all inclusive)

End of Cycle

E&I	= Environment & Infrastructure Committee
P&DM	= Planning and Development Management Committee
H&C	= Housing & Communities Committee
LL	= Lifelong Learning Committee
SP&R	= Strategic Policy and Resources Committee
LRB	= Local Review Body
JCC	= Employees Joint Consultative Committee
CHS&W	= Corporate Health, Safety and Wellbeing Consultative Committee
JNC	= Joint Negotiating Committee for Teaching Staff
LL Insp	= Lifelong Learning Executive Sub-Committee
IJB	= Perth and Kinross Integration Joint Board

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

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