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Council Building
2 High Street
Perth
PH1 5PH

26/05/2021

A meeting of the **Strategic Policy and Resources Committee** will be held virtually on **Wednesday, 02 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:

Councillor Murray Lyle (Convener)
Councillor John Duff (Vice-Convener)
Councillor Chris Ahern
Councillor Alasdair Bailey
Councillor Peter Barrett
Councillor Stewart Donaldson
Councillor Eric Drysdale
Councillor Angus Forbes
Councillor Grant Laing
Councillor Roz McCall
Councillor Tom McEwan
Provost Dennis Melloy
Councillor Andrew Parrott
Councillor Caroline Shiers
Councillor Colin Stewart
Councillor Willie Wilson

Strategic Policy and Resources Committee

Wednesday, 02 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.

PLEASE NOTE THAT ALTHOUGH THE PRE-AGENDA MEETING IS NOT SUBJECT TO THE TERMS OF THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973 IT IS RECOMMENDED THAT THE CONTENTS OF REPORTS AND DISCUSSIONS AT THE MEETING CONSTITUTE INFORMATION WHICH IS EXEMPT IN TERMS OF SCHEDULE 7A TO THAT ACT, AND THEREFORE, YOU SHOULD NOT DISCLOSE TO OR DISCUSS WITH ANY MEMBER OF THE PRESS OR PUBLIC ANYTHING CONTAINED IN REPORTS OR DISCLOSED DURING DISCUSSIONS.

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| 2 | DECLARATIONS OF INTEREST | |
| 3 | MINUTES: | |
| 3(i) | MINUTE OF MEETING OF THE STRATEGIC POLICY AND RESOURCES COMMITTEE OF 25 NOVEMBER 2020
(copy herewith) | 7 - 12 |
| 3(ii) | MINUTE OF MEETING OF THE CHIEF EXECUTIVE APPOINTMENT SUB COMMITTEE OF 23 FEBRUARY 2021
(copy herewith) | 13 - 14 |
| 3(iii) | MINUTE OF MEETING OF THE CHIEF EXECUTIVE APPOINTMENT SUB COMMITTEE OF 12 MARCH 2021
(copy herewith) | 15 - 16 |
| 3(iv) | MINUTE OF MEETING OF THE CHIEF EXECUTIVE APPOINTMENT SUB COMMITTEE OF 23 MARCH 2021
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STRATEGIC POLICY AND RESOURCES COMMITTEE

Minute of meeting of the Strategic Policy and Resources Committee held virtually on Wednesday 25 November 2020 at 9.30am.

Present: Councillors M Lyle, J Duff, C Ahern, H Anderson (substituting for vacant position), A Bailey, K Baird (substituting for C Shiers), S Donaldson, A Forbes, G Laing, R McCall, S McCole, T McEwan, A Parrott, L Simpson (substituting for P Barrett) and C Stewart.

In Attendance: K Reid, Chief Executive; K Donaldson, P Johnstone, S Mackenzie, L Simpson, S Walker, C Irons, A Brown, L McGuigan, A McMeekin, B Parker, M Pasternak, C Wright (all Corporate and Democratic Services); J Pepper and G Boland (both Education and Children's Services); B Renton, S Coyle, F Crofts, C France, A Graham, D Littlejohn, J McCrone, B Murray, A Seggie and L Stewart (all Housing and Environment) and G Paterson and J Smith (Perth and Kinross Health and Social Care Partnership).

Apologies: Councillors Barrett and Shiers.

Councillor M Lyle, Convener, Presiding.

. WELCOME AND APOLOGIES

The Convener welcomed all those present to the meeting. Apologies and substitutions were noted as above.

. DECLARATIONS OF INTEREST

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

URGENT ITEM

Prior to the commencement of business, the Convener referred to item 12 on today's agenda (previously referred to as item P1) and confirmed that in terms of Standing Order 29(b) it was his opinion that the item should be considered as a matter of urgency to maintain resilience and capacity in the Council's Executive Structure.

. MINUTES OF PREVIOUS MEETINGS

(i) Strategic Policy and Resources Committee

The minute of meeting of the Strategic Policy and Resources Committee of 29 January 2020 (Arts.55 - 62) was submitted, approved as a correct record and authorised for signature.

(ii) Executive Sub-Committee

The minute of meeting of the Executive sub-committee of the Strategic Policy and Resources Committee of 23 October 2020 was submitted and noted.

(iii) Appeals Sub-Committee

The minute of meeting of the Appeals sub-committee of the Strategic Policy and Resources Committee of 13 August 2020 was submitted and noted.

(iv) Employees Joint Consultative Committee

The minute of meeting of the Employees Joint Consultative Committee of 28 November 2019 was submitted and noted.

(v) Corporate Health, Safety and Wellbeing Consultative Committee

The minute of meeting of the Corporate Health, Safety and Wellbeing Consultative Committee of 9 December 2019 was submitted and noted.

(vi) Tay Cities Region Joint Committee

The minute of meeting of the Tay Cities Region Joint Committee of 8 November 2019 was submitted and noted.

(vii) Perth and Kinross Integration Joint Board

The minutes of meeting of the Perth and Kinross Integration Joint Board of 17 December 2019; 12 February, 31 March, 21 April, 29 May and 31 July 2020 were submitted and noted.

(viii) Perth City Development Board

The minute of meeting of the Perth City Development Board of 9 July 2019 was submitted and noted.

REVENUE BUDGET 2020/21 – MONITORING REPORT NUMBER 2

There was submitted a report by the Head of Finance (20/225) providing an update on (1) progress with the 2020/21 General Fund Revenue Budget with a focus on the estimated financial impact of Covid-19 in the current year and (2) the projected financial position of the Housing Revenue Account.

Resolved:

- (i) The contents of Report 20/225, be noted.
- (ii) The potential gross financial impact of Covid-19 of between £26million and £30.4million, be noted.
- (iii) The allocation of £15.3million of Scottish Government funding towards the Council's Covid-19 response, be approved.

- (iv) The utilisation of £2.3million from the 2020/21 allocation for Early Learning and Childcare towards the additional costs/reduced income related to the Council's Covid-19 response, be approved.
- (v) The application of £5.7million of other net underspends towards the Covid-19 response, be approved.
- (vi) A remaining net financial gap of between £0.3million and £4.7million, be noted.
- (vii) The options that may be available to contribute towards the financial consequences of Covid-19 as detailed in Report 20/225, be noted.
- (viii) The adjustments to management budgets set out in section six of Report 20/225, be approved.
- (ix) Authority be delegated to the Head of Planning and Development to approve applications of up to £75,000 that meet the terms of the vacant retail premises conversion scheme.

COMPOSITE CAPITAL BUDGET 2020/29 AND HOUSING INVESTMENT PROGRAMME 2020/25 – MONITORING REPORT NUMBER 2

There was submitted a report by the Head of Finance (20/226), providing a summary position to date for the 9-year Composite Capital Programme for 2020/21 to 2028/29 and the 5-year Housing Investment Programme 2020/21 to 2024/25 and seeking approval for adjustments to the programmes.

Resolved:

- (i) The contents of Report 20/226, be noted.
- (ii) The proposed budget adjustments to the 9-year Composite Capital Budget 2020/21 to 2028/29, as set out in sections 2 and 3 of and summarised at Appendices I and II to Report 20/226, be approved.
- (iii) The proposed budget adjustments to the Housing Investment Programme Budget 2020/21 to 2024/25 set out in section 4 and summarised at Appendix III to Report 20/226, be approved.

UPDATE ON THE TOWN CENTRE FUND

There was submitted a report by the Interim Chief Operating Officer (20/230) advising of (1) the latest position on the projects identified for funding from the Town Centre Fund; (2) an additional offer of grant from the Scottish Government and (3) an update on the Pitlochry Town Centre project.

Resolved:

- (i) The de-committing of funding for the Pitlochry Town Centre project, be approved.
- (ii) The funding of the following projects, be approved: Crieff Hotel (£100,000); Strathearn Hotel (option B) (£265,000) and Town Wi-Fi (£50,000).

LOCAL DEVELOPMENT PLAN 2: SEA POST ADOPTION STATEMENT

There was submitted a report by the Head of Planning and Development (20/228) on (1) publishing a statement to outline how the Strategic Environmental Assessment (SEA) findings and comments received have been taken into account

and (2) outlining a programme for monitoring the significant environmental effects of the Plan, adding value to the review of the Plan.

Resolved:

- (i) The Post-Adoption Strategic Environmental Assessment (SEA) as set out in Appendix 1 to Report 20/228 be published and a copy submitted to the SEA Gateway, be approved.
- (ii) A further report be submitted to this Committee on the Local Development Monitoring Report.

THERE FOLLOWED A RECESS AND THE MEETING RECONVENED AT 11.35AM.

ADOPTION OF STATUTORY SUPPLEMENTARY GUIDANCE ON FINANCIAL GUARANTEES FOR MINERALS DEVELOPMENT AND NON-STATUTORY GUIDANCE ON DELIVERY STRATEGIES, RIVER TAY SPECIAL AREA OF CONSERVATION AND THE DUNKELD – BLAIRGOWRIE LOCHS SPECIAL AREA OF CONSERVATION

There was submitted a report by the Head of Planning and Development (20/229) (1) providing a summary of the comments received on both the statutory supplementary guidance and non-statutory guidance published for consultation in February and March 2020 and (2) making recommendations for change where appropriate and seeking consent to finalise and adopt the guidance to support the second Local Development Plan (LDP2) adopted on 29 November 2019.

Resolved:

- (i) The Financial Guarantees for Minerals Supplementary Guidance be approved and it be remitted to the Interim Chief Operating Officer to finalise and submit the Guidance to Scottish Ministers.
- (ii) The following non statutory guidance be finalised and adopted as key policy documents to support LDP2: Delivery Strategies Guidance; River Tay Special Area of Conservation Guidance and Lunan Valley Area Dunkeld - Blairgowrie Special Area of Conservation Guidance, be approved.

PERTH AND KINROSS LOCAL DEVELOPMENT PLAN 2024 – 2034 DEVELOPMENT PLAN SCHEME

There was submitted a report by the Head of Planning and Development (20/230) seeking approval of the publication of a Development Plan Scheme as a key stage in the preparation of the next Perth and Kinross Local Development Plan 2024 -2034.

Resolved:

- (i) The proposed Perth and Kinross Council Development Plan Scheme be approved and the Interim Chief Operating Officer be authorised to submit the scheme to Scottish Ministers.
- (ii) It be remitted to the Interim Chief Operating Officer to submit an annual progress report to this Committee detailing any changes to the Development Plan Scheme.

PROCUREMENT UPDATE 2019/20

There was submitted a report by the Head of Finance (20/231) providing an update on the Council's procurement activity in 2019/20 and detailing the projected contracting activity for 2020/21.

Resolved:

- (i) The Procurement Annual Report attached as Appendix 1 to Report 20/231, be approved for publication.
- (ii) The record of tenders accepted in 2019/20 under the Council's Scheme of Administration, be noted.
- (iii) The projected contracting activity for 2020/21, be noted.

CORPORATE HEALTH, SAFETY AND WELLBEING CONSULTATIVE COMMITTEE MEMBERSHIP

Resolved:

Councillor B Pover replace Councillor E Drysdale on the Consultative Committee.

THERE FOLLOWED A PRIVATE BRIEFING FOR MEMBERS AND THE MEETING RECONVENED AT 12.52PM

URGENT ITEM

EXECUTIVE STRUCTURE ARRANGEMENTS

There was submitted a report by the Chief Executive (20/238) on (1) changes to strengthen the leadership and management arrangements within the Council and (2) providing the outcome of the first phase of a formal job evaluation exercise for chief officer posts which will establish an independent, robust and objective method of salary determination.

Resolved:

- (i) The Housing and Environment Service to be the Communities Service with the transfer of function as detailed in Report 20/238 with effect from 1 December 2020, be approved.
- (ii) The Executive Directors of Communities and Education and Children's Services to deputise for the post of Chief Executive, as may be required from time to time in their absence and when doing so may use the job title designation of Depute Chief Executive, be approved.
- (iii) The Executive Director (Communities) to become the de facto Interim Chief Executive should there be any sustained period of absence or unavailability of the substantive postholder, with appropriate recompense, be approved.
- (iv) The salary levels for the posts of Executive Director (Education and Children's Services; Executive Director (Communities) and the Director of Integrated Health and Social Care/Chief Officer reflect the independent job evaluation outcome and additional duties with effect from 1 April 2020, therefore increasing the salary from CO46 (£111,265) to CO51 (£120,901).

- (v) The post of Depute Chief Executive/Chief Operating Officer CO53 (£124,763), to be replaced by the creation of the role of Chief Operating Officer to be recruited internally on CO46 (£111,265).
- (vi) The Chief Executive submit a further report to this Committee on the chief officer salary levels on conclusion of Phase 2 of the job evaluation exercise.
- (vii) That the executive structure would bring capacity and stability to the Council at a critical time as well as a net recurring saving, be noted. That this does not limit the new Chief Executive to bring forward a restructuring of other staffing levels across the Council in due course, be noted.
- (viii) A report be submitted to the Council to update and amend the Scheme of Administration to reflect the changes in delegated responsibilities as a result of this report, be noted.

COUNCILLOR C STEWART REQUESTED HIS DISSENT BE RECORDED IN RELATION TO APPROVAL OF THE ABOVE ITEM.

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## **CHIEF EXECUTIVE APPOINTMENTS SUB-COMMITTEE**

Minute of meeting of the Chief Executive's Appointments Sub-Committee held virtually via Microsoft Teams on Tuesday 23 February 2021 at 2.00pm.

Present: Councillors M Lyle, P Barrett, J Duff, G Laing and F Sarwar.

In Attendance: F Lees, Independent Professional Adviser; V Wood-Williams, Solace in Business; K Donaldson, Chief Operating Officer (Human Resources Adviser) and C Irons, Committee Officer, Corporate and Democratic Services (up to item 3).

Councillor Lyle in the Chair

### **1. DECLARATIONS OF INTEREST**

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

### **2. MINUTE OF MEETING OF THE APPOINTMENTS SUB-COMMITTEE OF 20 JANUARY 2021**

The minute of meeting of the Chief Executive's Appointment Sub-Committee of 20 January 2021 was submitted and approved.

### **3. FAIR SELECTION**

K Donaldson, Chief Operating Officer (Human Resources Adviser) provided an overview to members on fair selection.

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

#### **P1. APPOINTMENT OF CHIEF EXECUTIVE – COMPLETED APPLICATION FORMS**

The Sub-Committee reviewed each of the completed application forms received for the post of Chief Executive and assessed them against the requirements for the post.

The Sub-Committee agreed on a short list of candidates to take part in the next stages of the process which will be the Assessment Centre and a Stakeholder Event prior to the final interview on 30 March 2021.

K Donaldson provided an update on the arrangements being made for the Stakeholder Event and the Stakeholders to be involved.

**Resolved:**

- (i) The sub-committee agreed to invite three candidates to proceed to the Assessment Centre and to take up references at this point.
- (ii) The Chief Operating Officer (Human Resources Adviser) be instructed to correspond with candidates on this basis.

**P2. DATE OF NEXT MEETING**

**Resolved:**

It was noted the next meeting would be held on Friday 12 March 2021 at 3.00pm following the Assessment Centre on 9 March 2021.

## **CHIEF EXECUTIVE APPOINTMENT SUB-COMMITTEE**

Minute of meeting of the Chief Executive Appointment Sub-Committee held virtually via Microsoft Teams on Friday 12 March 2021 at 3.00pm.

Present: Councillors M Lyle, P Barrett, J Duff, G Laing and F Sarwar.

In Attendance: F Lees, Independent Professional Adviser; V Wood-Williams, Solace in Business; K Donaldson, Chief Operating Officer (Human Resources Adviser) and C Irons, Committee Officer, Corporate and Democratic Services (to item 2).

Councillor Lyle in the Chair

### **1. DECLARATIONS OF INTEREST**

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

### **2. MINUTE OF MEETING OF THE APPOINTMENT SUB-COMMITTEE OF 23 FEBRUARY 2021**

The minute of meeting of the Chief Executive Appointment Sub-Committee of 23 February 2021 was submitted and approved.

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

#### **P1. APPOINTMENT OF CHIEF EXECUTIVE – ASSESSMENT CENTRE FEEDBACK**

There was submitted and noted a report by Solace In Business, with input from the Professional Adviser and the Chief Operating Officer (Human Resources Adviser) providing feedback to members from the Assessment Centre held on 9 March 2021.

##### **Resolved:**

The sub-committee agreed which candidates to proceed to the Stakeholder Event on 17 March 2021 and then to interview on 30 March 2021.

#### **P2. STAKEHOLDER EVENT**

There was submitted and noted details of the stakeholders invited to participate in the Stakeholder Event on Wednesday 17 March 2021.

#### **P3. DATE OF NEXT MEETING**

**Resolved:**

It was noted the next meeting would be held on Tuesday 23 March 2021 at 2.00pm following the Stakeholder Event on 17 March 2021.

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CHIEF EXECUTIVE APPOINTMENT SUB-COMMITTEE

Minute of meeting of the Chief Executive Appointment Sub-Committee held virtually via Microsoft Teams on Tuesday 23 March 2021 at 2.00pm.

Present: Councillors M Lyle, P Barrett, J Duff, G Laing and F Sarwar.

In Attendance: F Lees, Independent Professional Adviser; V Wood-Williams, Solace in Business; K Donaldson, Chief Operating Officer (Human Resources Adviser) and C Irons, Committee Officer, Corporate and Democratic Services (to item 2).

Councillor Lyle in the Chair

1. DECLARATIONS OF INTEREST

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

2. MINUTE OF MEETING OF THE APPOINTMENT SUB-COMMITTEE OF 12 March 2021

The minute of meeting of the Chief Executive Appointment Sub-Committee of 12 March 2021 was submitted and approved.

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

P1. APPOINTMENT OF CHIEF EXECUTIVE – STAKEHOLDER EVENT FEEDBACK

There was submitted a report by Solace In Business, with input from the Professional Adviser and the Chief Operating Officer (Human Resources Adviser) providing feedback to members from the Stakeholder Event held on 17 March 2021.

Resolved:

The report was discussed and noted.

P2. INTERVIEW PROCESS

There was submitted and agreed a presentation topic and interview questions.

P3. DATE OF NEXT MEETING

Resolved:

It was noted the next meeting would be held on Tuesday 30 March 2021 for the final interviews and review.

CHIEF EXECUTIVE APPOINTMENTS SUB-COMMITTEE

Minute of meeting of the Chief Executive Appointments Sub-Committee held virtually on Tuesday 30 March 2020 at 9.15am.

Present: Councillors M Lyle, P Barrett, J Duff, G Laing and F Sarwar.

In Attendance: F Lees, Independent Professional Adviser, V Wood-Williams, Solace in Business and K Donaldson, Chief Operating Officer (Human Resources Adviser)

Councillor M Lyle, Convener, Presiding.

1. DECLARATIONS OF INTEREST

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

2. MINUTE OF PREVIOUS MEETINGS

The minutes of meetings of the Chief Executive Appointments Sub-Committee of 12 March and 23 March 2020 were submitted and approved.

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

P1. APPOINTMENT OF CHIEF EXECUTIVE – FINAL INTERVIEWS AND REVIEW

The final interview stage was completed using interview questions which had been prepared at the last meeting of the Sub-Committee.

The Sub-Committee thereafter considered the matter.

Resolved:

The Sub-Committee agreed that no appointment would be made and the interim arrangements would continue.

The Chief Operating Officer would bring forward a report to a meeting of the Appointment Sub-Committee to consider the timing and arrangements for re-advertising of the vacancy.

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## PROPERTY SUB-COMMITTEE

Minute of meeting of the Property Sub-Committee of the Strategic Policy and Resources Committee held in the Council Chambers, Ground Floor, Council Building, 2 High Street, Perth on Monday 21 October 2019 at 10.00am.

Present: Councillors C Ahern (substituting for R McCall), S Donaldson (substituting for B Band), D Doogan, J Duff (substituting for M Lyle), A Parrott (substituting for G Laing) and C Shiers.

In Attendance: G Boland (Education and Children's Services); S Crawford, K Leer and S Merone (all Housing and Environment); C Irons, P Mair and M Terava (all Corporate and Democratic Services).

Apologies: Councillors B Band, G Laing, M Lyle and R McCall.

### 1. APOLOGIES/SUBSTITUTES

Apologies and substitutions were noted as above.

In the absence of the Convener and Vice-Convener, it was unanimously agreed that Councillor C Shiers take the chair for this meeting.

Councillor C Shiers, Presiding.

### 2. DECLARATIONS OF INTEREST

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

### 3. MINUTE

The minute of meeting of the Property Sub-Committee of 19 August 2019 was submitted and approved as a correct record.

### 4. SCHOOL ESTATE PROGRAMME – PROGRESS UPDATE

There was submitted a report by the Executive Director (Education and Children's Services) (19/288) (1) updating the Property Sub-Committee on the progress and proposals for delivering current projects within the Education and Children's Services School Estate Programme; and (2) detailing key milestones which had been achieved since the last update to the Property Sub-Committee on 17 June 2019 (Report 19/175 refers)

#### **Resolved:**

The significant milestones achieved since the previous report to this Sub-Committee on 17 June 2019, as detailed in Appendix A to Report 19/288, be noted.

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

**P1. DISPOSAL OF SITE 9, ISLAY PLACE, NORTH MUIRTON INDUSTRIAL ESTATE**

There was submitted a report by the Executive Director (Housing and Environment) (19/289) seeking approval to dispose of Site 9, Islay Place, North Muirton Industrial Estate, Perth.

**Resolved:**

The disposal of site 9, Islay Place, North Muirton Industrial Estate on the terms as detailed in Report 19/289 and otherwise on terms to be agreed by the Executive Director (Housing and Environment) and the Head of Legal and Governance Services, be approved.

## PROPERTY SUB-COMMITTEE

Minute of meeting of the Special Property Sub-Committee of the Strategic Policy and Resources Committee held in Room 415, Fourth Floor, Council Building, 2 High Street, Perth on Tuesday 18 February 2020 at 12.00pm.

Present: Councillors M Lyle, R McCall, H Anderson (substituting for B Band), G Laing, A Parrott (substituting for D Doogan), C Purves (substituting for C Stewart) and C Shiers.

In Attendance: L Campbell and S Merone (both Housing and Environment); C Flynn, C Irons and A Thomson (all Corporate and Democratic Services).

Apologies: Councillors B Band and D Doogan.

Councillor M Lyle, Presiding

### 1. WELCOME AND APOLOGIES

The Convener welcomed all those present to the meeting. Apologies and substitutions were noted as above.

### 2. DECLARATIONS OF INTEREST

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

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

#### **P1. SALE OF 0.671 ACRE SITE, RUTHVENFIELD AVENUE, INVERALMOND INDUSTRIAL ESTATE, PERTH**

There was submitted a report by the Head of Planning and Development (20/55) seeking approval for the sale of a 0.671 acre site in Ruthvenfield Avenue, Inveralmond Industrial Estate, Perth.

#### **Resolved:**

- (i) The disposal of a 0.671 acre site at Ruthvenfield Avenue, Inveralmond Industrial Estate, Perth on the terms as detailed in Report 20/55 and otherwise on terms to be agreed by the Executive Director (Housing and Environment) and the Head of Legal and Governance, be approved.
- (ii) The current ground lease be handed back to Perth and Kinross Council at the date of sale, if required.

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PROPERTY SUB-COMMITTEE

Minute of virtual meeting of the Special Property Sub-Committee of the Strategic Policy and Resources Committee held via Microsoft Teams on Monday 24 August 2020 at 9.30am.

Present: Councillors M Lyle, R McCall, J Duff (substituting for C Shiers), G Laing, T McEwan (substituting for vacant position), A Parrott and C Stewart.

In Attendance: D Littlejohn, K Leer and S Merone (all Housing and Environment); K Donaldson, C Flynn, C Irons and A Thomson (all Corporate and Democratic Services).

Also in Attendance: A Brown and K Molley (both Corporate and Democratic Services) and C Wright (IT).

Apologies: Councillor C Shiers.

Councillor M Lyle, Presiding

1. WELCOME AND APOLOGIES

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

2. DECLARATIONS OF INTEREST

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

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

P1. DISPOSAL OF 1.04 HECTARES OF LAND AT AULD BOND ROAD, PERTH

There was submitted a report by the Head of Planning and Development (20/148) seeking approval to dispose of a 1.04 hectare site at Auld Bond Road, Perth.

Motion (Councillors Lyle and McCall

The disposal of 1.04 hectares at Auld Bond Road, Perth on the terms as detailed in Report 20/148 and otherwise on terms to be agreed by the Interim Chief Operating Officer and the Head of Legal and Governance, be approved.

Amendment (Councillors Stewart and Laing)

The decision on disposal of the land be deferred for further information to be made available.

In terms of Standing Order 58, a roll call vote was taken.

5 members voted for the Motion as follows:

Councillors Duff, Lyle, McCall, McEwan and Parrott.

2 members voted for the Amendment as follows:

Councillors Laing and Stewart.

Resolved:

In accordance with the motion.

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## PROPERTY SUB-COMMITTEE

Minute of virtual meeting of the Property Sub-Committee of the Strategic Policy and Resources Committee held via Microsoft Teams on Monday 26 October 2020 at 9.30am.

Present: Councillors R McCall, C Ahern, (substituting for M Lyle), G Laing, T McEwan, (substituting for vacant position), A Parrott, C Shiers and C Stewart.

In Attendance: D Littlejohn, K Leer, M McCaskie and S Nicoll (all Housing and Environment); G Boland and C Taylor (both Education and Children's Services), A Brown, C Flynn, C Irons and P Mair, L McGuigan, B Parker, M Pasternak and C Wright (all Corporate and Democratic Services).

Apologies: Councillor M Lyle.

Councillor R McCall, Vice-Convenor, Presiding

### 1. WELCOME AND APOLOGIES

The Vice-Convenor welcomed all those present to the meeting. An apology and substitutions were noted as above.

### 2. DECLARATIONS OF INTEREST

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

### 3. MINUTES

The minutes of the meeting of 21 October 2019 and the special meetings of 18 February 2020 and 24 August 2020 were submitted and approved as a correct record.

### 4. SCHOOL ESTATE PROGRAMME – PROGRESS REPORT

There was submitted a report by the Executive Director (Education and Children's Services) (20/195) (1) updating the Property Sub-Committee on the progress and proposals for delivering current projects within the Education and Children's Services School Estate Programme and (2) detailing key milestones which had been achieved since the last update to the sub-committee on 21 October 2019 (Report 19/288 refers).

#### **Resolved:**

- (i) The significant milestones achieved since the previous sub-committee on 21 October 2019, as detailed in Appendix A to Report 20/195, be noted.
- (ii) The projects where significant milestones had been rescheduled and updated as detailed in Report 20/195, be noted.

- (iii) That the Project Teams continue to manage the impact of Covid-19 on all projects, be noted.

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

**P1. SCHEDULE OF PROPERTY MATTERS APPROVED UNDER DELEGATED POWERS**

There was submitted and noted a report by the Head of Planning and Development (20/196) on property transactions undertaken by the Estates and Commercial Investment Team and approved under delegated powers in the period June 2019 – September 2020.

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APPEALS SUB-COMMITTEE OF STRATEGIC POLICY AND RESOURCES COMMITTEE

Minute of virtual meeting of the Appeals Sub-Committee held on Tuesday 12 January 2021 at 9.30am.

Present: Councillors Ahern, Brawn and Jarvis.

In Attendance: Appellant; Service's Representative (J Heggie, Human Resources) and M McLaren, Legal Services.

1. APPOINTMENT OF CONVENER

It was unanimously agreed that Councillor Ahern be appointed Convener of the Appeals Sub-Committee.

Councillor Ahern took the Chair.

2. PROCEDURE TO BE USED FOR DISCIPLINARY APPEAL

Resolved:

The procedure, as issued for the information of all present, be adopted.

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

P1. APPEAL AGAINST DISMISSAL (Disciplinary Procedures)

The Appeals Sub-Committee was convened to consider an appeal against dismissal by a member of staff from the Health and Social Care Partnership.

The Appeals Sub-Committee considered documentation lodged by both parties and heard evidence from the Service's representative and her witnesses, and from the Appellant. Thereafter the parties summed up their cases and withdrew.

Resolved:

That the dismissal was found to be fair and reasonable and the appeal be not upheld.

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

Minute of meeting of the Employees Joint Consultative Committee, held in the Council Chamber, 2 High Street, Perth on Thursday 27 February 2020 at 10.00am.

Present: Representing Perth and Kinross Council:

Councillors Councillor H Anderson, D Illingworth (substituting for Councillor M Lyle), R McCall and S McCole (all Perth and Kinross Council); H Hope (on behalf of Executive Director (Housing & Environment) and J Cockburn (on behalf of Executive Director (Education and Children Services)).

Present: Representing Trade Unions:

S Hope and (UNISON)

In Attendance: E Sturgeon, P Johnstone, S Devaney, K Johnston, S Kinnear, C Flynn and K Molley (all Corporate and Democratic Services).

S Hope in the Chair

1. APPOINTMENT OF CONVENER AND VICE-CONVENER

S Hope expressed concern at the Trade Unions being put in the position of having to determine the appointment of Convener with only one Trade Union member present. He proposed deferring the decision until the next meeting when there would be more Trade Union members present. S Hope further proposed that he would Chair this meeting.

2. DECLARATIONS OF INTEREST

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

3. MINUTE OF MEETING OF THE EMPLOYEES JOINT CONSULTATIVE COMMITTEE OF 28 NOVEMBER 2019

The minute of meeting of the Employees Joint Consultative Committee of 28 November 2019 was submitted and approved as a correct record.

4. MATTERS ARISING

(i) Problematic Periods and Menopause at Work (Item 9 refers)

There was submitted a report by Human Resources (G/20/31) which highlighted the Council's draft proposal on periods and menopause at work which provides guidance to managers and sources of support for employees dealing with periods and the menopause. This proposal is part of the Supporting Health and Wellbeing framework.

Councillor McCole suggested removing the word 'Problematic' from the title so that employees do not feel that they are being a problem when seeking support. S Hope added that UNISON are very supportive of this document but after looking at different local authorities guidance regarding periods and the menopause, he suggested changing the style of language slightly to appeal to employees.

The committee agreed that a second draft of the Periods and Menopause at work guidance would be circulated to members before the next meeting of the Joint Consultative Committee meeting in May.

(ii) Violence and Aggression Short Life Working Group Update (Item 10 refers)

S Hope advised that the Violence and Aggression Short Life Working Group had met recently which highlighted that the DASH reporting system is working well in providing an overview of statistics relating to violence and aggression incidents throughout Education and Children's Services. This also allows officers to see trends of results in certain areas. S Hope added that it is important to now focus on the necessary measures to see how this data can be utilised to improve our response to these situations.

S Hope advised that D Henderson would attend the next meeting of the Employees Joint Consultative Committee to give a further update on the Violence and Aggression Short Life Working Group.

5. DESIGNATION OF PUBLIC HOLIDAYS – 2020 AND 2021

There was submitted a report by Human Resources Manager (G/20/32) updating the Employees Joint Consultative Committee on the proposed designation of public holidays for 2020 and 2021; and (2) seeking trade union views on the re-designation of public holidays for certain groups of employees who normally work at the weekend.

Resolved:

- (i) The contents of Report G/20/32, be noted.
- (ii) Arrangements will be communicated to staff following the end of the consultation period.

6. MENTAL HEALTH AWARENESS WEEK

P Johnstone emphasised that the Council are committed to supporting mental health of employees. A Short Life Working Group chaired by Suzanne McLeod, Human Resources has been created to review the Council's approach and offer. The group includes members of teaching and non-teaching representatives.

P Johnstone advised that Mental Health Awareness week is due to be held between 18-22 May 2020 and the Council will be holding a mental wellbeing conference on Tuesday 19 May in the Council Chamber. This will be opened by the Chief Executive, Perth and Kinross Council and will have various speakers attending throughout the day from organisations such as MindSpace, Independence Trauma Support and Andy's Man Club. This event will also advise managers and individual staff members on where they can receive support regarding mental health.

S Hope added that UNISON are very supportive of the Mental Wellbeing Conference. He added that after the event, feedback will be sent to all attendees to see how the positive work regarding mental health can continue.

7. PARENTAL BEREAVEMENT REGULATIONS

E Sturgeon, Human Resources gave a verbal update regarding Parental Bereavement Regulations. On the 6 April 2020, new regulations will apply to those who have lost a child under the ages of 18, which entitles parents who have 26 weeks or more service to 2 weeks statutory paid parental leave. This will be incorporated into the carer and compassionate leave policy.

8. OCCUPATIONAL HEALTH CONTRACT AWARD

E Sturgeon, Human Resources gave a verbal update on the Occupational Health Contract Award which highlighted that People Asset Management (PAM), the Council's Occupational Health Provider contract has been renewed. PAM gives advice to the Council and its employees regarding fitness for work, prevention of work-related ill health and the promotion of good health. Services such as counselling and physiotherapy are also included.

S Hope emphasised the importance of making sure all employees are aware of the services PAM provides. He added that in relation to referrals from managers there is at times, a lack of information available to employees. He suggested having further discussions with PAM on content of reports.

9. BREXIT UPDATE

E Sturgeon, Human Resources gave a verbal update which advised that there were 105 individuals who are non-UK/EU nationals in the service. Unknown nationality figures have decreased from 25 to 13 and these remaining figures may be due to maternity leave or career breaks. Brexit has shown to have very little impact over this.

In response to a question from Councillor McCole regarding non-UK/EU nationals in the service and if they are aware that they have to provide this information themselves, P Johnstone advised that this is being promoted through PKAVS and that Services are involved in capturing data and promoting awareness of the scheme.

10. EMPLOYEES JOINT CONSULTATIVE COMMITTEE CONSTITUTION WITH OTHER COMMITTEES

S Hope, UNISON, gave a verbal update regarding the Employees Joint Consultative Constitution with Other Committees. S Hope advised that a meeting of the Short Life Working Group (3 remits) had taken place in January, where it was agreed that the Employees Joint Consultative Committee and the Corporate Health, Safety and Wellbeing Consultative Committee would merge into one committee which will focus on health and safety, teachers, single status and workforce. This is aimed to utilise members time, rationalise and avoid duplication. Officers are currently working on a constitution for the new committee. There will be an update brought back to the next Committee.

11. ANY OTHER COMPETENT BUSINESS

E Sturgeon, Human Resources advised that from 1 April 2020 there will be a change to single status salary scales which will involve the removal of overlapping salary grades. Trade Union representatives have been contacted regarding the change in salary scales.

12. DATE OF NEXT MEETING

28 May 2020 at 10.00am.

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

Minute of meeting of the Employees Joint Consultative Committee, held virtually via Microsoft Teams on Thursday 24 September 2020 at 10.00am.

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

Councillors C Ahern (substituting for M Lyle) H Anderson, R McCall and S McCole (all Perth and Kinross Council); C Guild (on behalf of Executive Director (Housing & Environment) and K Robertson (on behalf of Executive Director (Education and Children Services)).

**Present: Representing Trade Unions:**

S Hope (UNISON)  
D Clarke (on behalf of H Meldrum) (GMB)

**In Attendance:** P Johnstone, S Devaney, S Munro, S Lawson, D Henderson, C Flynn and K Molley (all Corporate and Democratic Services).

**Apologies:** Councillor M Lyle (Perth and Kinross Council); and L Roberts (UNISON)

S Hope in the Chair

**1. APPOINTMENT OF CONVENER AND VICE-CONVENER**

S Hope expressed concern at the Trade Unions being put in the position of having to determine the appointment of Convener with only one Trade Union member present. He proposed deferring the decision until the next meeting when there would be more Trade Union members present. S Hope further proposed that he would Chair this meeting.

**2. DECLARATIONS OF INTEREST**

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

**3. MINUTE OF MEETING OF THE EMPLOYEES JOINT CONSULTATIVE COMMITTEE OF 28 NOVEMBER 2019**

The minute of meeting of the Employees Joint Consultative Committee of 27 February 2020 was submitted and approved as a correct record.

#### **4. MATTERS ARISING**

##### **(i) Employees Joint Consultative Committee Constitution with other Committees (item 10 refers)**

C Flynn provided a verbal update on the Employees Joint Consultative Committee Constitution with other Committees. She advised that Committee Services and Human Resources are currently working on a draft constitution and a sample agenda. A meeting of the Short Life Working Group will be arranged in due course to seek members views on these documents.

#### **5. HEALTH AND WELLBEING**

A short video clip was played to Committee by Gillian Reeves, Organisational Development in her role as Wellbeing Champion on the wellbeing offer available to all employees.

S Munro also provided a verbal update on Health and Wellbeing in relation to the Wellbeing Surveys issued to all employees to ascertain their views on a number of issues. In respect of working from home 47% of respondents said at the time of the initial survey that it felt natural working from home and were content with this change in working environment. Another survey has been sent to all employees to establish if feelings or experiences have improved or changed, this survey was live at the time of the Committee. S Munro added that guidance has been introduced for Managers to enable them to support staff during the pandemic. Development sessions will also be offered virtually to look at different aspects of the survey responses to ensure that we meet the ongoing needs and expectations of our workforce.

#### **6. ORGANISATIONAL DEVELOPMENT PLAN**

C Guild gave a verbal update on the draft Organisational Development Plan which is due to go to the next Council meeting in October. This plan will incorporate the culture, behaviours, resource building, leadership and collaborative working needed for the implementation of the Perth and Kinross Offer and recovery and renewal. If approved, the plan will be sent for further comment and consideration.

In response to a question from Councillor H Anderson regarding Councillor engagement on the development of the plan, C Guild advised that this would be brought forward to Councillors for their input before going to the Council meeting for consideration in October. C Guild added that an update will be brought to the next EJCC.

#### **7. WORKFORCE UPDATE**

S Devaney gave a verbal update on the workforce arrangements introduced across Perth and Kinross Council. Throughout the COVID-19 pandemic, HR undertook the re-tasking activity to train and resource staff into other areas which are



deemed as critical services. More than 500 employees were tasked into other areas such as educational hubs, social care and burial and crematoriums. Employees have also helped in new activities such as volunteering at foodbanks and driving behind refuse collections. PPE and PVG checks have also been provided appropriately. Around 50 employees are still currently re-tasked in their temporary roles.

S Devaney added that in preparing to support any ongoing response employees are being contacted to see if they would be willing to be re-tasked again if they were urgently needed in another service. So far 62 employees have agreed to be Covid Responders. In response to a question from K Robertson regarding staff already in critical services, S Devaney advised that there is a list of essential services and staff employed in these services will not be asked to re-task.

S Devaney also added that 195 desks are now being accessed by employees in Pullar House. Employees have the chance to request to work in the office to support their wellbeing or for other legal or individual reasons that make working from home challenging. HR have contacted line managers of those making requests due to reduced wellbeing to establish if a return to the office has resulted in an improvement in wellbeing.

S Devaney informed the Committee that the levels of sickness had increased initially due to lockdown measures. In response to a question from S Hope regarding how sickness absences are being recorded, S Devaney confirmed that arrangements to classify absences had been introduced and monitoring was being undertaken on a case by case basis. P Johnstone added that a Covid absence is recorded differently to a sickness absence.

Councillor S McCole emphasised the positive work that had been taken by Human Resources around workforce throughout the COVID-19 pandemic. She asked for future Committees if figures could be produced in reports to give members time to absorb the information.

## **8. WORKFORCE PLANNING**

P Johnstone gave a verbal update on workforce planning. She advised that the current approved workforce plan 2018-2021, is being reviewed in the current context and ability to deliver outcomes set out in the original plan.

P Johnstone advised that Human Resources are currently preparing a new Corporate Workforce plan and discussing with stakeholders what can be done differently going forward in terms of flexible and agile ways of working, increased use of digital and technology for both recovery and renewal as well as ongoing response. Human Resources are developing an Interim Short-term Workforce Plan that will dovetail into the Organisational Development Plan. This plan is based on occupational groups, resourcing, COVID-19 responses and longer-term arrangements needed to support any new ways of working. P Johnstone added that realistic targets will be set that are flexible to manage in the current circumstances.

In response to a question from Councillor R McCall regarding engagement with Elected Members, P Johnstone advised that a forum to discuss the needs and skills of Members will be created.

## **9. REMOTE WORKING**

S Lawson provided a verbal update on remote working. She advised that Interim Guidance was produced in April 2020 through the joint efforts across different Services. Human Resources are now developing a Remote Working Policy which will cover all employees. S Lawson added that engagement from Trade Unions was key to this process. S Hope emphasised UNISON was supportive and suggested looking into ways in which we can get other Trade Unions involved.

In response to a question from Councillor R McCall regarding how information can be kept up to date in a working environment which is constantly changing, P Johnstone emphasised it is important to consider a medium to longer term flexible approach which can be adapted to people's needs at any given time. Working from home was introduced due to the lockdown and a longer-term approach is needed. Refreshed guidance will allow a more considered response to manage working from home. This guidance will include reviewing the support available to all employees especially as winter approaches to assess the impact this will have on mental health and wellbeing. There are already a number of measures in place to support employee and we need to continue to promote these.

P Johnstone advised that an update would be brought back to the EJCC.

## **10. ANY OTHER COMPETENT BUSINESS**

S Hope thanked Human Resources and Education and Children's Services for all their work throughout the COVID-19 pandemic. He referred to the work involved in schools reopening and the amount of risk assessments that were undertaken.

## **11. DATE OF NEXT MEETING**

26 November 2020 at 10.00am.

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

Minute of meeting of the Employees Joint Consultative Committee, held virtually via Microsoft Teams on Thursday 26 November 2020 at 10.00am.

Present: Representing Perth and Kinross Council:

Councillors C Ahern (substituting for M Lyle), H Anderson, K Baird (substituting for R McCall) and S McCole (all Perth and Kinross Council).

Present: Representing Trade Unions:

S Hope (UNISON)
L Roberts (UNISON)
S Robertson (Unite the Union)

In Attendance: P Johnstone, S Devaney, C Flynn, D McPhee and D Williams (all Corporate and Democratic Services) and K Robertson (Education and Children's Services).

Apologies: Councillors M Lyle and R McCall (Perth and Kinross Council).

1. APPOINTMENT OF CONVENER AND VICE-CONVENER

It was agreed that S Hope be appointed Convener and Councillor S McCole Vice-Convener.

S Hope in the Chair.

2. DECLARATIONS OF INTEREST

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

3. MINUTE OF MEETING OF THE EMPLOYEES JOINT CONSULTATIVE COMMITTEE OF 24 SEPTEMBER 2020

The minute of meeting of the Employees Joint Consultative Committee 24 September 2020 was submitted and approved as a correct record.

4. MATTERS ARISING

(i) Remote Working Update

S Hope advised that discussions had been ongoing between Trade Unions and the Council's Human Resources team. P Johnstone advised that

consultation with senior management, and sounding boards with staff groups were also ongoing. S Hope highlighted the importance of managers asking the right questions about wellbeing and ability to work from home, to enable staff to come forward if struggling. S Hope further emphasised the importance of this item remaining on the agenda for this Committee.

5. EQUALITIES UPDATE

There was submitted an update (G/20/125) and an accompanying verbal update from D McPhee, Equalities Team Leader, , and P Johnstone, HR Manager. D McPhee and P Johnstone updated those present on Staff Networks, the See Me In Work Programme, the EU Settlement Scheme, Armed Forces Covenant, Show Racism the Red Card, Staff Learning and Development with regards to equalities opportunities, Holocaust Memorial Day, Equally Safe at Work, Health and Wellbeing, and Occupational Segregation.

D McPhee advised that there has been an increase in attendance at Staff Networks since these meetings had moved online., He added that there was an intention to extend invitations to these meetings to Trade Union members. D McPhee also advised that there had been a significant drop-off recently in applications to the EU Settlement Scheme, emphasising the importance of continuing to promote awareness of the scheme, to encourage applications.

In response to a query from S Robertson, Unite the Union, regarding commemorations for International Worker's Day, D McPhee advised that he would add this to the calendar for 2021 events. S Hope requested the dates of meetings of Staff Networks, with a view to establishing stronger joint work and partnerships.

6. COVID RESPONDERS UPDATE

There was submitted an update (G/20/126), with accompanying verbal update from Sarah Devaney, HR Team Leader, outlining the present situation with regards to Covid Responders. S Devaney advised that a Microsoft Teams site had been created for the volunteers to promote messages and create a space for regular two-way communication, highlighting the importance of remaining engaged to be mobilised. .

Councillor C Ahern asked if ex-Service individuals within the Council had come forward as Covid Responders, as they would have skills acquired in the Armed Forces in terms of logistics. In response, S Devaney advised that individuals had to volunteer and the information requested from them and shared with managers includes any particular skill-sets. It is not known how many Covid Responders are ex-Armed Forces.

In response to a query from S Hope, S Devaney confirmed that this was an entirely voluntary scheme and has been throughout the Covid-19 Pandemic.

7. ESSENTIAL SERVICES LIST

S Devaney provided a verbal update to those present, advising that there was 18 Essential Services within the Council, and work had been ongoing with the Executive Officer Team and in light of the refreshed Scottish Government Tier System to consider what other services may require to be delivered.

S Devaney advised that this was an ongoing process and members would be further updated at a future meeting of the Committee.

8. ANY OTHER COMPETENT BUSINESS

There was no other competent business.

9. PROVISIONAL TIMETABLE OF MEETINGS FOR 2021

Members agreed the following dates for Committee's in 2021;

25 February
27 May
30 September
25 November

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## PERTH AND KINROSS COUNCIL

### STRATEGIC POLICY AND RESOURCES COMMITTEE CORPORATE HEALTH, SAFETY AND WELLBEING CONSULTATIVE COMMITTEE

Minute of meeting of the Corporate Health, Safety and Wellbeing Consultative Committee held in the Council Chamber, Ground Floor, Council Building, 2 High Street, Perth on Monday 9 March 2020 at 10.00am.

**Present:** **Representing Perth and Kinross Council**  
Councillor C Ahern  
Councillor S McCole  
Councillor B Pover (substituting for Councillor E Drysdale)  
G Boland (on behalf of Executive Director (Education and Children's Services))  
P Johnstone (on behalf of Corporate Human Resources Manager)  
R Lyle, on behalf of Executive Director, Housing and Environment  
S Crawford, Head of Property Services, Housing and Environment

**Trade Union Safety Representatives and Elected  
Representatives of Employee Safety Committees**  
S Hope (Unison)

**In attendance:** K Molley, Assistant Committee Officer, Corporate and Democratic Services

**Apologies:** Councillor E Drysdale  
Carolyn Weston, EIS  
Christina Flynn, Democratic Services Manager, Corporate and Democratic Services

*S Hope in the Chair*

#### 1. WELCOME AND APOLOGIES

S Hope welcomed all present to the meeting and apologies were noted as above.

#### 2. DECLARATIONS OF INTEREST

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

#### 3. MINUTE OF PREVIOUS MEETING

The minute of the meeting of the Corporate Health, Safety and Wellbeing Consultative Committee of 9 December 2019 was submitted and approved.

#### 4. APPOINTMENT OF JOINT SECRETARY

S Hope suggested deferring the appointment of Joint Secretary until the next meeting when more Trade Union representatives are present.

## **5. SHORT LIFE WORKING GROUP (3 REMITS)**

S Hope advised that a meeting of the Short Life Working Group (3 remits) had taken place in January, where it was agreed that the Employees Joint Consultative Committee and the Corporate Health, Safety and Wellbeing Consultative Committee would merge into one committee, which will focus on Health and Safety, teachers and workforce. This is aimed to utilise members time, rationalise and avoid duplication. Officers are currently working on a constitution for the new committee. There will be an update brought back to the next Committee in June.

## **6. HEALTH AND SAFETY PERFORMANCE QUARTERLY REPORT**

There was submitted a report by the Regulatory Services Manager (Housing and Environment) (G/20/33) preparing to inform and assist the Corporate Health, Safety and Wellbeing Consultative Committee in monitoring health and safety performance across Perth and Kinross Council; and (2) asking for progress to be noted.

### **Resolved:**

The contents of the report, be noted.

## **7. FIRE SAFETY QUARTERLY REPORT**

There was submitted a report by the Regulatory Services Manager (G/20/24) informing and assisting the Corporate Health, Safety and Wellbeing Consultative Committee in monitoring fire safety performance across Perth and Kinross Council; and (2) providing the Committee with the Fire Safety Key Performance indicators for Quarter 3 of 2019/20 for noting.

S Crawford and G Boland provided verbal updates on completed action plans listed throughout Report G/20/24.

Councillor S McCole referred to the recording of Fire Audits that are taken across schools and emphasised the importance of working with staff to ensure that this procedure is consistent throughout Education and Children's Services.

### **Resolved:**

The contents of the report, be noted.

## **8. ANY OTHER COMPETENT BUSINESS**

There were no other items of business to be considered.

## **9. DATE OF NEXT MEETING**

8 June 2020

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

Minute of meeting of the Corporate Health, Safety and Wellbeing Consultative Committee held virtually via Microsoft Teams, on Monday 7 December 2020 at 10.00am.

Present: **Representing Perth and Kinross Council**
 Councillor R McCall (substituting for Councillor C Ahern)
 Councillor S McCole
 Councillor B Pover
 G Boland (on behalf of Executive Director (Education and Children's Services))
 C Flynn, Democratic Services Manager, Corporate and Democratic Services
 P Johnstone (on behalf of Corporate Human Resources Manager)
 R Lyle, on behalf of Executive Director, Communities
 S Crawford, Head of Property Services, Communities

Trade Union Safety Representatives and Elected Representatives of Employee Safety Committees
 S Hope (Unison)
 S Robertson (Unite the Union)
 J Kettle (SSTA)
 S Topen-Cooper (NASUWT)

In attendance: K Molley, Assistant Committee Officer, Corporate and Democratic Services

Apologies: Carolyn Weston, EIS
 Councillor C Ahern
 Councillor A Coates

Councillor S McCole in the Chair

1. WELCOME AND APOLOGIES

Due to connectivity problems, Councillor S McCole chaired the meeting.

Councillor S McCole welcomed all present to the meeting and apologies were noted as above.

2. DECLARATIONS OF INTEREST

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

3. MINUTE OF PREVIOUS MEETING

The minute of the meeting of the Corporate Health, Safety and Wellbeing Consultative Committee of 9 March 2020 was submitted and approved, subject to a typo under item 5.

4. MATTERS ARISING

Short Life Working Group (3 Remits) (item 5)

C Flynn provided a verbal update on the Corporate Health, Safety and Wellbeing Consultative Committee Constitution with other Committees. She advised that Committee Services and Human Resources are currently working on a draft constitution and a sample agenda. A meeting of the Short Life Working Group will be arranged in due course to seek members views on these documents.

5. APPOINTMENT OF JOINT SECRETARY

Councillor S McCole suggested deferring the appointment of Joint Secretary until the next meeting when more Trade Union representatives are present.

6. HEALTH AND SAFETY PERFORMANCE QUARTERLY REPORT

There was submitted a report by the Regulatory Services Manager (Housing and Environment) (G/20/145) preparing to inform and assist the Corporate Health, Safety and Wellbeing Consultative Committee in monitoring health and safety performance across Perth and Kinross Council; and (2) asking for progress to be noted.

S Topen-Cooper suggested reintroducing annual Staff Surveys to all employees to analyse stress levels across the authority and to see if levels are improving from previous years. P Johnstone advised that a short-term survey was issued to employees in May/June 2020 to examine employee's wellbeing due to consequences of the pandemic. A significant number of employees working conditions have changed with many now working from home or being re-tasked into other services. Another survey was sent to all employees in September 2020 to establish individual experiences have changed and to establish what other support would be beneficial. OD had developed Sounding Board sessions virtually to look at different aspects of the survey responses to ensure that we meet the ongoing needs and expectations of our workforce.

P Johnstone added that there are already several measures in place to support employees working at home and we need to continue to promote these e.g encouraging employees to take regular breaks and go for a walk during daylight hours. P Johnstone advised that Human Resources are working with management to monitor sickness levels. All absences related to covid are recorded differently to any other type of sickness absence.

J Kettle asked a question regarding support for staff working in schools during the pandemic and expressed concerns that support seemed to be focused on employees working from home. P Johnstone advised that a Sounding Board for

school-based staff was being arranged by OD. Responses from school-based staff will be monitored to see how employee welfare differs from employees working from home.

Resolved:

The contents of the report, be noted.

7. ANY OTHER COMPETENT BUSINESS

S Topen-Cooper raised concerns regarding staff working with distressed pupils in schools and wondered what measures are in place to protect themselves and pupils as monthly CALM staff training sessions have been suspended due to the pandemic. G Boland advised that an update would be brought back to Committee.

Post agenda note - An update has been provided to members through email:

CALM Practice Sessions are provided to reinforce practice but not essential to be provided on a monthly basis; arrangement for access to Practice Sessions vary in each Local Authority. In Perth and Kinross it is hoped to re-establish Practice Session early in 2021, however this will be dependent on Covid-19 restrictions. At the outset of the Covid-19 restrictions the accreditation organisation, CALM Training, confirmed that practitioner's accreditation would be automatically extended and that all practitioners using CALM physical intervention or escape techniques continue to be covered by insurance.

8. DATE OF NEXT MEETING

8 March 2021

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## PERTH AND KINROSS INTEGRATION JOINT BOARD

Minute of Meeting of the Perth and Kinross Integration Joint Board (IJB) held virtually via Microsoft Teams on Wednesday 23 September 2020 at 2.40pm.

### **Present:**

#### **Voting Members:**

Councillor E Drysdale, Perth and Kinross Council (Chair)  
Councillor X McDade, Perth and Kinross Council  
Councillor C Purves, Perth and Kinross Council  
Councillor J Duff, Perth and Kinross  
Mr B Benson, Tayside NHS Board (Vice-Chair)  
Mr P Drury, Tayside NHS Board  
Ms P Kilpatrick, Tayside NHS Board

#### **Non-Voting Members**

Mr G Paterson, Chief Officer / Director – Integrated Health & Social Care  
Ms J Pepper, Chief Social Work Officer, Perth and Kinross Council  
Ms J Smith, Chief Financial Officer

#### **Stakeholder Members**

Mr A Drummond, Staff Representative, NHS Tayside  
Mr S Hope, Staff Representative, Perth and Kinross Council  
Ms S Auld, Service User Public Partner (on behalf of Ms L Lennie)  
Dr L Robertson

### **In Attendance:**

S Hendry, K Molley, A Brown, R Fry, M Notman (all Perth and Kinross Council)  
C Wilson, E Devine, H Dougall, L Jackson-Hall and S Gourlay (all Perth and Kinross Health and Social Care Partnership)  
B Atkinson (Adult Protection Committee)

### **Apologies**

Mr R Erskine, Tayside NHS Board  
Ms L Blair, Scottish Care  
Ms B Campbell, Carer Public Partner  
Ms M Summers, Substitute Carer Public Partner  
Ms S Dickie, NHS Tayside

Ms S Watts, Third Sector Representative  
K Reid, Chief Executive, Perth and Kinross Council  
G Archibald, Chief Executive, NHS Tayside

Prior to the commencement of business, the Chair apologised for the late start due to technical issues for some members joining the meeting.

## **1. WELCOME AND APOLOGIES**

Councillor Drysdale welcomed all those present to the meeting and apologies were noted as above.

## **2. DECLARATIONS OF INTEREST**

There were no Declarations of Interest made in terms of the Perth and Kinross Integration Joint Board Code of Conduct.

## **3. MINUTES OF MEETING OF THE PERTH AND KINROSS INTEGRATION JOINT BOARD of 31 JULY 2020**

The minute of the meeting of Perth and Kinross Integration Joint Board of 31 July 2020 was submitted and approved as a correct record.

## **4. ACTIONS POINT UPDATE**

The action points update as of 23 September 2020 (G/20/108) was submitted and noted.

## **5. MEMBERSHIP UPDATE**

- (i) It be agreed that Ms L Blair be re-appointed as an additional non-voting member of the Board until September 2023.
- (ii) It be noted that staff from the Perth and Kinross Health and Social Care Partnership were currently engaging with local service user groups on a forthcoming election process of a Service User Public Partner to the Board. It be agreed that the current terms of appointment for both Ms L Lennie and Ms S Auld be extended until the outcome of the election process.

## **6. CHIEF OFFICER'S UPDATE**

There was submitted a report by the Chief Officer/Director - Integrated Health & Social Care (G/20/103) providing an update on the Health and Social Care Partnership's continuing response to the Covid-19 pandemic and on the proposed process for reviewing the Integration Scheme.

The Chief Officer advised the Board of a correction in relation to Mental Health and Wellbeing in section 3.2 in Report (G/20/103) as follows:

In addition to progressing the recruitment of additional Community Mental Health nurses, we have successfully commissioned additional support from **seven** third sector organisations to enhance community mental health service provision across Perth and Kinross.

In response to a question from Councillor Purves regarding the Locality Integrated Care Service and if the pandemic has had an impact on savings, G Paterson advised that the challenges caused by the COVID-19 pandemic have enabled the Partnership to implement enhanced community support provision on a

wider scale. G Paterson added that the Partnership had planned to progress with the Enhanced Care Service through a phased approach, but in response to the pandemic, this has been advanced as a priority by the Partnership. J Smith added that savings are still deliverable for this Service, however, the expected savings in respect of Care Home Placements and the Review of Rehabilitation Beds is less likely to be delivered while the HSCP is responding to the pandemic.

B Benson thanked G Paterson and his team for all the work they have achieved throughout the COVID-19 pandemic. In response to a question from B Benson regarding the IJB's commissioning role compared to the Partnership's role with the example of the Health and Wellbeing Hub, G Paterson advised that the IJB's role and responsibility is focused on strategic commissioning and the Partnership have developed a range of strategies relating to care groups and the IJB will receive reports in relation to how these support the delivery of the Strategic Commissioning Plan and the strategic direction that the IJB have set for the Partnership. The Health and Wellbeing Hub is an operational example giving effect to the strategic commissioning ambition to strengthen local communities, address health inequalities, promote early intervention, preventative services and to work with the third sector.

In response to a question from Councillor Purves regarding if an exercise had been undertaken by officers to look at the current Integration Scheme, G Paterson advised the Executive Management Team of the Health and Social Care Partnership carried out a self-assessment in relation to the current Integration Scheme. In light of this, Officers were recommending that a successor scheme to be developed, as there were a number of areas that had become outdated needed clarification or that had not been implemented since the original scheme was agreed five years ago. Councillor Purves asked another question regarding the review of the Integration scheme and how engagement will be carried out with IJB Members, suggesting that a member/officer working group be created to examine this. G Paterson advised that the plan is to engage IJB members through workshops and development sessions, so they feel a part of the process, instead of being asked to validate the final draft at the end of the process. Elected members of the Council would be able to discuss the review at the next Council meeting in October 2020.

**Resolved:**

- (i) The Health and Social Care Partnership response and remobilisation activity in the context of the ongoing Covid-19 pandemic be noted.
- (ii) The proposed process and timescales for developing a successor Integration Scheme be noted.

## **7. FINANCE AND GOVERNANCE**

### **7.1 2020/21 FINANCIAL POSITION**

There was submitted a report by the Chief Financial Officer (G/20/109) advising of (1) the 2020/21 projected year end out-turn on the underlying operational position based on financial performance for the four months to 31 July 2020; (2) the impact of the Covid-19 Pandemic on the year-end financial forecast; and (3) the risks to delivery of the IJB's Financial Plan 2020/21.

In response to a question from P Drury regarding hospital and community health underspend and if the level of vacancies should be a cause for concern, J Smith advised that the level of vacancies could be a cause for concern under normal circumstances, however the Partnership have been addressing gaps in the workforce and even with these vacancies, the delivery of essential services are still being met. E Devine added that in response to the pandemic the Partnership have been able to upskill staff and redeploy employees into inpatient services and will be able to easily move staff again if required throughout the Winter period.

In a similar question from Councillor Drysdale regarding an underspend in Older People Services due to staff vacancies, G Paterson advised that due to the COVID-19 pandemic, there has been a reduction in non-essential services which have allowed for staff to redeployed, instead of occurring additional expenditure. He added that the Partnership will always ensure safe staffing levels, whether this is through moving staff, downscaling services or by using agency staff. E Devine also advised that there has been an increase in movement of people applying for jobs that are being advertised in this sector. J Smith added that staffing issues and areas where actions are being carried out to address these issues, will be brought forward in the Workforce Plan 2021.

**Resolved:**

- (i) The £0.746m projected year-end overspend in relation to the underlying operational position be noted.
- (ii) The £4.006m projected year end overspend in relation to Covid 19 costs, after taking account of confirmed additional Scottish Government funding, be noted.
- (iii) The update regarding the IJB reserves position be noted.

THERE WAS A 6 MINUTE BREAK AND THE MEETING RECONVENED AT 16.05.

IT WAS AGREED TO VARY THE ORDER OF BUSINESS AT THIS POINT.

## **8. PERFORMANCE/STRATEGIC OBJECTIVES**

### **8.3 PRIMARY CARE IMPROVEMENT PLAN**

There was submitted a report by the Associate Medical Director and Primary Care Service Manager (G/20/105) providing an update on the progress made in implementing the Tayside Primary Care Improvement Plan (PCIP) in its second year (2019/20), as it relates to the Perth and Kinross Health and Social Care Partnership and on the proposed actions to progress implementation in year three.

In response to question from Councillor Purves regarding further detail on the vaccination programme, L Jackson-Hall advised that the vaccination programme was part of the part of the GMS contract that moves the responsibility for vaccinations away from GP practices and into the HSCT. There was planned to do a test of change this year, with the full delivery next year, however, this year a hybrid model has been created and learning achieved from working with partnership clinics in venues such as community hospitals. The vaccination transformation programme has been put on hold for a year by the Scottish Government due to the COVID-19



pandemic. By next year, flu vaccinations will be delivered by the Partnership instead of General Practice.

In response to a question from Councillor Drysdale regarding venues for providing the vaccinations and when the roll out of the vaccination is due to start for the Winter period, L Jackson-Hall advised that venues will be ready to start delivering flu vaccinations on 2 October 2020 and all GP Practices will be delivering vaccinations from their own practices or will be provided through community hospitals near-by in Perth and Kinross. The roll out will be separated into two tranches with those over 65 receiving the vaccination first. Preparation has been underway for the last 3 months to ensure GP's and other venues have the correct PPE, storage and social distancing measures in place to provide the flu vaccination.

**Resolved:**

- (i) The positive progress in the implementation of Perth and Kinross HSCP's PCIP (2019/20), recognising the significant developments and the financial commitments made, be noted.
- (ii) The actions the Health and Social Care Partnership proposes to advance in respect of the PCIP in 2020/21 and the funding allocation, recognising that there will be some impact from the Covid19 pandemic, be noted.

#### **8.4 WINTER PLANNING**

There was submitted a report by Head of Health (G/20/106) providing an update on the Health and Social Care Partnership's preparations for Winter 2020/21, which sought to ensure that there is sufficient capacity and resource in place to respond to specific winter pressures, while also being prepared for a potential second wave of COVID-19.

**Resolved:**

The Health and Social Care Partnership's Winter Plans, which have been developed in collaboration with NHS Tayside and local GPs, be noted.

#### **9. FOR INFORMATION**

##### **9.1 ADULT SUPPORT AND PROTECTION BI-ENNIAL REPORT 2018-20**

There was submitted a report by the Chief Social Work Officer (G/20/110) providing an update of the work of the Perth and Kinross Adult Protection Committee (APC) and activity over the 2018-2020 information to protect adults who may be at risk of harm.

In response to a question from Councillor Duff regarding criminal proceedings and the difference between criminal investigations and the number of cases that went to proceedings, B Atkinson advised that only a small number of cases referred through end up in criminal procedures. He added that difficulties with evidence gathering and the reliability of the witness can also have an impact on these figures. The Adult Protection Committee are working closely with Police Scotland and in some cases can find that supporting the individual is more beneficial than resorting to prosecution.

In response to a question from B Benson regarding pressures faced by Police involvement at front line, B Atkinson advised that a high percentage of work undertaken by the Police, now involves working with vulnerable people across all age groups as opposed to crime prevention and investigation. He added that the APC are working to reduce the pressure on the Police by ensuring a wide range of professionals and the wider community are aware of Adult Protection issues and that individuals know how to report incidents which do not need to be reported to the Police.

B Benson requested for this item to be on the agenda for a future IJB Development Session for further discussion.

**Resolved:**

The contents of the Adult Support and Protection Biennial Report in Report G/20/110, and Appendix 1 to Report G/20/110, be approved.

## **7.2 GOVERNANCE SHORT LIFE WORKING GROUP**

**Resolved:**

It be agreed that this item be deferred to the next meeting of the Integration Joint Board in December 2020 to allow a further meeting of the working group to take place, along with further discussion between all members at their next development session, before this item is further considered by the Board.

## **8.5 MENTAL HEALTH & WELLBEING**

There was submitted a report by the Interim Director of Mental Health (G/20/107) detailing the significant work being progressed in Mental Health Services in response to Trust and Respect: Final Report of the Independent Inquiry into Mental Health Services, published 5 February 2020.

In response to a question from Councillor Purves regarding how the appropriate material will be brought to the IJB on Mental Health and Wellbeing so this can be fully scrutinised by members, L Roberts advised that updates on the recommendations in the Trust and Respect report will be brought to future IJB meetings.

S Auld informed the Board that her colleagues regularly attend the Carer Voices meetings regarding the development of Mental Health Services and have seen a positive change in contributions from Public Partners. She added that Carer Voices will be seeking opportunities to be involved in Adult Social Care and will report back to the Scottish Government in January 2021. Councillor Drysdale added the importance of Public Partners and how their contributions are valued across the Integration Joint Board.

In response to a question from Councillor Purves regarding an update on the Community Mental Health Strategy and for confirmation on third sector parties being involved in this process, G Paterson advised that timescales were set, and plans had been made for stakeholder engagement in the designing of the Local Community Mental Health Strategy. However, a small number of stakeholders have raised

concerns about the value they see in participating in the development of the local strategy, at this stage, when so much of their work is currently focused on the Tayside-wide strategy. These stakeholders feel this project should be completed first and to deliver an implementation plan for the Local Community Mental Health Strategy. G Paterson added work is still ongoing to progress the Local Community Mental Health Strategy as this has been required by the IJB.

**Resolved:**

The contents of Report G/20/107 regarding Mental Health Services be noted.

## **8.1 AUDIT AND PERFORMANCE COMMITTEE**

Councillor Purves, Chair of the Audit and Performance Committee provided a summary of the [business of the committee meeting of 14 September 2020](#).

The Chair apologised to members of the Board as the Audited Annual Accounts had not been published with today's agenda. He asked for the accounts to be circulated to members of the Board for their information.

Post Meeting Note: This action was completed by email.

## **8.2 PERTH AND KINROSS HEALTH AND SOCIAL CARE PARTNERSHIP ANNUAL PERFORMANCE REPORT 2019/20**

There was submitted a report (G/20/104) which highlighted the Perth and Kinross Health and Social Care Partnership Annual Performance Report for 2019/20.

**Resolved:**

The Annual Performance Report 2019/20, as approved by the Audit and Performance Committee on 14 September 2020, be noted.

## **9.2 IJB WORK PLAN 2020-21**

There was submitted a report (G/20/111) which highlighted the Perth and Kinross Integration Joint Board Work Plan 2020-21.

**Resolved:**

The Perth and Kinross Integration Joint Board Work Plan 2020-21 in Report G/20/111, as of 23 September 2020, be noted.

## **10. FUTURE IJB MEETINGS**

9 December 2020

Future IJB Briefing / Development Sessions

28 October 2020



## PERTH AND KINROSS INTEGRATION JOINT BOARD

Minute of Meeting of the Perth and Kinross Integration Joint Board (IJB) held virtually via Microsoft Teams on Wednesday 9 December 2020 at 1.00pm.

### **Present:**

#### **Voting Members:**

Councillor E Drysdale, Perth and Kinross Council (Chair)  
Councillor X McDade, Perth and Kinross Council  
Councillor C Purves, Perth and Kinross Council  
Councillor J Duff, Perth and Kinross  
Mr B Benson, Tayside NHS Board (Vice-Chair)  
Mr R Erskine, Tayside NHS Board  
Mr P Drury, Tayside NHS Board (from Item 6.2)  
Ms P Kilpatrick, Tayside NHS Board

#### **Non-Voting Members**

Mr G Paterson, Chief Officer / Director – Integrated Health & Social Care  
Ms J Pepper, Chief Social Work Officer, Perth and Kinross Council  
Ms J Smith, Chief Financial Officer

#### **Stakeholder Members**

Ms S Auld, Service User Public Partner (on behalf of Ms L Lennie)  
Dr L Robertson  
Ms L Blair, Scottish Care  
Ms S Watts, Third Sector Representative  
Ms B Campbell, Carer Public Partner (from Item 6.2)

### **In Attendance:**

S Hendry, A Taylor, K Molley, M Pasternak, C Mailer (up to Item 7) and K Ogilvy (up to Item 7) (all Perth and Kinross Council);  
K Bell (up to Item 6.3); E Devine, D Mitchell (from Item 6.1)  
D Fraser, V Aitken, L Jackson-Hall and S Gourlay (all Perth and Kinross Health and Social Care Partnership)

### **Apologies**

Mr A Drummond, Staff Representative, NHS Tayside  
Mr S Hope, Staff Representative, Perth and Kinross Council  
Ms S Dickie, NHS Tayside  
K Reid, Chief Executive, Perth and Kinross Council

## **1. WELCOME AND APOLOGIES**

Councillor Drysdale welcomed all those present to the meeting and apologies were noted as above.

## **2. DECLARATIONS OF INTEREST**

There were no Declarations of Interest made in terms of the Perth and Kinross Integration Joint Board Code of Conduct.

### **3. MINUTE OF MEETING OF THE PERTH AND KINROSS INTEGRATION JOINT BOARD OF 23 SEPTEMBER 2020**

The minute of the meeting of Perth and Kinross Integration Joint Board of 23 September 2020 was submitted and approved as a correct record.

### **4. ACTIONS POINT UPDATE**

The action points update as of 9 December 2020 (G/20/149) was submitted and noted.

IT WAS AGREED TO VARY THE ORDER OF BUSINESS AT THIS POINT.

### **6. PERFORMANCE / STRATEGIC OBJECTIVES**

#### **6.2 TAYSIDE MENTAL HEALTH AND WELLBEING STRATEGY**

There was submitted a report by Kate Bell, Interim Director of Mental Health, NHS Tayside (G/20/153) presenting the Board with the final draft of the Tayside Mental Health and Wellbeing Strategy.

K Bell also provided the Board with a [slide-based presentation](#) on the work undertaken with regards the final draft of the Tayside Mental Health and Wellbeing Strategy.

Councillor Duff made reference to the importance of recruitment of additional psychiatrists to the strategy and queried how many were required and whether any progress had been made in this regard. In response, K Bell advised that there was currently a competing demand across the whole of Scotland for consulting psychiatrists and advised that the strategy references a changing model for mental health, moving more towards a multi-disciplinary approach which is less reliant on consulting psychiatrists and more reliant on a team approach including the use of psychologists, advanced nurse practitioners and allied health professionals.

R Erskine made reference to the 'value-based culture change' which is mentioned in the report and queried how we could continue to secure the buy-in with stakeholders, staff and other partners. In response, K Bell advised that the leadership put in place and the partnership that has been developed has seen a shift in movement towards much more collaborative working, specifically involving staff in order that they feel that they are being listened to. She further advised that one of the things put in place was the establishment of an Integrated Leadership Group for Mental Health which she chairs, and which meets fortnightly.

R Erskine also made reference to risk and queried what in her view would be the key risks to the delivery of the strategy. In response, K Bell stated that in her view the biggest risk to the programme would be if we did not put sustainability in place which would mean the resourcing would not be available.

Councillor Purves made reference to the Rapid Review and the Expert Panel which has been established to consider the redesign programme and sought confirmation that it would be open to the panel to recommend if it deems it necessary to stop the current project entirely or to go in a different direction and that

options would remain open to the Panel. In response, K Bell confirmed that the review has been opened up and there has been one meeting so far and that the openness in terms of the options available to the group is to revisit previous decisions. This would include the option that was approved the IJB Boards in January 2018, subsequently revisited again by Perth and Kinross IJB in September 2019 with Dr Strang, where it was decided not to pause the work but to continue to carry it out as part of a wider strategy. She further advised that as little progress was made between September 2019 and February 2020 this was why the expert panel would be revisiting this in order to decide whether the option was contemporary and fit for purpose. She advised that the expert panel would look at all the detail and data to make it an intelligence-based conversation in order to come to a conclusion.

S Watts made reference to engagement in the strategy and expressed her disappointment that the Perth and Kinross Health and Social Care Third Sector Forum was not included as a key partner in that section. She also made reference to section of the strategy that mentions the service model in mental health, specifically the examples of key services provided including mother and baby groups and lunch clubs for older people and again expressed the disappointment of the Third Sector Forum as it fails to recognise the full value of the third sector work and does not reflect the key role of the third sector in prevention and early intervention and advised that the Third Sector Forum was directly involved in the delivery of community based mental services and would have liked to have seen this reflected within the strategy and queried whether this would be possible. In response, K Bell confirmed this was the reason that a final draft of the strategy was brought to this meeting in order to pick up any issues like these and confirmed that her comments would be taken on board before the final production of the strategy.

**Resolved:**

The strategy be endorsed, subject to a further report coming back to the Board in due course outlining the financial framework and seeking approval of the necessary financing through the various bodies being the local authorities, NHS Tayside and the relevant IJB's who may be involved in funding the various elements of the Strategy.

P DRURY AND B CAMPBELL JOINED THE MEETING DURING THE ABOVE ITEM.

K BELL LEFT THE MEETING AT THIS POINT.

### **6.3 UPDATE ON REDESIGN OF SUBSTANCE USE SERVICES AND IMPACT OF COVID 19 IN PERTH AND KINROSS**

There was submitted a report by C Mailer, Chair of the Perth and Kinross Alcohol and Drug Partnership (G/20/15) providing an update on progress made with the redesign of substance use services and implementation of a Recovery Oriented System of Care (ROSC) in Perth and Kinross in the context of the Covid-19 pandemic.

Councillor Duff made reference to drug deaths, and specifically paragraph 2.2.1 of Report G/20/150 where it states ongoing challenges in terms of national toxicology services, which pre-date Covid-19, mean that it is not possible to give an

accurate figure of drug deaths in Scotland and sought some more information on the reasons behind this. In response, K Ogilvy confirmed that it was down to a lack of capacity to carry out the toxicology reports and stated there is unfortunately months if not years delays in getting drug deaths confirmed. He further stated that the number of suspected drug deaths is recorded as this gives an indication of what is happening locally.

B Benson made reference to the advances made to Licensing Boards around the overprovision policy of alcohol which was subsequently rejected and queried whether we could get more information on why and whether we could perhaps advance this more directly through the Health and Social Care Partnership and other bodies who are involved. In response, K Ogilvy advised that he was currently unsure whether a representation had been made to the Perth and Kinross Licensing Board and undertook to advise B Benson out with the meeting.

Councillor Purves made reference to the pathway between substance misuse and mental health and queried whether C Mailer and K Ogilvy could be invited back to a future meeting in order to provide more detail particularly around the mental health side and also some of the other recovery measures in order to provide greater assurance to the Board. In response, Councillor Drysdale confirmed he would be more than happy for this to happen.

**Resolved:**

- (i) The progress of the Perth and Kinross Alcohol and Drug Partnership as detailed in the annual report for 2019-20 be noted.
- (ii) The content of Perth and Kinross Alcohol and Drug Partnership's strategic delivery plan be noted.
- (iii) It be agreed to continue to promote a whole system approach towards service design and delivery as set out in Report G/20/15.
- (iv) A further report be submitted to the Board at the relevant point in 2021 to provide further detail on the elements of the strategic delivery plan relating to the pathway between substance misuse and mental health and other recovery measures.

**Post Meeting Note:**

In relation to the question on overprovision by B Benson, following the meeting, K Ogilvy confirmed that a report regarding overprovision had not been submitted to the Licensing Board in Perth and Kinross.

FOLLOWING A SHORT ADJOURNMENT, THE COMMITTEE RECONVENED AT 3.15PM.

C MAILER AND K OGILVY BOTH LEFT THE MEETING AT THIS POINT.

## **7. CHIEF OFFICER'S REPORT**

There was submitted a report by the Chief Officer/Director - Integrated Health & Social Care (G/20/159) providing an update on the Health and Social Care Partnership's continuing response to the Covid-19 pandemic.

Councillor Purves made reference to the vaccine rollout, specifically the recent press coverage around the two health workers in NHS Tayside who had



experienced an allergic reaction to the vaccine and queried whether this would potentially affect the rollout plan for the vaccine. In response, the Chief Officer confirmed that two health workers did experience a mild anaphylactoid reaction as a result of receiving the vaccine and stressed it was important to note that these were people who have a history of serious allergies and actively use adrenaline pens. He further advised that revised guidance was due to be released by the four nations Chief Medical Officers which will inform of the need for caution and possibly some exemptions and reclassification of how and to whom the vaccine should be prioritised.

Councillor Purves made reference to testing of care at home staff and stated his opinion that it was important that this be rolled out to all the care at home staff that we currently have and referenced that in Glasgow they had now successfully rolled out 100% of testing to care at home staff and queried whether any learning opportunities could be had from this and whether this was something that could be considered for Perth and Kinross. In response, the Chief Officer advised that he was unaware that this was something that had been achieved in relation to care at home staff. He further stated that the public health advice in the Perth and Kinross area would not be something that would be able to be prioritised at the moment due to capacity and technology, with specific challenges around the volume of testing that would require to be done and the capacity that would be able to be delivered to supply reliable and routine tests to a further workforce of several thousand across the country. He further advised that the Scottish Government were addressing some of the technological and capacity issues by the introduction imminently of volume lateral flow testing which are tests where the result can be known within a very short timeframe with the intention that these become available this side of Christmas to large numbers of NHS staff and health workers.

**Resolved:**

- (i) The progress made by the Health and Social Care Partnership in delivering the flu vaccination programme be noted.
- (ii) The planned delivery of the Tayside Covid-19 Vaccination Programme and the Health and Social Care Partnership's participation and preparedness be noted.
- (iii) The continuing support being provided to local Care Homes be noted.

D MITCHELL JOINED THE MEETING AT THIS POINT.

## **6.1 AUDIT AND PERFORMANCE COMMITTEE UPDATE**

### **Verbal Update by Chair of Audit and Performance Committee**

Councillor Purves, Chair of the Audit and Performance Committee, provided the board with an update from the recent meeting of the Audit and Performance Committee that had taken place on 30 November 2020.

[Audit and Performance Committee of the Perth and Kinross Integration Joint Board - 30 November 2020](#)

The Board noted the position.

D FRASER LEFT THE MEETING AT THIS POINT.

## **VALEDICTORY FOR DIANE FRASER**

The Chair advised that Diane Fraser, Head of Adult Social Work & Social Care would shortly be leaving her role within the Perth and Kinross Health and Social Care Partnership to take up a new Head of Service post with North Lanarkshire. He in conjunction with the Chief Officer paid tribute to Diane's calm, reflective and considered approach and her strong value base and on behalf of the IJB would like to thank her for her commitment she has demonstrated to improving services and outcomes for service users and carers and wished her all the very best for the future.

## **8. FINANCE AND GOVERNANCE**

### **8.1 2020/21 FINANCIAL POSITION**

There was submitted a report by the Chief Financial Officer (G/20/151) advising of (1) the 2020/21 projected year end out-turn on the underlying operational position based on financial performance for the six months to 30 September 2020; (2) the impact of the Covid-19 Pandemic on the year-end financial forecast; and (3) the risks to delivery of the IJB's Financial Plan 2020/21.

R Erskine made reference to the costs of the Covid vaccine and queried whether we had any projection or estimate of what they might be and also whether we had an assurance that these will be fully covered by the Scottish Government. In response, the Chief Finance Officer advised that she was working closely with senior finance colleagues to fully understand the Covid vaccination costs which were likely to be largely picked up by NHS Tayside but there was a strong commitment from the Scottish Government that full funding will be provided for the vaccination rollout.

#### **Resolved:**

- (i) The £1.207m projected year-end overspend in relation to the underlying operational position be noted.
  - (ii) The £1.947 projected year end overspend in relation to Covid 19 costs, after taking account of confirmed additional Scottish Government funding, be noted.
  - (iii) The update regarding the IJB reserves position be noted.
- P DRURY AND R ERSKINE BOTH LEFT THE MEETING DURING THE ABOVE ITEM.

### **8.2 2021/22 BUDGET**

There was submitted a report by the Chief Financial Officer (G/20/152) providing an update on the development of the 2021/22 Budget.

#### **Resolved:**

- (i) The development of a 1-year budget for 2021/22 based on provisional budget agreed in March 2020 be approved.
- (ii) The update of pressures, savings and incomes as detailed in Report G/20/152, be noted.
- (iii) The work carried out to identify non-recurring pressures and opportunities and to develop a balanced 2021/22 In-Year Financial Plan, be noted.
- (iv) In relation to Covid-19, the national discussions around additional funding for 2021/22 to meet ongoing additional costs, be noted.

## **9. FOR INFORMATION**

### **9.1 CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2019/20**

There was submitted a report by the Chief Social Work Officer of Perth and Kinross Council (G/20/154) providing an overview of social work services in Perth and Kinross during the financial year 2019/20.

**Resolved:**

The Chief Social Work Officer's Annual Report for 2019/20, as set out in Appendix 1 to Report G/20/154, be noted.

### **9.2 IJB REPORTING FORWARD PLANNER 2020-21**

There was submitted a report (G/20/155) which highlighted the Perth and Kinross Integration Joint Board Work Plan 2020-21.

**Resolved:**

The Perth and Kinross Integration Joint Board Work Plan 2020-21 in Report G/20/155, as of 9 December 2020, be noted.

L BLAIR LEFT THE MEETING AT THIS POINT.

### **9.3 TAYSIDE WINTER PLANNING REPORT 2020/21**

There was submitted a report by Chief Officer/Director - Integrated Health & Social Care (G/20/156) informing the Board of the Tayside wide Winter Planning resilience and response arrangements being put in place to cope with the expected winter pressures, within the Covid-19 landscape.

**Resolved:**

- (i) The overarching Tayside Winter Planning report as detailed in Report G/20/156, be noted.
- (ii) The whole system collaborative approach taken in preparation for the anticipated winter challenges across Tayside, be noted.

## **10. FUTURE IJB MEETINGS**

Dates to be arranged.

Future IJB Briefing / Development Sessions

Dates to be arranged.



## PERTH AND KINROSS INTEGRATION JOINT BOARD

Minute of Meeting of the Perth and Kinross Integration Joint Board (IJB) held virtually via Microsoft Teams on Wednesday 17 February 2021 at 1.00pm.

### **Present:**

#### **Voting Members:**

Councillor E Drysdale, Perth and Kinross Council (Chair)  
Councillor X McDade, Perth and Kinross Council (up to Item 8)  
Councillor C Purves, Perth and Kinross Council  
Councillor J Duff, Perth and Kinross  
Mr B Benson, Tayside NHS Board (Vice-Chair)  
Mr R Erskine, Tayside NHS Board (up to Item 7.2)  
Ms P Kilpatrick, Tayside NHS Board

#### **Non-Voting Members**

Mr G Paterson, Chief Officer / Director – Integrated Health & Social Care  
Ms J Pepper, Chief Social Work Officer, Perth and Kinross Council  
Ms J Smith, Chief Financial Officer

#### **Stakeholder Members**

Ms S Auld, Service User Public Partner (on behalf of Ms L Lennie)  
Ms L Blair, Scottish Care  
Ms S Watts, Third Sector Representative  
Ms B Campbell, Carer Public Partner (up to Item 8)  
Ms S Gourlay (on behalf of Ms S Dickie)  
Ms M Summers, Substitute Carer Public Partner

### **In Attendance:**

S Hendry, A Taylor, A Brown, M Pasternak, Z Robertson and K Ogilvy (from Item 8 onwards) (all Perth and Kinross Council);  
E Devine, D Mitchell (from Item 7.2 onwards) C Jolly and V Aitken, (all Perth and Kinross Health and Social Care Partnership)

### **Apologies**

Mr A Drummond, Staff Representative, NHS Tayside  
Mr S Hope, Staff Representative, Perth and Kinross Council  
Ms S Dickie, NHS Tayside  
Dr L Robertson

## **1. WELCOME AND APOLOGIES**

Councillor Drysdale welcomed all those present to the meeting and apologies were noted as above.

## **2. DECLARATIONS OF INTEREST**

There were no Declarations of Interest made in terms of the Perth and Kinross Integration Joint Board Code of Conduct.

### **3. MINUTE OF MEETING OF THE PERTH AND KINROSS INTEGRATION JOINT BOARD OF 9 DECEMBER 2020**

The minute of the meeting of Perth and Kinross Integration Joint Board of 9 December 2020 was submitted and approved as a correct record.

### **4. ACTIONS POINT UPDATE**

The action points update as of 9 December 2020 (G/21/19) was submitted and noted.

### **5. MATTERS ARISING**

There were no matters arising from the previous minute.

### **6. MEMBERSHIP UPDATE**

There was a verbal report by the Clerk to the Board updating the Board on the membership of both voting and non-voting members of the Board.

#### **Resolved:**

- (i) It be noted that Mr Peter Drury would no longer be a NHS voting member on the Perth and Kinross Integration Joint Board and that NHS Tayside were currently looking to fill this vacancy and have undertaken to advise us of a replacement voting member as soon as possible, with Dr Norman Pratt continuing his role as proxy member at this stage.
- (ii) It be noted that the ongoing election process for the Service User Representatives continues and it is expected an outcome to this can be reported to the IJB in due course.

IT WAS AGREED TO VARY THE ORDER OF BUSINESS AT THIS POINT.

### **8. CHIEF OFFICER'S REPORT**

There was submitted a report by the Chief Officer/Director - Integrated Health & Social Care (G/21/12) providing an update on the Health and Social Care Partnership's continuing response to the Covid-19 pandemic.

P Kilpatrick made reference to the Specialist Community Respiratory Service and queried whether this is the same service that was due to be established in 2018 or whether this was a new service and if it was a new service why wasn't it established in 2018. She also made reference to the section in the report on Urgent Care and queried what progress has been made in the last six months on finding a suitable site for a Minor Injury Service in Perth City. In response, the Head of Health confirmed that the Specialist Community Respiratory Service was agreed through the budget process in 2018, she advised that unfortunately there were significant issues with recruitment which ultimately caused delays with the establishment of the service. She also confirmed that the Service referred to in the Chief Officer's report is the same Specialist Community Respiratory Service but that a successful recruitment process has now been carried out. She also confirmed that temporary accommodation has been secured in Perth city for a Care and Treatment Centre at

Beechgrove but there still ongoing conversations around a more permanent base for this service.

B Benson made reference to Gold Command and queried how much of the Chief Officer's time is spent on this and whether this responsibility is shared out equally with other Chief Officers. In response, the Chief Officer confirmed that NHS Tayside's Gold Command had now been scaled back to three days per week from five, Perth and Kinross Council's was now twice a week and the Partnership's was also twice a week so these have been scaled back significantly. He confirmed that he sees his time on these Groups as an investment as it allows him to very effectively draw clear lines and make links between the three respective parties to ensure that all efforts are greatly aligned and supportive of each other as it provides a good opportunity to escalate any concerns that are arising which has yielded significant benefits in terms of both the Council and NHS providing support to the Partnerships. He also confirmed that he does this on behalf of the other two Chief Officers and he was in regular communication with both in this regard.

B Benson also made reference to the suicide prevention issues mentioned in Item 9 of the report and the alcohol and substance use issue mentioned in Item 10 and queried whether there was any overlap between these issues and if so whether there were any national funds available to the Partnership that could help given the recent responses from government to the Dundee drug deaths issue. In response, the Chief Officer confirmed that this was a very valid point and we were currently looking at how we could redouble efforts to establish the extent of whether there were any direct links but stated that the commitment was to put in place effective services that ensure that responses are available, that these are joined up and that they are accessible and reaching the people who may not otherwise have come out way because they have been effected by the pandemic. He confirmed that we have sought to address this through existing commitments, through our core funding and through the use of Action 15 including about £200,000 put through the Remobilisation Plan to be passed onto Third Sector Organisations to provide enhanced community support and also through the funding available through the Government's 'Choose Life' campaign where we are looking at how we can build on this to develop the Suicide Prevention Co-ordinator post. He also advised that additional funding has been made available from Scottish Government and will be forthcoming in relation to their response to drug deaths and we will be looking at how much of a share of these monies come to us and how it can be best deployed in order to fill any gaps in our service provision, develop our approach or bring in new services / models of support.

Councillor Duff made reference to Sections 9.8 and 9.14 of the report, specifically the Mental Health Link GP and the Suicide Prevention Coordinator and queried how the recruitment process for both these posts was progressing. In response, the Head of Health provided some reassurance that the Mental Health GP Link was progressing well through the system, she also advised that a lead clinician was recently appointed into secondary care for mental health services.

Councillor Purves made reference to care at home, specifically the Care Home Resilience Project which looks at more community focussed ways of delivering care at home and the possibility of further some of the cooperative models and queried whether we would be looking at setting up more cooperative models in other parts of Perth and Kinross and how this would be funded. In response, the

Chief Officer confirmed it would be his intention to bring a report to this Board providing more detailed ambitions on creating different approaches which stem from concerns experienced around our ability to attract care at home providers into some areas of Perth and Kinross due to recruitment issues and rurality. He further commented that the model that is currently being looked at is based on something called the Boleskine Model which was developed in NHS Highland and is about an approach that enables community led recruitment, deployment and oversight of staff who are either employed by the Partnership or through the cooperatives to meet the needs of local people, organised, overseen and delivered locally but funded by the Partnership which is a model that builds on the idea of social community capacity building on the idea that there are already resources, groups and services in communities that can be added to in order to enable people to stay connected.

**Resolved:**

- (i) The continued activities of Perth and Kinross Health and Social Care Partnership in relation to Covid-19 Response and Remobilisation, be noted.
- (ii) The potential impact on delivery of the IJB's strategic objectives, be noted.
- (iii) The 2021/22 PKHSCP Remobilisation Plan / Strategic Delivery Plan be brought to the next meeting of the IJB in April 2021.
- (iv) The publication of the Independent Review of Adult Social Care and the need for future consideration of implications for Perth and Kinross IJB and the 2019-2024 Strategic Commissioning Plan, be noted.

K OLGILVY JOINED THE MEETING DURING THE ABOVE ITEM.

B CAMPBELL AND COUNCILLOR McDADE LEFT THE MEETING AT THIS POINT.

THE COMMITTEE ADJOURNED AT THIS POINT AND RE-CONVENED AT 2.48PM

## **7. FINANCE AND GOVERNANCE**

### **7.1 2020/21 FINANCIAL POSITION**

There was submitted a report by the Chief Financial Officer (G/21/10) advising of (1) the 2020/21 projected year end out-turn on the underlying operational position based on financial performance for the six months to 30 September 2020; (2) the impact of the Covid-19 Pandemic on the year-end financial forecast; and (3) the risks to delivery of the IJB's Financial Plan 2020/21.

R Erskine made reference to the link between finance and performance, specifically Item 4.2.1 in the report relating to Prison Healthcare where there is a level of underspend and sought some reassurance that this has not impacted to much on the recipients of that service. In response, the Head of Health stated this is a service that historically has a high vacancy factor due to the difficulties in recruitment. She also stated that there is a regular commitment in place with the Partnership to provide regular agency shifts into Prison Healthcare so that we have people who are key trained and know the job which we have had to up more recently during the Covid pandemic which has been funded through Covid funding as it is particularly related to staff not being available due to Covid or longer-term sickness absence



R Erskine also made reference to the last bullet point under Item 4.1.1 in the report, specifically around the overspend of £0.446m for inpatient services due to staffing establishment and asked for some reasoning behind this overspend. In response, the Head of Health confirmed that this service had been historically overspending year upon year for a significant period of time, she further stated that some spending was adjusted in relation to the fact they were one of the first services to support Covid in their wards and a bid was submitted to the mobilisation plan to enhance staffing around this area. She also further commented that although there was still a substantial overspend this number is a lot less than it would have been under normal circumstances.

Councillor Purves made reference to the new monies referenced by the Chief Financial Officer in relation to trying to tackle the drugs death crisis and queried whether these are linked to national announcements around rehabilitation beds and whether that money would fit into that, he also made reference to his desire to see more work done on prevention and recovery and queried whether there is scope within the additional funding to look at these types of activities. In response, the Chief Financial Officer confirmed that the funding comes with a set of very clear priorities that spans all of what Councillor Purves had just covered, she also confirmed that she would arrange for the Scottish Government letter to be circulated to Board Members for their information.

B Benson made reference to the nature of the pandemic and how our attention has had to be focussed so much around that area, he queried how much of the underspend is reflected by other IJBs who must be in very similar positions to us as sought some clarity on whether this was the case. In response, the Chief Finance Officer stated that across Scotland everybody's response to the pandemic has been different, she confirmed that the decisions that have been made around incurring additional spend has been different, as an example performance against delayed discharge has been different with strategic performance here in Perth and Kinross been very good which means we have moved people through the hospital thus allowing us to create and keep the capacity and be able to reduce a number of areas where we may have seen costs.

**Resolved:**

- (i) The £2.508m projected year-end underspend in relation to core services, be noted.
- (ii) The projected year-end surplus in relation to Covid-19, after taking account of confirmed additional Scottish Government funding, to be carried forward in an ear-marked Covid-19 reserve, be noted.
- (iii) The update regarding the IJB reserves position, be noted.

D MITCHELL JOINED THE MEETING DURING THE ABOVE ITEM.

## **7.2 2021/22 BUDGET**

The Chief Financial Officer provided a verbal update on the current position with the 2021/22 Budget. She advised that at the December 2020 meeting the IJB agreed to the development of a one-year 2021-22 budget which would recognise the extraordinary circumstances around the ongoing Covid response and the levels of uncertainty. She further advised that the refresh on pressure savings and income including key assumptions around the outcome of the Scottish Government Budget

Settlement were shared with members. She advised that the settlement was announced on the 28 January 2021 with significant implications for Health and Social Care Partnerships across Scotland, most notably the uplift to health budgets which was assumed to be 3% in line with this year was confirmed at 1.5%, notwithstanding further funding that is to come out in specific regard to agenda for change pay negotiations. She further stated that this lower than anticipated uplift would have very significant implications for the Health and Social Care Partnership and lead directly to £1.2m less funding than we were anticipating. She further advised that the £72.6m funding announced for social care is not only significantly less than we have received for this current financial year but also includes significant ring-fenced funding for additional Scottish government commitments not included in our provisional budget including a 7.5% increase to free personal care allowance and a further extension to living wage uplift beyond that which was expected which has created an overall additional pressure of £1m in the social care budget.

She further advised that the overall settlement as it currently stands notwithstanding the parliamentary process that will take place in March which may change the outcome will have a significant impact on our ability to deliver recurring financial balance in 2021-22 and beyond. She provided re-assurance to the Board that all possible actions were being taken to bring forward a balanced budget but that it is going to be extremely difficult despite the significant Covid carry forward previously outlined in the Financial Statement presented to the Board.

Councillor Purves made reference to the additional money that has been ringfenced for Covid 19 in the reserves as a result of the understand and queried whether if we require any additional money would we receive that from the Scottish Government and whether if this was in excess of what we required would we be able to retain any of this to spend on other priorities. In response, the Chief Financial Officer confirmed that this very discussion had taken place at the various Chief Financial Officer network meetings across Scotland but unfortunately, we currently do not have a definite answer to this at this stage. She further stated that over and above any level of carry forward there is some significant provision in the Scottish Government's budget for additional Covid expenditure next year and confirmed that the budget proposals brought to the IJB would include what the likely costs of Covid are and what is brought forward in March will be a very broad estimate.

The Board noted the position.

R ERSKINE LEFT THE MEETING AT THIS POINT.

### **7.3 AUDIT AND PERFORMANCE COMMITTEE UPDATE**

#### **Verbal Update by Chair of Audit and Performance Committee**

Councillor Purves, Chair of the Audit and Performance Committee, provided the board with an update from the recent meeting of the Audit and Performance Committee that had taken place on 15 February 2021.

[Audit and Performance Committee of the Perth and Kinross Integration Joint Board – 15 February 2021](#)

The Board noted the position.

#### **7.4 REPORTING FORWARD PLANNER 2021-22**

There was submitted a report (G/21/11) which highlighted the Perth and Kinross Integration Joint Board Work Plan 2021-22.

**Resolved:**

The contents of Report G/21/11 be noted.

#### **9. FOR INFORMATION**

There were submitted and noted the following reports for information:

**9.1 STRATEGIC RISK MANAGEMENT UPDATE** – Report by Chief Officer (G/21/2)

**9.2 KEY STRATEGIC PERFORMANCE INDICATOR REPORT FOR THE PERIOD TO SEPTEMBER 2020: QUARTER 2** – Report by Chief Officer (G/21/5)

#### **10. FUTURE IJB MEETING DATES 2021/22**

31 March 2021 (Finance) 2.00pm  
23 April 2021  
30 June 2021  
29 September 2021  
1 December 2021  
23 February 2022

#### **FUTURE IJB DEVELOPMENT SESSIONS 2021/22**

9 March 2021 (2.00pm start)  
26 May 2021  
25 August 2021  
27 October 2021  
23 January 2022

**Resolved:**

The above meeting dates be approved.



At a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** held at Dundee on Friday, 21st February, 2020.

Present:-

Angus Council

Councillor Bill DUFF  
Councillor David FAIRWEATHER  
Councillor Angus MACMILLAN DOUGLAS

Dundee City Council

Councillor John ALEXANDER  
Councillor Lynne SHORT  
Councillor Richard McCREADY

Fife Council

Councillor David ROSS  
Councillor Karen MARJORAM  
Councillor Andy HEER (substitute for Councillor Tim Brett)

Perth & Kinross Council

Councillor Murray LYLE

Non-Elected Members

Gordon McGUINNESS, Skills Development Scotland  
Michael WRIGHT, Scottish Enterprise  
Hayley MEARNS, Voluntary Action Angus (substitute for Gary Malone)  
Councillor Andrew PARROTT, TACTRAN  
Alison HENDERSON, Dundee and Angus Chamber of Commerce  
Nigel SEATON, University of Abertay

Also Present

Mo SAUNDERS, Tay Cities Deal  
Steve GRIMMOND, Fife Council  
Greg COLGAN, Tay Cities Deal  
Robin PRESSWOOD, Dundee City Council  
Margo WILLIAMSON, Angus Council  
Keith WINTER, Fife Council  
Vivian SMITH, Angus Council  
Jim VALENTINE, Perth & Kinross Council  
Kenny McKAIG, Tay Cities Deal  
Niall GARDENER, TACTRAN (substitute for Tom Flanagan)  
Carol PROKOPYSZYN, University of Dundee  
Susan PEART, Tay Cities Deal

Councillor Murray LYLE, in the Chair.

**I APOLOGIES**

Apologies had been intimated from Councillor Tim Brett, Ms Karen Reid, Mr Grant Archibald, Mr Ellis Watson and Mr Gary Malone.

**II DECLARATION OF INTEREST**

No declarations of interest were made.

### **III CONVENER AND VICE CONVENER**

The Joint Committee was required to appoint a Convener from Fife Council and Vice Convener from Dundee City Council for 2020/2021.

It was agreed that Councillor David Ross of Fife Council be appointed as Convener and Councillor John Alexander of Dundee City Council be appointed as Vice Convener.

### **IV MINUTE OF MEETING OF 8TH NOVEMBER, 2019**

The minute of meeting of 8th November, 2019 was submitted and approved.

### **V MATTERS ARISING**

On a reference to Article V of the minute of meeting of 8th November, 2019, it was reported that a letter had been sent to UK and Scottish Governments, seeking assurances that going forward all projects would go through the agreed Tay Cities due process and governance, however, no response had been received to date.

### **VI MEMBERSHIP**

The Joint Committee noted that, due to the sad passing of Councillor Brian Gordon, and in terms of Clause Six of the 2017 Minute of Agreement, TACTRAN had appointed Councillor Andrew Parrott of Perth and Kinross Council as their representative on the Joint Committee.

The Joint Committee further noted that, in terms of Clause Six of the 2017 Minute of Agreement, Perth and Kinross Council had appointed Councillor Grant Laing as their representative on the Joint Committee, as a replacement for Councillor David Doogan who had resigned as a Councillor following his election as a Member of Parliament.

### **VII TAY CITIES DEAL UPDATE**

The Tay Cities Programme Manager advised members that whilst UK and Scottish Governments remained committed to achieving a deal, no signing date was currently agreed. The Partnership was continuing to develop and progress key documentation and projects/programmes to achieve the deal.

The Joint Committee noted that the impact of the delay on signing included:-

- Serious Reputational Risk – for both Governments and the Partnership;
- Spend on two projects in particular - Eden Campus and Perth City Hall is being carried out at risk and this cannot continue indefinitely.

### **VIII INDUSTRIAL INVESTMENT PROGRAMME**

There was submitted Report No TCRJC1-2020 by Head of Partnerships and Teamleader of Partnerships, Scottish Enterprise, seeking approval for the Outline Business Case for the Tay Cities Industrial Investment Programme as part of the Tay Cities 'side deal' funding.

The Joint Committee agreed to approve the report 'Tay Cities Industrial Investment Programme Outline Business Case' that set out the case for spend, including key priorities, against the Tay Cities 'side deal' funding of £10 million for the Programme.

### **IX MICHELIN SCOTLAND INNOVATION PARC – INDUSTRIAL INVESTMENT PROGRAMME**

There was submitted Report No TCRJC2-2020 by Executive Director of City Development, Dundee City Council, outlining the proposed governance procedures for the delivery of the £7.5m Michelin Scotland Innovation Parc (MSIP), supported by the Industrial Investment Programme and providing an overview of the proposed projects at MSIP.

The Joint Committee agreed to:-

- (i) note the governance procedures for delivering the £7.5m Michelin Scotland Innovation Parc programme as outlined in the report; and
- (ii) delegate authority to Dundee City Council to approve the MSIP project business cases and enable them to work with partners to deliver the Parc.

#### **X DATE OF NEXT MEETING**

Friday, 20th March, 2020, County Hall, Forfar, Angus.

**The Committee may resolve under Section 50(A)(4) of the Local Government (Scotland) Act 1973 that the press and public be excluded from the meeting for the undernoted items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 6 and 9 of Part I of Schedule 7A of the Act.**

#### **XI PROFILING OF TAY CITIES DEAL**

The S95 Officer and Executive Director, Enterprise and Environment, Fife Council, gave a presentation to the Joint Committee. The Joint Committee noted its content and agreed that a briefing paper be prepared for circulation to the membership. It was further agreed that the Chair write to Westminster and Scottish Governments on behalf of the Joint Committee, expressing concern for the delay in the signing of the deal, and outlining the serious implications this could cause.

David ROSS, Convener.





At a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** held remotely on Friday, 16th June, 2020.

Present:-

Angus Council

Councillor Bill DUFF  
Councillor David FAIRWEATHER  
Councillor Angus MACMILLAN DOUGLAS

Dundee City Council

Councillor John ALEXANDER  
Councillor Lynne SHORT  
Councillor Richard McCREADY

Fife Council

Councillor David ROSS  
Councillor Karen MARJORAM  
Councillor Tim BRETT

Perth & Kinross Council

Councillor Murray LYLE  
Councillor John DUFF  
Councillor Grant LAING

Non-Elected Members

Ellis WATSON, DC Thomson  
Gordon McGUINNESS, Skills Development Scotland  
Michael WRIGHT, Scottish Enterprise  
Councillor Andrew PARROTT, TACTRAN  
Alison HENDERSON, Dundee and Angus Chamber of Commerce  
Nigel SEATON, University of Abertay

Also Present

Greg COLGAN, Tay Cities Deal  
David MARTIN, Dundee City Council  
Steve BELL, Dundee City Council  
Robin PRESSWOOD, Dundee City Council  
Keith WINTER, Fife Council  
Vivian SMITH, Angus Council  
David LITTLEJOHN, Perth & Kinross Council  
Roger MENNIE, Tay Cities Deal  
Mark SPEED, TACTRAN  
Mo SAUNDERS, Tay Cities Deal

Councillor David ROSS, in the Chair.

**I APOLOGIES**

Apologies had been intimated from Margo Williamson, Steve Grimmond, Hayley Mearns and Carol Warburton.

**II DECLARATION OF INTEREST**

No declarations of interest were made.

**III MINUTE OF MEETING OF 21ST FEBRUARY, 2020**

The minute of meeting of 21st February, 2020 was submitted and approved.

#### **IV MATTERS ARISING**

On a reference to Article XI of the minute of meeting of 21st February, 2020, it was reported that a briefing note had been issued to members in respect of this item.

#### **V TAY CITIES DEAL UPDATE**

The Tay Cities Programme Manager gave a presentation to members highlighting developments in the Deal process. The signing date was still to be agreed, however both the UK and Scottish Government had given assurances that they remained committed to reaching a Deal, particularly as this would enable economic recovery in light of the COVID 19 pandemic.

The following matters remained outstanding with government before the Partnership could finalise the signing of the Deal:

- (i) confirmation from the UK Government on their Deal period offer; and
- (ii) confirmation from the UK Government on assistance with peak cashflow in the first five years.

The Joint Committee noted that both governments had confirmed that there was no additional Deal money to boost that already committed and that the Partnership was being encouraged to actively identify other programmes/funding sources that may be used to support any additional requirements.

In conclusion, the Joint Committee noted that assessment work on the impact of Covid 19 was being undertaken by the Partnership and this would be kept under constant review.

#### **VI PROGRAMME MANAGEMENT OFFICE REVENUE (PMO) OPERATIONAL BUDGET 2020/2021**

There was submitted Report No TCRJC4-2020 by the Section 95 Officer, seeking approval for the Programme Management Office (PMO) agreed operational budget for 2020/2021.

The Joint Committee agreed to approve the 2020/2021 Revenue Budget for the Tay Cities Region Project Management Office (PMO) as detailed in Appendix A to the report.

#### **VII PROGRESS REPORT – MICHELIN SCOTLAND INNOVATION PARC**

There was submitted Report No TCRJC2-2020 by the Executive Director of City Development, Dundee City Council, providing an update on progress made towards the development of the Michelin Scotland Innovation Parc and the £7.5M funding made available from the Industrial Investment Fund.

The Joint Committee agreed to note the progress made towards the development of the Michelin Scotland Innovation Parc and the role of the funding secured by Dundee City Council from the Industrial Investment Fund to support this.

#### **VIII TCD021 CULTURE & TOURISM PROGRAMME - OUTLINE BUSINESS CASE**

There was submitted Report No TCRJC3-2020 by the Chair of the Culture and Tourism Thematic Board seeking approval of the Outline Business Case (OBC) for TCD021 Culture & Tourism Programme.

The Joint Committee agreed to:-

- (i) approve the Outline Business Case;
- (ii) agree the projects recommended within the Outline Business Case; and
- (iii) note that the Management Group had approved the Outline Business Case for TCD021 Culture & Tourism Programme.

## **IX                      ADDITIONAL MEETINGS**

In order to facilitate the approval of Business Cases, it had been noted that a number of additional Joint Committee meetings may require to be held. Dates identified for these meetings were:-

- Friday, 17th July, 2020
- Friday, 21st August, 2020
- Friday, 23rd October, 2020
- Friday, 13th November, 2020

The Joint Committee approved the additional meetings as detailed.

## **X                        DATE OF NEXT MEETING**

Friday, 17th July, 2020, to be held remotely.

**The Committee resolved under Section 50(A)(4) of the Local Government (Scotland) Act 1973 that the press and public be excluded from the meeting for the undernoted item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraphs 6 and 9 of Part I of Schedule 7A of the Act.**

## **XI                      INDUSTRIAL INVESTMENT PROGRAMME – SIDE DEAL**

There was submitted Report No TCRJC5-2020 by Service Leader, Angus Council, for Heads of Economic Development presenting the proposed projects to be funded from the £2.5m Side Deal Industrial Investment Programme and seeking approval of the recommended 50:50 split between the two projects presented.

The Joint Committee approved the recommendations contained within the report.

David ROSS, Convener.



At a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** held remotely on Friday, 17th July, 2020.

Present:-

Angus Council

Councillor Bill DUFF  
Councillor David FAIRWEATHER  
Councillor Derek WANN

Dundee City Council

Councillor John ALEXANDER  
Councillor Lynne SHORT  
Councillor Richard McCREADY

Fife Council

Councillor David ROSS  
Councillor Karen MARJORAM  
Councillor Tim BRETT

Perth & Kinross Council

Councillor Murray LYLE  
Councillor John DUFF  
Councillor Grant LAING

Non-Elected Members

Ellis WATSON, DC Thomson  
Gordon McGUINNESS, Skills Development Scotland  
Councillor Andrew PARROTT, TACTRAN  
Alison HENDERSON, Dundee and Angus Chamber of Commerce  
Hayley MEARNS, Voluntary Action Angus

Also Present

Greg COLGAN, Tay Cities Deal  
David MARTIN, Dundee City Council  
Steve BELL, Dundee City Council  
Robin PRESSWOOD, Dundee City Council  
Keith WINTER, Fife Council  
Margo WILLIAMSON, Angus Council  
Vivian SMITH, Angus Council  
David LITTLEJOHN, Perth & Kinross Council  
Roger MENNIE, Tay Cities Deal  
Mark MITCHELL, Tay Cities Deal  
Caroline Warburton, Visit Scotland  
Martin Beard,  
Mark SPEED, TACTRAN  
Lucy BYATT, Hospitalfield Trust  
Martin BEARD, Hospitalfield Trust  
Mo SAUNDERS, Tay Cities Deal

Councillor David ROSS, in the Chair.

**I APOLOGIES**

Apologies had been intimated from Karen Reid, Steve Grimmond, Nigel Seaton, Michael Wright, Gary Malone and Councillor MacMillan Douglas.

## **II DECLARATION OF INTEREST**

No declarations of interest were made.

## **III MINUTE OF MEETING OF 19TH JUNE, 2020**

The minute of meeting of 21st February, 2020 was submitted and approved.

## **IV MATTERS ARISING**

There were no matters arising.

## **V TAY CITIES DEAL UPDATE**

The Tay Cities Programme Manager gave a presentation to members highlighting developments in the Deal process. The signing date was still to be agreed, however both the UK and Scottish Governments had given assurances that they remained committed to reaching a Deal.

It was reported that three Business Cases had now received Government approval to proceed to the Full Business Case stage:

- Eden Campus
- Growing Tay Cities Biomedical Cluster
- cyber Quarter

and it was agreed that a short note be prepared for members of the Joint Committee providing details on each of these projects.

The Joint Committee welcomed the progression of the Projects, but expressed concern that a signing date for the Deal had still not been identified. The Chair advised that the Leaders of the four Constituent Local Authorities had made further written representations to the UK and Scottish Governments seeking assurances that the Deal be signed as soon as possible but no response had been received to date.

It was noted that the Chair of the Management Group had a weekly scheduled call with Government representatives 21st July. The Chair requested a report back to the Council Leaders and Joint Committee members following the discussion.

## **VI TCD021(a) CULTURE & TOURISM INVESTMENT PROGRAMME - HOSPITALFIELD - FULL BUSINESS CASE**

There was submitted Report No TCRJC8-2020 by the Director of Strategic Policy, Transformation & Public Sector Reform – Angus Council seeking approval of the Full Business Case for project TCD021(a) Hospitalfield.

The Joint Committee agreed to:-

- (i) Consider the report and the executive summary of the Full Business Case for TCD021(a) Hospitalfield attached at Appendix 2.
- (ii) Note that the Management Group had approved the Outline Business Case and Full Business Case for TCD021(a) Hospitalfield and was recommending it for approval to the Joint Committee.
- (iii) Approve the Full Business Case, approving the allocation, in principle, of £5.5million to the project, subject to the signing of the Tay Cities Deal and the securing of the outstanding match funding, subject to the conditions at paragraph eight being met.

(iv) Agree the release of £3million over financial years 2020/21 and 2021/22 where 50% match funding was already in place. £2million was profiled in financial year 2021/22 and £1million was profiled in 2021/22 subject to the conditions at paragraph eight being met.

(v) Note the expectation that a further £2.5million was profiled for financial year 2023/24 subject to 50% match funding being secured.

## **VII RES ACTION PLAN PRESENTATION**

A presentation on the Regional Economic Action Plan by the Head of Planning & Development – Perth and Kinross Council, was given to the Joint Committee.

Consultation exercises had been ongoing to further develop this Plan with partners, however in the light of the Covid pandemic it had been agreed that this was an opportunity to revise and rescope the Plan, and to build back better with a future fit operating model. Short term actions would focus on local recovery, to be led by local partnerships and medium-term actions would concentrate on the development of regional recovery, noting that a fully flexible response was critical.

Bold measures would be required to enable equity and fairness for all citizens, create resilient and sustainable key business sectors and to ensure that the Tay Cities Region become an even more vibrant and prosperous place.

The Joint Committee welcomed the further development and rescoping of the Action Plan, noting that community wealth building would be a key feature within the plan. A co-ordinated and integrated approach would be used in its consultation process, whilst noting the importance of private sector involvement and support.

It was agreed that following the consultation process, the finalised Plan be submitted to the Joint Committee for approval.

## **X DATE OF NEXT MEETING**

Friday, 21st August, 2020, to be held remotely.

David ROSS, Convener.





At a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** held remotely on Monday 7th September, 2020.

Present:-

Angus Council

Councillor Bill DUFF  
Councillor David FAIRWEATHER

Dundee City Council

Councillor John ALEXANDER  
Councillor Lynne SHORT  
Councillor Richard McCREADY

Fife Council

Councillor David ROSS  
Councillor Karen MARJORAM  
Councillor Tim BRETT

Perth & Kinross Council

Councillor Murray LYLE  
Councillor John DUFF  
Councillor Grant LAING

Non-Elected Members

Ellis WATSON, DC Thomson  
Alison CARRINGTON, Skills Development Scotland  
Councillor Andrew PARROTT, TACTRAN  
Alison HENDERSON, Dundee and Angus Chamber of Commerce  
Nigel SEATON, University of Abertay  
Hayley MEARNS, Voluntary Action Angus

Also Present

Greg COLGAN, Tay Cities Deal Section 95 Officer  
David MARTIN, Dundee City Council  
Robin PRESSWOOD, Dundee City Council  
Steve GRIMMOND, Fife Council  
Keith WINTER, Fife Council  
Margo WILLIAMSON, Angus Council  
Vivian SMITH, Angus Council  
Karen REID, Perth and Kinross Council  
David LITTLEJOHN, Perth & Kinross Council  
Mark SPEED, TACTRAN  
Caroline Warburton, Visit Scotland  
Roger MENNIE, Tay Cities Deal Legal Officer  
Steve BELL, Tay Cities Deal Comms  
Mo SAUNDERS, Tay Cities Deal Programme Manager

Councillor David ROSS, in the Chair.

**I APOLOGIES**

Apologies had been intimated from Councillor Macmillan Douglas

## **II DECLARATION OF INTEREST**

No declarations of interest were made.

## **III MINUTE OF MEETING OF 21ST AUGUST, 2020**

The minute of meeting of 17th July, 2020 was submitted and approved.

## **IV MATTERS ARISING**

There were no matters arising.

## **V TAY CITIES DEAL UPDATE**

A presentation by the Chair, Tay Cities Management Group and S95 Officer was given to the Joint Committee regarding the current position with regards to the signing of the Deal and seeking instructions thereon.

The Joint Committee agreed that the Deal be signed, subject to the undernoted caveats :-

- (i) there would be an ongoing commitment by the Partnership to seek acceleration of funding in Years 1 to 5 to enable the earlier delivery of the James Hutton Institute projects;
- (ii) the order of project drawdown and delivery could change as business cases developed;
- (iii) there would be ongoing monitoring of the programme including the active management of any reported underspend on drawdown through bringing forward projects which could demonstrate spend and have an approved Full Business Case in place; and
- (iv) where spend had occurred, at the project owners own risk, which exceeded the partnerships drawdown profile, active dialogue with Governments would be held to identify if there were any opportunities through other City Deal reported underspends to bring forward earlier additional funds from within the wider Tay Cities programme.

## **VII DATE OF NEXT MEETING**

Friday, 18th September, 2020 at 10.00 am, to be held remotely. (Subsequently cancelled , with next meeting scheduled for Friday 23rd October 2020 at 10.00am to be held remotely).

David ROSS, Chair.

At a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** held remotely on Friday 11th December, 2020.

Present: -

Angus Council

Councillor Bill DUFF  
Councillor David FAIRWEATHER  
Councillor Derek WANN

Dundee City Council

Councillor John ALEXANDER  
Councillor Lynne SHORT  
Councillor Richard McCREADY

Fife Council

Councillor David ROSS  
Councillor Karen MARJORAM  
Councillor Tim Brett

Perth & Kinross Council

Councillor Murray LYLE  
Councillor John DUFF

Non-Elected Members

Ellis WATSON, DC Thomson  
Gordon MCGUINNESS, Skills Development Scotland  
Councillor Andrew PARROTT, TACTRAN  
Alison HENDERSON, Dundee and Angus Chamber of Commerce  
Nigel SEATON, University of Abertay  
Hayley MEARNS, Voluntary Action Angus

Also Present

Greg COLGAN, Tay Cities Deal Section 95 Officer  
Robin PRESSWOOD, Dundee City Council  
Steve GRIMMOND, Fife Council  
Keith WINTER, Fife Council  
Margo WILLIAMSON, Angus Council  
Vivian SMITH, Angus Council  
Karen REID, Perth and Kinross Council  
Mark SPEED, TACTRAN  
Caroline Warburton, Visit Scotland  
Alison CARRINGTON, Skills Development Scotland  
Mark SPEED, TACTRAN  
Gregor HAMILTON, Dundee City Council  
Alison SEGGIE, Perth and Kinross Council  
Roger MENNIE, Tay Cities Deal Legal Officer  
Steve BELL, Tay Cities Deal Comms  
Susan PEART, Tay Cities Deal Project Manager  
Mo SAUNDERS, Tay Cities Deal Programme Manager

Councillor David ROSS, in the Chair.

## **I APOLOGIES**

Apologies had been intimated from Councillor Macmillan Douglas, Councillor Grant Laing, Caroline Warburton and Michael Wright.

## **II DECLARATION OF INTEREST**

Councillor Richard McCready declared a non-financial interest in Article IV by virtue of his position as Chair of TACTRAN.

Councillor Andrew Parrott declared a non-financial interest in Article IV by virtue of his position as Vice-Chair of TACTRAN.

## **III MINUTE OF MEETING OF 7TH SEPTEMBER, 2020**

The minute of meeting of 7th September, 2020 was submitted and approved.

## **IV CO-OPTED MEMBER**

Reference was made to Article V of the minute of meeting of this Committee of 9th November, 2018 whereby the Joint Committee agreed that the Chair of TACTRAN be co-opted onto the Joint Committee as an additional non-voting member for a period not exceeding two years. This period had now expired.

The Joint Committee agreed to extend the period of membership for the co-opted member for a further two years.

## **V TAY CITIES DEAL UPDATE**

A presentation by PMO, Mo Saunders, was given to the Joint Committee outlining the current position with regards to the Tay Cities Deal.

It was reported that compression of the Deal to a ten-year period had been announced in the UK Government Comprehensive Spending Review. All compression would be assigned on James Hutton Institute (JHI projects to accelerate their spend).

Furthermore, the Partnership was continuing to revise the Deal profile and this would be resubmitted to both UK and Scottish governments. The Partnership was also actively pursuing the further acceleration to support the programme and to allow key elements to progress in Years 1-5.

The Partnership and Governments were now working to the signing of the Deal to take place on 17<sup>th</sup> December 2020.

The Committee were informed of the projects which have secured Government and Management Group approval to move forward to Full Business case development. including TCD005 and TCD006 Rural Angus and Perth and Kinross High Speed Broadband, TCD010 JHI Advanced Plant Growth Centre, TCD011 JHI International Barley Hub, and TCD017 Perth and Kinross Cultural Transformation (City Hall).

A brief question and answer session followed after which the Joint Committee thanked the Ms Saunders both for her presentation and also for the commitment to achieving the compression of the Deal.

## **VI INDICATIVE REGIONAL SPATIAL STRATEGY**

A presentation was given to the Joint Committee by Gregor Hamilton, Head of Planning and Economic Development, Dundee City Council

It was noted that the Planning (Scotland) Act 2019 allowed the production of Regional Spatial Strategies by two or more authorities. These documents would set out the long-term strategy in respect of strategic development of an area, considering the strategic need for development, the outcomes that strategic development would contribute to, priorities for delivery of strategic development and proposed locations. Strategic development was defined as development that was likely to have a significant impact on future development within the area of more than one planning authority.

An Indicative Regional Spatial Strategy (iRSS) for the Tayside area had been produced. and submitted to Scottish Government to inform the work on the fourth National Planning Framework and the statutory guidance they are to produce for Regional Spatial Strategies. The iRSS reflected the Vision and Outcomes of the 2017 approved TAYplan. and highlighted the value of authorities working together at a strategic level to creating a joint evidence base and achieve delivery of its aims. The timeline for delivery of the iRSS was outlined, with an anticipated date of approval by the Scottish Government of National Planning Framework 4 in June 2022.

Thereafter, the Chair, on behalf of the Joint Committee, thanked Mr Hamilton for this interesting and informative presentation.

## **VII TAY CITIES REGIONAL ECONOMIC STRATEGY – FINAL DRAFT ACTION PLAN**

There was submitted Report Number TCRJC11-2020 by the Heads of the Economic Development Group seeking approval of the Action Plan as outlined in Appendix 1 to the report, to support the delivery of the Regional Economic Strategy previously approved by the Joint Committee.

The Joint Committee considered the content of the report and agreed to: -

- (i) agree the proposed Action Plan;
- (ii) note the consultation undertaken; and
- (iii) agree to the proposed arrangements for reporting on progress.

## **VIII MICHELIN SCOTLAND INNOVATION PARC – INDUSTRIAL INVESTMENT PROGRAMME**

A presentation was given to the Joint Committee by Robin Presswood, Executive Director of City Development, Dundee City Council, providing the joint Committee with an update on Michelin Scotland Innovation Parc (MSIP).

It was reported that a programme of infrastructure improvement works was planned which would transform the existing site. Decommissioning works were had commenced on site, and demolition of the existing structures on site was anticipated to be completed by the end of 2020.

The initial design process for the MSIP Innovation Hub was now underway – this Hub would provide space and expertise to innovate and prototype, in conjunction with local further education institutions and industry experts, with financial support from the Tay Cities Deal. It was also reported that the MSIP team had now been established and a strong tenant pipeline was in place.

Members of the Joint Committee were then given the opportunity to ask questions regarding this project after which the Convener thanked Mr Presswood for his presentation.

## **IX                      PROGRAMME OF MEETINGS - 2021**

The Joint Committee approved the undernoted programme of meetings for 2021. All meetings would commence at 10:00am, and held remotely: -

Friday, 22nd January, 2021  
Friday, 19th February, 2021  
Friday, 19th March, 2021  
Friday, 23rd April, 2021  
Friday, 21st May, 2021  
Friday, 18th June, 2021  
Friday, 17th September, 2021  
Friday, 10th December, 2021

## **X                        ROTATION OF CHAIR**

The Joint Committee noted that this would be the final meeting for Fife Council and Cllr Ross to hold the position of Chair. From January 2021 this position would be held by Dundee City Council.

On behalf of members of the Joint Committee, Cllr Alexander, Leader of the Administration, Dundee City Council, thanked Cllr Ross for his leadership over the past year.

## **XI                      DATE OF NEXT MEETING**

Friday, 22nd January, 2021, to be held remotely.

David ROSS, Chair.

At a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** held remotely on Friday 22nd January, 2021.

Present: -

Angus Council

Councillor Bill DUFF  
Councillor David FAIRWEATHER  
Councillor Angus MACMILLAN DOUGLAS

Dundee City Council

Councillor John ALEXANDER  
Councillor Lynne SHORT  
Councillor Richard McCREADY

Fife Council

Councillor David ROSS  
Councillor Karen MARJORAM  
Councillor Tim BRETT

Perth & Kinross Council

Councillor Murray LYLE  
Councillor John DUFF  
Councillor Grant LAING

Non-Elected Members

Michael WRIGHT, Scottish Enterprise  
Gordon MCGUINNESS, Skills Development Scotland  
Councillor Andrew PARROTT, TACTRAN  
Alison HENDERSON, Dundee and Angus Chamber of Commerce  
Nigel SEATON, University of Abertay

Also Present

Greg COLGAN, Dundee City Council  
Robin PRESSWOOD, Dundee City Council  
Steve GRIMMOND, Fife Council  
Margo WILLIAMSON, Angus Council  
Vivian SMITH, Angus Council  
Mark SPEED, TACTRAN  
Barbara RENTON, Perth and Kinross Council  
David LITTLEJOHN, Perth and Kinross Council  
Alison SEGGIE, Angus Council  
Roger MENNIE, Tay Cities Deal Legal Officer  
Sandy FLIGHT, Dundee City Council  
Mike BOYLE, Tay Cities Deal Comms  
Alan DOBSON, Tay Cities Deal Project Manager  
Lauren HOLLAS, Tay Cities Deal Project Officer  
Mo SAUNDERS, Tay Cities Deal Programme Manager

Councillor John ALEXANDER, in the Chair.

## **I APOLOGIES**

Apologies had been intimated from Ellis Watson, Hayley Mearns, Keith Winter Steve Bell and Karen Reid.

## **II DECLARATION OF INTEREST**

There were no declarations of interest.

## **III MINUTE OF MEETING OF 11TH DECEMBER, 2020**

The minute of meeting of 11th December, 2020 was submitted and approved.

## **IV CHAIR AND VICE CHAIR**

The Joint Committee was required to appoint a Chair from Dundee Council and Vice Chair from Angus Council for 2021/2022.

It was agreed that Councillor John Alexander of Dundee City Council be appointed as Convener and Councillor David Fairweather of Angus Council be appointed as Vice Convener.

## **V TAY CITIES DEAL UPDATE**

A presentation by Programme Manager, Mo Saunders, was given to the Joint Committee outlining the current position with regards to the Tay Cities Deal.

The Deal had been signed by the Partnership and Governments on 17th December, 2020. The financial year 20/21 is the first year of formal delivery. The Deal entered into was secured as a ten-year programme which would greatly assist the delivery of projects.

It was noted that the Partnership had entered into a commitment for a £300m programme which would create over 6000 jobs and could result in over £400m of investment, as supported by the Deal documentation.

The commitment also includes a programme of reporting to commence from January, 2021. Reporting updates will be shared with the Joint Committee at regular intervals along with the Annual Performance Report.

Members were informed that the following Business Cases have secured Government and Management Group approval to move forward to Full Business Case submission:

- TCD005 & TCD006 Rural Angus and Perth and Kinross Highspeed Broadband
- TCD010 JHI Advanced Plant Growth Centre
- TCD011 JHI International Barley Hub
- TCD017 Perth Cultural Transformation (incl Perth City Hall)
- TCD013 cyberQuarter

All Full Business Cases (FBC) will be presented to the Joint Committee for approval in due course.

A brief question and answer session followed after which the Joint Committee thanked Ms Saunders both for her presentation and also for the commitment to achieving the compression of the Deal.



## **VI CYBERQUARTER**

A presentation was given to the Joint Committee by Lorna Edwards, Head of Business Development, Abertay University.

The creation of a cyberQuarter would see the Tay Cities Region established as a centre of applied research and development and knowledge exchange in cybersecurity. And would exploit the University of Abertay's distinctive ethical hacking and offensive cyber security knowledge.

It was envisioned that the cyberQuarter would deliver:-

- Collaborative research and development with the cyber security industry to develop solutions that would improve cyber security amongst small and medium businesses
- Develop ethical hacking and offensive security activities to upskill workers and tackle local and national skill shortages
- Support business to raise awareness of cybersecurity risks and to increase the adoption of new products and services to become more cyber resilient and
- Deliver jobs growth in cybersecurity forma, from start-ups to large corporations, as new products and services were developed and commercialised.

An overview was given of elements of investment for the project and the way in which it would be delivered.

Thereafter, the Chair, on behalf of the Joint Committee, thanked Ms Edwards for the interesting and informative presentation.

## **XI DATE OF NEXT MEETING**

Friday, 19th February, 2021, to be held remotely.

John ALEXANDER, Chair.



At a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** held remotely on Friday 19th February, 2021.

Present: -

Angus Council

Councillor Bill DUFF  
Councillor David FAIRWEATHER  
Councillor Mark SALMOND

Dundee City Council

Councillor John ALEXANDER  
Councillor Lynne SHORT  
Councillor Richard McCREADY

Fife Council

Councillor David ROSS  
Councillor Tony MIKLINSKI

Perth & Kinross Council

Councillor Murray LYLE  
Councillor John DUFF  
Councillor Grant LAING

Non-Elected Members

Michael WRIGHT, Scottish Enterprise  
Gordon MCGUINNESS, Skills Development Scotland  
Councillor Andrew PARROTT, TACTRAN  
Alison HENDERSON, Dundee and Angus Chamber of Commerce  
Nigel SEATON, University of Abertay

Also Present

Greg COLGAN, Dundee City Council  
Robin PRESSWOOD, Dundee City Council  
Margo WILLIAMSON, Angus Council  
Vivian SMITH, Angus Council  
Mark SPEED, TACTRAN  
Barbara RENTON, Perth and Kinross Council  
David LITTLEJOHN, Perth and Kinross Council  
Steve GRIMMOND, Fife Council  
Alison SEGIE, Angus Council  
Ronnie PALIN, Skills Development Scotland  
Gregor HAMILTON, Dundee City Council  
Archie GIBSON, AGRICO  
Dr Morag MARTIN, University of Dundee  
Professor Mike FERGUSON, University of Dundee  
Professor Graham HOUSTON, University of Dundee  
Roger MENNIE, Tay Cities Deal Legal Officer  
Steve BELL, Tay Cities Deal Comms  
Alan DOBSON, Tay Cities Deal Project Manager  
Lauren HOLLAS, Tay Cities Deal Project Officer  
Susan PEART, Tay Cities Project Manager  
Mo SAUNDERS, Tay Cities Deal Programme Manager

Councillor John ALEXANDER, in the Chair.

## **I APOLOGIES**

Apologies had been intimated from Councillor Macmillan Douglas, Councillor Marjoram, Councillor Brett, Ellis Watson, Hayley Mearns and Keith Winter.

## **II DECLARATION OF INTEREST**

Councillor Richard McCready declared a non-financial interest in Article V(i) by virtue of his position as Chair of TACTRAN.

Councillor Andrew Parrott declared a non-financial interest in Article V(i) by virtue of his position as Vice-Chair of TACTRAN.

## **III MINUTE OF MEETING OF 22ND JANUARY 2020**

The minute of meeting of 22nd January 2021 was submitted and approved.

## **IV TAY CITIES DEAL UPDATE**

A presentation by Programme Manager, Mo Saunders, was given to the Joint Committee outlining the current position with regards to the Tay Cities Deal.

It was noted that Full Business Cases (FBC) for TCD005 & TCD006 Rural Angus and Perth and Kinross High Speed Broadband, TCD010 & TCD011 JHI Advanced Plant Growth Centre & International Barley Hub, TCD013 cyberQuarter and TCD017 Perth Cultural Transformation (including Perth City Hall) would be presented to the Joint Committee for approval in due course.

An overview was given of the Draw Down programme for 2021 and the current monitoring framework for this outlined.

In conclusion it was reported that the Tay Cities Partnership had been allocated £220k revenue, as part of the Scottish Government Recovery Programme, to be spent by 31st March 2021. This funding had been made available to support the delivery of City Deal projects, accelerate the implementation of community wealth building to maximise the potential for job creation and to accelerate the development of regional recovery plans.

A brief question and answer session followed after which the Joint Committee thanked Ms Saunders both for her presentation and also for the commitment to achieving the compression of the Deal.

## **V TAY CITIES REGION DEAL – BUSINESS CASES FOR APPROVAL**

### **(i) TCD002 DUNDEE AIRPORT (REVENUE) BUSINESS JUSTIFICATION CASE**

There was submitted Report No TCRJC01-2021 by Robin Presswood, Executive Director of City Development, Dundee City Council seeking approval of the Business Case Justification (BJC) for Dundee Airport Investment – Revenue (TCD002).

A presentation was given to the Joint Committee by Gregor Hamilton, Dundee City Council, to supplement the report, a copy of which is appended to the minute.

The Joint Committee agreed to: -

- (i) Consider the report and the Business Justification Case at Appendix 2;
- (ii) Note that the Management Group had approved the Business Justification Case for Dundee Airport Investment – Revenue (TCD002) and recommended it for approval to the Joint Committee; and

- (iii) Note that an overarching Outline Business Case setting the direction of both revenue and capital elements of the Dundee Airport Project would be brought forward for approval by the Joint Committee as the project was developed.

(ii) TCD012 ANGUS FUND OUTLINE BUSINESS CASE

There was submitted Report No TCRJC02-2021 by Vivian Smith, Director of Strategic Policy, Transformation and Public Sector Reform, Angus Council seeking approval of the Outline Business Case (OBC) for TCD012 The Angus Fund.

A presentation was given to the Joint Committee by Vivian Smith, Angus Council and Archie Gibson, AGRICO, to supplement the report, a copy of which is appended to the minute.

The Joint Committee agreed to: -

- (i) Consider the report and the OBC for TCD012 The Angus Fund attached at Appendix 2;
- (ii) Note that the Management Group had approved the OBC for TCD012 The Angus Fund and recommended it for approval to the Joint Committee; and
- (iii) Note that further Outline and Final Business Cases would be brought forward for approval by the Joint Committee as the projects within the overarching OBC were developed.

(iii) TCD016 GROWING TAY CITIES BIOMEDICAL CLUSTER FULL BUSINESS CASE

There was submitted Report No TCRJC03-2021 by Robin Presswood, Executive Director of City Development, Dundee City Council seeking approval of the Business Case Justification (BJC) for project TCD016 Growing the Tay Cities Biomedical Cluster.

A presentation was given to the Joint Committee by Dr Morag Martin and Professors Mike Ferguson and Graham Houston from Dundee University, to supplement the report, a copy of which is appended to the minute.

The Joint Committee agreed to:-

- (i) Consider the report and the executive summary of the Full Business Case at Appendix 2.
- (ii) Note that the Management Group had approved the Outline Business Case and Full Business Case for the Growing the Tay Cities Biomedical Cluster and was recommending it for approval to the Joint Committee.
- (iii) Approve the Full Business Case, including the allocation of up to £25 million in capital to the project.

**VI DATE OF NEXT MEETING**

Friday, 19th March, 2021, to be held remotely.

John ALEXANDER, Chair.



At a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** held remotely on Friday, 19th March, 2021.

Present: -

Angus Council

Councillor Bill DUFF  
Councillor David FAIRWEATHER  
Councillor Derek WANN

Dundee City Council

Councillor John ALEXANDER  
Councillor Lynne SHORT  
Councillor Richard McCREADY

Fife Council

Councillor David ROSS  
Councillor Tony MIKLINSKI

Perth & Kinross Council

Councillor Murray LYLE  
Councillor John DUFF  
Councillor Grant LAING

Non-Elected Members

Michael WRIGHT, Scottish Enterprise  
Gordon MCGUINNESS, Skills Development Scotland  
Councillor Andrew PARROTT, TACTRAN  
Alison HENDERSON, Dundee and Angus Chamber of Commerce  
Nigel SEATON, University of Abertay

Also Present

Greg COLGAN, Dundee City Council  
Robin PRESSWOOD, Dundee City Council  
Margo WILLIAMSON, Angus Council  
Vivian SMITH, Angus Council  
Mark SPEED, TACTRAN  
Barbara RENTON, Perth and Kinross Council  
David LITTLEJOHN, Perth and Kinross Council  
Alison SEGGIE, Angus Council  
Ronnie PALIN, Skills Development Scotland  
Gregor HAMILTON, Dundee City Council  
Archie GIBSON, AGRICO  
Dr Morag MARTIN, University of Dundee  
Professor Mike FERGUSON, University of Dundee  
Professor Graham HOUSTON, University of Dundee  
Roger MENNIE, Tay Cities Deal Legal Officer  
Steve BELL, Tay Cities Deal Comms  
Alan DOBSON, Tay Cities Deal Project Manager  
Lauren HOLLAS, Tay Cities Deal Project Officer  
Mo SAUNDERS, Tay Cities Deal Programme Manager

Councillor John ALEXANDER, in the Chair.

## **I APOLOGIES**

Apologies had been intimated from Councillor Macmillan Douglas, Councillor Brett, Hayley Mearns and Steve Grimmond.

## **II DECLARATIONS OF INTEREST**

Councillor Andrew Parrott declared a non-financial interest in Article V(i) by virtue of his position as a Board Member of CPK who would operate Perth City Hall on behalf of Perth and Kinross Council.

## **III MINUTE OF MEETING OF 19TH FEBRUARY, 2021**

The minute of meeting of 19th February, 2021 was submitted and approved.

## **IV TAY CITIES DEAL UPDATE**

A presentation by Programme Manager, Mo Saunders, was given to the Joint Committee outlining the current position with regards to the Tay Cities Region Deal.

The Status of Business Cases was outlined, along with a timeline for their submission to the Joint Committee for approval.

With regards to Year 1 Drawdown, it was reported that it was anticipated all Business Cases would have approval within this financial year, Legal Agreements and claims would be completed this year and that forecasting for Year1 draw down would be available at the year end.

The Joint Committee were also updated with regards to the Scottish Government Recovery Fund, noting that eligible claims required to be submitted to the PMO by 31st March, 2021. Projects being supported by this were:-

TCD012 Angus Fund – AgriTech  
TCD012 (b) Angus Fund - Mercury Drone Port  
TCD013 Eden Centre  
TCD014 cyberQuarter  
TCD016 Growing the Tay Cities Biomedical Cluster  
TCD021 (a) Hospitalfield  
TCD021 (b) Dundee Heritage Trust - Discovery Point  
TCD021 (c) West Ward Works/Comic Centre  
TCD021 (d) Tay Adventure/Dundee Marina  
TCD021 (e) Dundee Maritime Centre - Unicorn  
TCD023 Aviation Academy for Scotland  
TCD024 (e) Digital Skills

It was also envisaged that a similar fund would be available in financial year 2021/2022.

A brief question and answer session followed after which the Joint Committee thanked Ms Saunders both for her presentation and also for the commitment to achieving the compression of the Deal.

## **V FUTURE PROGRAMME MANAGEMENT OFFICE OPERATIONAL BUDGET**

There was submitted Report No TCRJC 4-2021 by the Robert Emmott, s95 Officer, Dundee City Council seeking approval for the Programme Management Office (PMO) agreed operational budget for 2021-22 and provisional operational budget for 2022-23 and 2023-24.

The Joint Committee agreed:-

- (i) that the 2021-22 Revenue Budget for the Tay Cities Region Project Management Office (PMO) as detailed in Appendix A to the report be approved;



- (ii) the provisional budgets for 2022-23 and 2023-24 be approved; and
- (iii) robust monitoring and management of the budget be carried out on behalf of the Joint Committee by the Management Group.

## **VI TAY CITIES REGION DEAL – BUSINESS CASES FOR APPROVAL**

### **(a) TCD017 PERTH CULTURAL TRANSFORMATION (INCLUDING PERTH CITY HALL)**

There was submitted Report No TCRJC05-2021 by David Littlejohn, Perth and Kinross Council seeking approval of the Full Business Case (FBC) for Perth Cultural Transformation Project (including City Hall) (TCD017).

A presentation was given to the Joint Committee by Fiona Robertson, Head of Culture & Communities Services, Perth & Kinross Council, to supplement the report, a copy of which is appended to the minute.

The Joint Committee agreed to: -

- (i) Consider this report, the Executive Summary of the Full Business Case (FBC) (a copy of the full FBC would be available to the Joint Committee on request); and
- (ii) Approve the FBC.

### **(b) TCD010 ADVANCED PLANT GROWTH CENTRE**

There was submitted Report No TCRJC06-2021 by David Littlejohn, Perth and Kinross Council seeking approval of the Full Business Case (FBC)

A presentation was given to the Joint Committee by Professor Colin Campbell, Chief Executive, James Hutton Institute, to supplement the report, a copy of which is appended to the minute.

The Joint Committee agreed to: -

- (i) Consider this report and the executive summary of the FBC at Appendix 2 to the report (the full FBC would be available to the Joint Committee on request);
- (ii) Note that the Management Group had approved the Outline Business Case and Full Business Case for the TCD010 Advanced Plant Growth Centre and was recommending it for approval to the Joint Committee; and
- (iii) Approve the FBC, approving the allocation of up to £27 million in capital to the project.

### **(c) TCD011 INTERNATIONAL BARLEY HUB**

There was submitted Report No TCRJC07-2021 by David Littlejohn, Perth and Kinross Council seeking approval of the Full Business Case (FBC) TCD011 International Barley Hub.

A presentation was given to the Joint Committee by Professor Colin Campbell, Chief Executive, James Hutton Institute, to supplement the report, a copy of which is appended to the minute.

The Joint Committee agreed to: -

- (i) Consider this report and the executive summary of the FBC at Appendix 2 to the report (the full FBC would be available to the Joint Committee on request);
- (ii) Note that the Management Group had approved the Outline Business Case and Full Business Case for the TCD011 International Barley Hub and was recommending it for approval to the Joint Committee; and

- (iii) Approve the FBC, approving the allocation of up to £35 million in capital to the project.

**VI DATE OF NEXT MEETING**

Friday, 23rd April, 2021, to be held remotely.

John ALEXANDER, Chair.

# **PERTH & KINROSS COUNCIL**

## **Strategic Policy & Resources Committee**

**2 June 2021**

### **AUTHORITY TO WRITE OFF DEBTS AND OBSOLETE STOCK**

**Report by the Head of Finance  
(Report No. 21/82)**

#### **PURPOSE OF REPORT**

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

#### **1. BACKGROUND / MAIN ISSUES**

- 1.1 In order that the appropriate entries may be made in the Council's Annual Accounts for the year ending 31 March 2021, it is necessary to consider the write off on debts and obsolete stock and other miscellaneous balances.
- 1.2 To accommodate year end accounting processes and timescales, some of the Council's systems have already been amended to reflect the proposed adjustments, pending approval by the Committee of the recommendations within this report.
- 1.3 The debts included within this report have progressed through the Council's debt recovery process using the various legislative procedures available for each category of debt to collect the amounts outstanding. The amounts that remain due, after exhaustive recovery procedures having been undertaken, are included within this report for write off as a last resort. Should any additional information be received the debt will be written back. Every effort is made to collect outstanding debt where it is cost effective to recover.
- 1.4 This report includes all the recommended write off and on amounts for financial year 2020/21.
- 1.5 The proposed write off of debt included within this report generally relates to local taxes; housing rents or other income prior to 2020/21, as more recent outstanding debt is still subject to recovery action. During the extraordinary circumstances presented by the Covid pandemic in 2020/21 the Council has, however, sought to strengthen customer engagement throughout the debt recovery process. For individuals and families, this has included sign posting customers to the Council Tax and Housing Benefits; Welfare Rights and Tenancy Support teams to ensure that they have access to appropriate advice and support in claiming entitlements and maximising household

income. For business customers, support and advice on accessing the various Scottish Government business grant schemes has been provided by the Council's business support team with weekly updates published in the online business bulletin.

- 1.6 Whilst the collection of income continued throughout the pandemic, in common with most local authorities both internal & Sheriff Officer debt recovery processes were suspended in April 2020. Internal debt recovery recommenced across all debt groups on a phased and scaled back basis from late July 2020. Recovery by Sheriff Officers was then reintroduced, again on a phased basis depending upon debt type, from August 2020 for Sales Ledger and from March 2021 for Council Tax. There is, however, an expectation that the level of outstanding debt recommended for write off may increase over the next few years as the full economic impact of the pandemic becomes apparent.

## 2. PROPOSALS

### 2.1 Sales Ledger

- 2.1.1 Appendix 1 details Sales Ledger debt which it has not been possible to collect for various reasons. The majority of these debts have been placed with Sheriff Officers, including instances where debtors are deceased or untraceable.
- 2.1.2 The Council has introduced a number of measures to maximise income collection including "set-off" (which, in certain circumstances, allows the Council to apply customer debt against payments due by the Council) and encouraging customers to pay at point of sale, therefore, reducing cost of collection and the level of debt. Appendix 1 sets out the debt recovery process for Sales Ledger debt.
- 2.1.3 After consultation with the Services who raised the original invoices, it is recommended that the Council write off £248,256.76 as shown in Appendix 1. This amount includes debt relating to nine financial years from 2012/13 through to 2020/21. A Service by Service comparison has been shown below between the current and the previous financial year.

| <b>Write off By Service</b>     | <b>Total 2020/21</b> | <b>Total 2019/20</b> |
|---------------------------------|----------------------|----------------------|
| Corporate & Democratic Services | 25.00                | 0.00                 |
| Education & Children's Services | 79,477.41            | 20,708.58            |
| Health & Social Care            | 89,567.44            | 74,795.33            |
| Communities                     | 79,186.91            | 105,158.07           |
|                                 | <b>248,256.76</b>    | <b>200,661.98</b>    |

- 2.1.4 The total provision included within the Council's accounts for bad and doubtful Sales Ledger debt at 31 March 2020 was £1,022,462. The total value of Sales Ledger invoices raised in financial year 2020/21 totalled approximately

£22.5 million and the proposed write off for all years represents approximately 1.1% of this amount.

- 2.1.5 In most instances, accounts raised prior to 30 September 2019 carry a 50% provision whilst those raised prior to 31 March 2019 are fully provided for. Where debts fall into this category, part or all of the amount to be written off will be met from the provision.
- 2.1.6 Where no provision or only partial provision has previously been made, the balance of the write off will be charged against the issuing Service's Revenue Account for 2020/21.

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

- 2.2.1 Appendices 2 and 3 set out the debt recovery processes for Council Tax and Non-Domestic Rates respectively. To maximise levels of collection and reduce collection costs, the Council continues to promote the use of electronic forms and payment by Direct Debit. Approximately 75% of Council Tax customers currently pay by Direct Debit.
- 2.2.2 Appendix 2 details Council Tax (including Water and Waste Water Charges) where the sum of £308,841.98 has been deemed uncollectable (£1,911,668.70 in 2019/20). There is an overall provision for bad and doubtful Council Tax debt of £13,259,807.18 as at 31 March 2020.
- 2.2.3 The total amount of Council Tax billed for financial year 2020/21 was £115 million (including Water and Waste Water Charges), with an in-year collection rate of 96.59% (97.06% in 2019/20).
- 2.2.4 The proposed write offs relate to the last 28 financial years during which time the Council has raised over £1.98 billion in Council Tax and has continually delivered high collection levels.
- 2.2.5 Appendix 3 details Non-Domestic Rates income totalling £96,256.26 which it has not proved possible to collect for the reasons shown in the appendix (£512,460.96 was written off in 2019/20).
- 2.2.6 It is recommended that the Council write off £96,256.26 of Non-Domestic Rates. In terms of write offs relating to Non-Domestic Rates the costs at present are met by the Scottish Government through the "pool" mechanism. The provision for bad and doubtful Non-Domestic Rates debt was £539,112.62 at 31 March 2020.
- 2.2.7 The amount recommended to be written off for all years represents approximately 0.3% of the £30.9 million of Non-Domestic Rates income raised in financial year 2020/21. The in-year collection rate for Non-Domestic Rates was 95.83% for 2020/21 (97.5% in 2019/20).

- 2.2.8 These proposed write offs relate to the last 26 financial years during which time the Council has raised over £1.1 billion in Non-Domestic Rates and has continually delivered high collection levels.
- 2.2.9 Appendices 2 and 3 also include accounts where the balance is for a small value either in debit or credit (£0.99) for Council Tax and Non-Domestic Rates. It is uneconomical to collect or refund/transfer such small amounts and, therefore, an automated process is in place to adjust these accounts.

## **2.3 Housing Revenue Account (Rents)**

- 2.3.1 Appendix 4 details rent charges raised in respect of former tenants and court expenses incurred which it has not been possible to collect for the reasons shown in the appendix.
- 2.3.2 A comprehensive review of Former Tenant Arrears has been undertaken within Communities which has identified a requirement to write off £257,334.60 (including £20,204.05 of sequestrations) of outstanding housing rent (£335,771.13 was written off in 2019/20). The provision for bad and doubtful Housing Revenue Account debt was £1,365,498 as at 31 March 2020. The in-year collection rate for Housing Rents was 96.91% for 2020/21 (98.38% in 2019/20). The total rental charges raised between the 1 March 2020 and 28 February 2021 were approximately £27.6 million, with the proposed write off representing 0.86%.
- 2.3.3 Authority is also requested to write off outstanding arrears on garage sites and lock ups of £2,202.94 (£1,114.28 was written off in 2019/20).
- 2.3.4 The overall proposed write off for the Housing Revenue Account is £259,537.52 (including sequestrations). The total rent charge raised for the period was £28,035,884.54, with the proposed write off representing 0.93%.
- 2.3.5 The write off for sequestrations for the same period amounts to £20,204.05

## **2.4 Housing General Fund**

- 2.4.1 Appendix 5 details charges for those housing services administered through the Council's rent system, provided to Homeless clients placed in temporary accommodation. These tenancies have ended, and it has not proved possible to recover outstanding income, in part, due to the vulnerable nature of the client group.
- 2.4.2 Authority is requested to write off £227,393.59 for the period 1 March 2020 to 28 February 2021 (£180,139.74 was written off in 2019/20) for rent and service charges for housing services provided to homeless households placed in temporary accommodation. The provision for bad and doubtful debts in relation to this activity was £890,671 as at 31 March 2020.
- 2.4.3 The majority of the write off for temporary accommodation, 87.06% (£197,974.38) is, in the main, due to arrears which accrued when rents and

service charges were higher than at present and this debt has now become prescribed in the current financial year. A debt becomes prescribed where *“the debt is too old to be recovered and barred by statute (5 years or over)”*

- 2.4.4 Authority is also requested to write off Housing Benefit overpayment debt of £36,192.11 for 2020/21 (£130,261 was written off in 2019/20) which it has not proven possible to recover. During 2020/21, the value of overpayments was lower than in previous years. This is attributable to the effect that the pandemic has had on customer circumstances with a reduction in the situations which typically contribute to overpayments arising. There was also a temporary pausing of some recovery processes; both the Council and the Department for Work and Pensions (DWP). The provision for bad and doubtful Housing Benefit overpayment debt was £866,041 as at 31 March 2020. The total value of Housing Benefit overpayments in 2020/21 was approximately £318,000 and the proposed write off value for all years represents 8.79% of this amount. The recovery of Housing Benefit payments, however, remains an ongoing process and £376,000 was recovered in 2020/21 which includes former debt.

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

### Car Park Trading Account Income

- 2.5.1 Authority is requested to write off £163,154 in respect of Car Park Trading Account Income (£139,584 was written off in 2019/20). This amount equates to all amounts charged and still outstanding in relation to the period prior to October 2019. The provision for bad and doubtful Car Park Trading Account debt was £175,944 as at 31 March 2020. The proposed write off is equivalent to 13.53% of the number of Penalty Charge Notices issued during 2019/20 (9.78% in the previous financial year).

## **2.6 Stock Write Offs**

### Friarton Depot

- 2.6.1 Authority is requested to write off obsolete stock of £3,000 in respect of vehicle parts at Friarton Depot (£5,000 was written off in 2019/20). Full provision has been made for this write off.

### Joint Equipment Loan Service

- 2.6.2 Authority is requested to write off £1,428.00 (£94,432.80 was write off in 2019/20) in respect of equipment that will no longer be issued due to age, reliability and suitability. Full provision has made for this write off.

## **2.7 Outstanding Balances**

- 2.7.1 Authority is requested to write off outstanding balances over various accounts. These balances relate to transactions before 31 March 2020. The net amount

of the outstanding balances is a write off totalling £4,681.00 (£19,200.39 was written on in 2019/20).

### 3. CONCLUSION AND RECOMMENDATIONS

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

3.2 It is recommended that the Committee:

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

#### Author(s)

| Name     | Designation                   | Contact Details |
|----------|-------------------------------|-----------------|
| Lynn Law | Financial Systems Team Leader | 01738 47500     |

#### Approved

| Name              | Designation     | Date        |
|-------------------|-----------------|-------------|
| Stewart MacKenzie | Head of Finance | 14 May 2021 |

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

All Council Services can offer a telephone translation facility.



## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Strategic 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 of 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.

### **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 Internal

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

### **2. BACKGROUND PAPERS**

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

## **6. APPENDICES**

- Appendix 1 – Sales Ledger debt written off in financial year 2020/21 by year and reason.
- Appendix 2 – Council Tax debt written off in financial year 2020/21 by year and reason.
- Appendix 3 – Non Domestic Rates debt written off in financial year 2020/21 by year and reason.
- Appendix 4 – Irrecoverable Rents written off in financial year 2020/21 by year and reason.
- Appendix 5 – Homeless debt written off in financial year 2020/21 by year and reason.



## Appendix 1

## Sales Ledger Debt Written off in financial year 2020/21 by year and reason

| YEAR         | GONE AWAY        | NO FUNDS          | UNECONOMICAL TO COLLECT | DECEASED (NO FUNDS) | HCC DISCRETION PANEL | SEQ/LIQ OR REC   | DEBT PRESCRIBED | SERVICE REQUEST | TOTAL VAT EX      | VAT VALUE       | TOTAL DEBT        |
|--------------|------------------|-------------------|-------------------------|---------------------|----------------------|------------------|-----------------|-----------------|-------------------|-----------------|-------------------|
| 2012/13      | 0.00             | 1,418.58          | 0.00                    | 0.00                | 0.00                 | 0.00             | 1,244.91        | 0.00            | 2,663.49          | 289.72          | 2,953.21          |
| 2013/14      | 0.00             | 439.51            | 0.00                    | 0.00                | 0.00                 | 0.00             | 4,835.40        | 0.00            | 5,274.91          | 0.00            | 5,274.91          |
| 2014/15      | 0.00             | 678.74            | 0.00                    | 0.00                | 0.00                 | 0.00             | 1,862.16        | 0.00            | 2,540.90          | 31.20           | 2,572.10          |
| 2015/16      | 329.19           | 37,804.16         | 139.94                  | 48.00               | 0.00                 | 0.00             | 1,377.23        | 0.00            | 39,698.52         | 521.83          | 40,220.35         |
| 2016/17      | 827.00           | 14,366.21         | 1,005.55                | 1,118.01            | 0.00                 | 679.89           | 182.39          | 0.00            | 18,179.05         | 270.89          | 18,449.94         |
| 2017/18      | 2,629.95         | 16,261.65         | 855.16                  | 5,203.08            | 0.00                 | 438.73           | 0.00            | 0.00            | 25,388.57         | 342.56          | 25,731.13         |
| 2018/19      | 902.60           | 18,242.30         | 1,976.16                | 3,262.71            | 0.00                 | 62,128.13        | 0.00            | 0.00            | 86,511.90         | 2,134.66        | 88,646.56         |
| 2019/20      | 10,473.90        | 36,385.41         | 840.77                  | 5,133.52            | 0.00                 | 2,715.10         | 0.00            | 0.00            | 55,548.70         | 3,173.96        | 58,722.66         |
| 2020/21      | 0.00             | 0.00              | 0.00                    | 5,685.90            | 0.00                 | 0.00             | 0.00            | 0.00            | 5,685.90          | 0.00            | 5,685.90          |
| <b>TOTAL</b> | <b>15,162.64</b> | <b>125,596.56</b> | <b>4,817.58</b>         | <b>20,451.22</b>    | <b>0.00</b>          | <b>65,961.85</b> | <b>9,502.09</b> | <b>0.00</b>     | <b>241,491.94</b> | <b>6,764.82</b> | <b>248,256.76</b> |

The Council can claim back VAT due to the VAT Bad debt relief (The Council cannot claim for the first 6 months, however the Council can claim back 4 years prior to this to 30 September 2016).

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

Day 1 - Invoice Issued

If not paid, Day 29 - Final Notice issued

If not paid, Day 44 - 7 Day letter issued

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

#### Commercial Rent Debt Recovery Process

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

Day 29 - reminder sent to first time defaults

Day 29 - legal letter issued to persistent late payers

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

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

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



## Appendix 2

## Council Tax Written-Off During Financial Year 2020/21 - Summary of Write-Off Reasons

| Financial Year | Statutory Additions | Deceased - No Estate | No Trace   | Sequestration etc. | Small Balances | Uneconomical to Pursue/Collect | Council Tax Reduction Official Error | Total       |
|----------------|---------------------|----------------------|------------|--------------------|----------------|--------------------------------|--------------------------------------|-------------|
| 1993           | £27.11              | -£361.78             | -£232.73   | £219.26            | £0.00          | £0.00                          | £0.00                                | -£348.14    |
| 1994           | £111.62             | -£245.57             | -£189.34   | £457.76            | -£0.61         | £0.00                          | £0.00                                | £133.86     |
| 1995           | £107.54             | -£528.96             | -£290.17   | £465.56            | -£0.96         | £0.00                          | £0.00                                | -£246.99    |
| 1996           | £95.62              | -£381.24             | -£229.94   | £0.00              | -£0.19         | £0.00                          | £0.00                                | -£515.75    |
| 1997           | £25.51              | £242.40              | -£883.25   | £21.15             | -£0.05         | £0.00                          | £0.00                                | -£594.24    |
| 1998           | £137.88             | £243.94              | -£792.58   | £0.00              | -£0.98         | £0.00                          | £0.00                                | -£411.74    |
| 1999           | £407.20             | £2,248.71            | -£64.59    | £0.00              | -£5.28         | £0.00                          | £0.00                                | £2,586.04   |
| 2000           | £571.13             | £2,794.47            | £57.73     | £988.95            | -£1.21         | £0.00                          | £0.00                                | £4,411.07   |
| 2001           | £712.03             | £3,019.25            | -£160.36   | £940.48            | -£0.56         | £0.00                          | £0.00                                | £4,510.84   |
| 2002           | £633.69             | £3,450.21            | -£517.56   | £1,000.36          | £0.83          | £0.00                          | £0.00                                | £4,567.53   |
| 2003           | £704.73             | £4,683.37            | -£1,956.42 | £1,082.78          | -£19.90        | £0.00                          | £0.00                                | £4,494.56   |
| 2004           | £564.39             | £3,786.87            | -£1,155.03 | £91.22             | -£1.01         | £0.00                          | £0.00                                | £3,286.44   |
| 2005           | £620.85             | £5,818.13            | -£879.97   | £10.63             | -£2.66         | £0.00                          | £0.00                                | £5,566.98   |
| 2006           | £881.15             | £7,324.11            | -£526.60   | £647.92            | -£3.63         | £0.00                          | £0.00                                | £8,322.95   |
| 2007           | £1,147.60           | £7,786.81            | -£1,623.15 | £3,178.34          | £1.34          | £0.00                          | £0.00                                | £10,490.94  |
| 2008           | £1,516.19           | £7,625.43            | -£2,465.59 | £6,390.66          | £1.32          | £0.00                          | £0.00                                | £13,068.01  |
| 2009           | £1,450.01           | £5,421.68            | £4,987.14  | -£82.59            | -£1.35         | £0.00                          | £0.00                                | £11,774.89  |
| 2010           | £1,503.52           | £7,377.88            | -£2,269.07 | £6,011.45          | £6.09          | £0.00                          | £0.00                                | £12,629.87  |
| 2011           | £1,767.63           | £9,035.15            | £1,631.46  | £0.00              | -£2.31         | £0.00                          | £0.00                                | £12,431.93  |
| 2012           | £1,053.50           | £6,483.61            | -£876.17   | £2,521.05          | -£3.52         | £0.00                          | £0.00                                | £9,178.47   |
| 2013           | £1,431.95           | £6,025.47            | -£1,637.14 | £4,737.15          | £3.35          | £0.00                          | £0.00                                | £10,560.78  |
| 2014           | £1,429.39           | £7,964.30            | -£1,948.45 | £3,908.84          | £3.64          | £0.00                          | £76.98                               | £11,434.70  |
| 2015           | £1,890.41           | £8,826.40            | -£293.54   | £6,796.06          | -£1.13         | £19.20                         | £77.19                               | £17,314.59  |
| 2016           | £3,133.95           | £7,414.13            | £1,517.07  | £12,787.99         | -£5.54         | £0.00                          | £499.94                              | £25,347.54  |
| 2017           | £4,036.63           | £7,538.02            | -£1,242.54 | £19,619.50         | £16.17         | £0.00                          | £1,253.69                            | £31,221.47  |
| 2018           | £4,088.24           | £9,238.48            | -£1,100.93 | £20,468.92         | £18.70         | £0.00                          | £2,180.92                            | £34,894.33  |
| 2019           | £4,120.96           | £19,365.40           | £635.79    | £26,572.26         | -£3.70         | £856.87                        | £2,613.01                            | £54,160.59  |
| 2020           | £816.82             | £7,246.19            | £714.63    | £9,051.23          | -£76.48        | £184.63                        | £633.44                              | £18,570.46  |
| Totals         | £34,987.25          | £149,442.86          | £11,791.30 | £127,886.93        | £79.63         | £1,060.70                      | £7,335.17                            | £308,841.98 |

## Council Tax Debt Recovery Process

Day 1 - Bill Issued with instalment details

If not paid, Reminder issued giving 14 days to pay

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

If not paid, Sheriff Officer instructed to collect debt

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





## Appendix 3

## Non-Domestic Rates Written-Off During Financial Year 2020/21 - Summary of Write-Off Reasons

| Financial Year | Statutory Additions | Deceased     | No Trace          | Sequestration, Liquidation etc. | Ceased Trading | Wrongly Rated     | Small Balances | Uneconomical to Pursue/Collect | Total             |
|----------------|---------------------|--------------|-------------------|---------------------------------|----------------|-------------------|----------------|--------------------------------|-------------------|
| 1995           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | -£0.02         | £0.00                          | -£0.02            |
| 1996           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | £0.00          | £0.00                          | £0.00             |
| 1997           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | -£0.02         | £0.00                          | -£0.02            |
| 1998           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | -£0.05         | £0.00                          | -£0.05            |
| 1999           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | £0.00          | £0.00                          | £0.00             |
| 2000           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | £0.01          | £0.00                          | £0.01             |
| 2001           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | -£0.02         | £0.00                          | -£0.02            |
| 2002           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | £0.01          | £0.00                          | £0.01             |
| 2003           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | -£0.20         | £0.00                          | -£0.20            |
| 2004           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | £3.43          | £0.00                          | £3.43             |
| 2005           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | £0.00          | £0.00                          | £0.00             |
| 2006           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | £0.00          | £0.00                          | £0.00             |
| 2007           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | £0.00          | £0.00                          | £0.00             |
| 2008           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | £0.00          | £0.00                          | £0.00             |
| 2009           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | £0.00          | £0.00                          | £0.00             |
| 2010           | £0.00               | £0.00        | -£162.00          | £0.00                           | £0.00          | £0.00             | £0.00          | £0.00                          | -£162.00          |
| 2011           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | £0.00          | £0.00                          | £0.00             |
| 2012           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | £0.00          | £0.00                          | £0.00             |
| 2013           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | £0.00          | £0.00                          | £0.00             |
| 2014           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | £0.00          | £0.00                          | £0.00             |
| 2015           | £0.00               | £0.00        | £0.00             | £0.00                           | £0.00          | £0.00             | £0.00          | £0.00                          | £0.00             |
| 2016           | £0.00               | £0.00        | £1,325.72         | £0.00                           | £0.00          | £0.00             | £0.00          | £0.00                          | £1,325.72         |
| 2017           | £0.00               | £0.00        | -£168.19          | £0.00                           | £342.67        | £0.00             | -£1.38         | £0.00                          | £173.10           |
| 2018           | £1,437.32           | £0.00        | -£495.65          | £6,217.56                       | £0.00          | £20,399.18        | -£0.58         | £0.00                          | £27,557.83        |
| 2019           | £3,171.00           | £0.00        | -£1,931.90        | £58,786.27                      | £0.00          | £0.00             | £2.13          | £0.00                          | £60,027.50        |
| 2020           | £0.00               | £0.00        | £0.00             | £7,277.09                       | £0.00          | £0.00             | £53.88         | £0.00                          | £7,330.97         |
| Totals         | <b>£4,608.32</b>    | <b>£0.00</b> | <b>-£1,432.02</b> | <b>£72,280.92</b>               | <b>£342.67</b> | <b>£20,399.18</b> | <b>£57.19</b>  | <b>£0.00</b>                   | <b>£96,256.26</b> |

## Non-Domestic Rates Debt Recovery Process

Formal recovery cannot take place until 30 September each year

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

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

If not paid, Sheriff Officer instructed to collect debt

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



## Appendix 4

| Irrecoverable Housing Rents Debt Written off in financial year 2020/21 by year and reason |                   |                    |                         |                     |                   |                 |                    |
|-------------------------------------------------------------------------------------------|-------------------|--------------------|-------------------------|---------------------|-------------------|-----------------|--------------------|
| YEAR                                                                                      | GONE AWAY         | NO FUNDS           | UNECONOMICAL TO COLLECT | DECEASED (NO FUNDS) | SEQUESTERED       | DEBT PRESCRIBED | TOTAL DEBT         |
| 2017/18                                                                                   | £0.00             | £4,568.76          | £0.00                   | £0.00               | £0.00             | £0.00           | £4,568.76          |
| 2018/19                                                                                   | £0.00             | £72,736.09         | £229.52                 | £483.24             | £0.00             | £0.00           | £73,448.85         |
| 2019/20                                                                                   | £33,042.00        | £87,313.47         | £3,521.05               | £8,641.72           | £4,331.24         | £0.00           | £136,849.48        |
| 2020/21                                                                                   | £0.00             | £0.00              | £72.70                  | £26,522.00          | £15,872.81        | £0.00           | £42,467.51         |
| <b>TOTAL</b>                                                                              | <b>£33,042.00</b> | <b>£164,618.32</b> | <b>£3,823.27</b>        | <b>£35,646.96</b>   | <b>£20,204.05</b> | <b>£0.00</b>    | <b>£257,334.60</b> |

**Irrecoverable Rents Debt Recovery Process**

Day 14 - Arrears reminder letter sent

If not paid, Day 21 - Attempt Contact with tenant

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

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

If not paid, Day 42 - Visit to tenant

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

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



## Appendix 5

## Homeless Debt Written Off in financial year 2020/21 by year and reason

| YEAR         | GONE AWAY        | NO FUNDS          | UNECONOMICAL TO COLLECT | DECEASED       | SEQ/LIQ OR REC | DEBT PRESCRIBED    | TOTAL DEBT         |
|--------------|------------------|-------------------|-------------------------|----------------|----------------|--------------------|--------------------|
| 2015/16      | £0.00            | £0.00             | £0.00                   | £0.00          | £0.00          | £197,974.38        | £197,974.38        |
|              |                  |                   |                         |                |                |                    |                    |
| 2016/17      | £1,293.69        | £3,581.76         | £0.00                   | £0.00          | £0.00          | £0.00              | £4,875.45          |
|              |                  |                   |                         |                |                |                    |                    |
| 2017/18      | £0.00            | £3,895.34         | £0.00                   | £0.00          | £0.00          | £0.00              | £3,895.34          |
|              |                  |                   |                         |                |                |                    |                    |
| 2018/19      | £3,215.45        | £7,159.12         | £0.00                   | £0.00          | £0.00          | £0.00              | £10,374.57         |
|              |                  |                   |                         |                |                |                    |                    |
| 2019/20      | £1,363.46        | £5,194.85         | £2,960.98               | £268.60        | £0.00          | £0.00              | £9,787.89          |
|              |                  |                   |                         |                |                |                    |                    |
| 2020/21      | £0.00            | £0.00             | £164.52                 | £321.44        | £0.00          | £0.00              | £485.96            |
|              |                  |                   |                         |                |                |                    |                    |
| <b>TOTAL</b> | <b>£5,872.60</b> | <b>£19,831.07</b> | <b>£3,125.50</b>        | <b>£590.04</b> | <b>£0.00</b>   | <b>£197,974.38</b> | <b>£227,393.59</b> |

**Homeless Debt Recovery Process**

Day 14 - Arrears reminder letter sent

If not paid, Day 21 - Attempt Contact with tenant

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

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

If not paid, Day 42 - Visit to tenant

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

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



## PERTH AND KINROSS COUNCIL

Housing and Communities Committee, 31 May 2021  
Strategic, Policy & Resources Committee, 2 June 2021

### Missing Shares Scheme

Report by Depute Director (Communities)  
(Report No. 21/70)

The last Local Housing Condition Survey determined that approximately 14,000 flatted/tenemental properties in Perth & Kinross exhibited visible/extensive disrepair. This report seeks approval to assist communal building repair works through a 'Missing Shares' scheme.

## 1. BACKGROUND / MAIN ISSUES

### Disrepair of Flatted/Tenemental Properties in Perth & Kinross

- 1.1 The last Local Housing Condition Survey carried out in 2015 determined that the breakdown of housing types in Perth & Kinross comprised 25% flatted dwellings. The total number of tenements/other flats was 17,395, approximately 7,000 of these were built before 1944. The survey also identified that 11,821 of these flatted properties exhibited visible signs of disrepair and a further 2,129 exhibiting extensive disrepair. The total costs to patch the visible repairs were estimated at £5.5m (average cost £400 per dwelling), and £36.4m (average cost £2,000 per dwelling) for comprehensive repairs. A total of 54% of flatted properties were deemed below the 'repairing standard'.
- 1.2 As a result of these levels of disrepair, several Council services receive increasing numbers of enquiries and complaints associated with communal disrepair of private flatted properties. Complaints are mainly received from tenants (who are experiencing poor living conditions) and landlords and owner occupiers, where repairs cannot be resolved due to a lack of co-operation or funds from all responsible parties.
- 1.3 As repairs fail to be addressed, buildings deteriorate, resulting in a variety of structural issues e.g., water penetration, dry rot and crumbling stonework. Such disrepair can impact on resident's health and result in properties becoming defective or dangerous. A failure to address repairs as they arise leads to deterioration and ultimately higher repair costs often requiring the intervention and co-ordination of Council services including planning, building standards, housing and economic development.

## **Missing Shares**

- 1.4 The Housing (Scotland) Acts 2006 and 2014 provided Local Authorities (LAs) with the power to pay a sum, representing an owner's share for repair costs where the owner is unable (often due to lack of funds), unwilling or untraceable (e.g. absent landlords) and where most other owners agree to fund and carry out the repairs. This unpaid element of a required maintenance cost is known as a 'missing share'. Section 4.16 of the Council's Scheme of Assistance provides that where common repair work is delayed under these circumstances then PKC may fund the missing share to enable the work to go ahead.[https://www.pkc.gov.uk/media/47961/Scheme-of-Assistance2021/pdf/Scheme\\_of\\_Assistance\\_for\\_Private\\_Sector\\_Housing\\_January\\_2020.pdf?m=637510534555270000](https://www.pkc.gov.uk/media/47961/Scheme-of-Assistance2021/pdf/Scheme_of_Assistance_for_Private_Sector_Housing_January_2020.pdf?m=637510534555270000)
- 1.5 The Council's Scheme of Assistance (Section 1.1) promotes the principle that homeowners have the primary responsibility for maintaining and repairing their own homes. Therefore, payment of a 'missing share' by a Local Authority should only be considered as a last resort when other intervention methods and financial options have been evidenced and exhausted by the owners. Similarly, payment of a missing share could also be applied to a commercial property associated with an eligible residential property.

## **Enforcement Action vs Missing Shares**

- 1.6 Discretion to undertake enforcement action on essential repairs and/or where a public health nuisance exists e.g., water penetration via a defective roof, remains an option. However, such enforcement involves an increased level of risk. Not only is such a process resource intensive, but it also requires significant technical expertise, especially where works in default require to be project managed.
- 1.7 In comparison, the same outcomes can be attained through a missing shares scheme whereby the payment of missing shares actively encourages owners to organise repairs themselves without having to progress to enforcement action. Notably, the scheme can also proactively facilitate disrepair works at an earlier stage, prior to them becoming essential or having an adverse health impact. A missing shares scheme could also be implemented in circumstances where enforcement action was not applicable.

## **Benefits of Missing Shares**

- 1.8 Regulatory Services have tried to progress a number of eligible 'missing shares' cases on a pilot basis but have been restricted to only a small number due to lack of targeted funding. One pilot related to a property where the building suffered deterioration which resulted in the service of a Dangerous Building Notice and evacuation of each of the residential properties. The majority of owners were able to pay their share of the works, totalling, but the minority were unable. The properties could not be sold due to the Notice. By PKC paying the missing shares of just under £4,000 the Notice could be lifted, and the properties reoccupied. It enabled owners to sell their properties and



PKC to recoup the costs of the missing share. In addition, it resulted in some owners renting their properties through PKC lets, thereby bringing more affordable accommodation to the city centre.

- 1.9 Glasgow City Council (GCC) operate a missing shares scheme. Table 1, below, clearly highlights the significant private investment in housing improvements, resulting from the local authority supporting this work by contributing the missing shares.

*Table 1: Glasgow City Council - Missing Shares Allocation 2011/12 to 2017/18*

|                      | 11/12      | 12/13      | 13/14      | 14/15      | 15/16        | 16/17      | 17/18      | Total        |
|----------------------|------------|------------|------------|------------|--------------|------------|------------|--------------|
| Spend                | 75,760.00  | 91,615.00  | 47,717.00  | 79,741.00  | 123,172.00   | 85,550.00  | 76,866.00  | 580,421.00   |
| Overall Cost of Work | 366,318.00 | 715,215.00 | 466,320.00 | 637,850.00 | 1,917,446.00 | 642,395.00 | 618,540.00 | 5,364,084.00 |
| Number of cases      | 16         | 59         | 64         | 58         | 55           | 65         | 53         | 370          |

- 1.10 A significant number of local authorities have restarted or initiated missing shares recently, including Renfrewshire, Inverclyde, North Lanarkshire, Aberdeen City and Moray Council. Clear information regarding Edinburgh Council's scheme can be viewed at:  
<https://www.edinburgh.gov.uk/downloads/file/25682/missing-shares-service-factsheet>
- 1.11 Such a scheme is particularly timely as a proactive and preventative measure in times when there are increased financial challenges faced by residents due to the pandemic.

## **2. PROPOSALS**

- 2.1 This report seeks approval to implement a 'Missing Shares' Scheme and, where necessary, funding for common repair works using enforcement powers. A Technician is also required to undertake the necessary work associated with this scheme. It is proposed that the scheme operates on a trial basis for two years with an update on progress reviewed by committee at the end of this period.
- 2.2 It is proposed that a specific policy and procedure will be developed to implement the Missing Shares Scheme and include a minimum and maximum indicative level for each missing share but acknowledging the need to assess each project on a case-by-case basis, prioritising those of greatest risk to health and wellbeing.

- 2.3 Many of the associated objectives that would benefit from a missing shares scheme are detailed within the 'Perth & Kinross Local Housing Strategy (LHS) 2016-2021'. The Action Plan 2019-2020, Priority 4 – Housing Condition, Fuel Poverty and Climate Change, but specifically measure 4.8 'Explore opportunities across services to create a missing shares fund' .
- 2.4 The theme of this strategy is to ensure, as far as possible, that people are living in warm, dry, energy efficiency, low carbon homes which are affordable to heat and meet the required standards. Housing disrepair can adversely affect a person's health and wellbeing and the missing shares scheme will demonstrate our ongoing commitment to support improved housing standards in the area.

### **Financial Arrangements**

- 2.5 The power to pay the missing share under S50 of the Housing (Scotland) Act 2006 is matched by the power to recover the sum from the owner of the house concerned (S59), together with administration charges and interest at a reasonable rate.
- 2.6 It is proposed that the Council's Affordable Housing earmarked reserve is used to underwrite the payments with a cap of £200,000. This will be kept under review as the scheme is rolled out and information on uptake reported to future the Housing and Communities Committee.
- 2.7 Ultimately all costs incurred in funding 'missing shares' are recoverable from the relevant owner via a Repayment Charge attached to the title of the property. This places a security against the property of the owner who has not paid and has priority over all future burdens and most existing burdens on the property. Local Authorities can determine a reasonable repayment period of between 5 and 30 years, which may include an agreed payment plan.
- 2.8 To ensure the successful implementation and delivery of the scheme it is requested that a Missing Shares Technician be employed for a flexible period of two years to implement all aspects of the new scheme. This post will be funded from the Affordable Housing earmarked reserve.

### **3. CONCLUSIONS AND RECOMMENDATIONS**

- 3.1 Having well maintained, secure, sustainable housing is key to providing attractive, vibrant and well managed neighbourhoods that support our communities and economic growth through tourism and business investment.
- 3.2 It is anticipated that a Missing Shares scheme will support a change in attitude amongst owners/co-owners towards property maintenance. It is also intended that it will encourage a greater degree of co-operation between co-owners in multi owned properties e.g. flatted properties.

## Housing and Communities Committee

3.3 It is recommended that the Committee approves:

- (i) the implementation of a “Missing Shares” Scheme to be operated by Regulatory Services, for a trial period, initially for two years.

## Strategic, Policy and Resources Committee

3.4 It is recommended that the Committee approves:

- (ii) that £200,000 is allocated for 2021 to 2023 to trial the missing shares scheme and is underwritten by the Council’s Affordable Housing earmarked reserve fund, on the terms detailed at Section 2.5 and 2.6
- (iii) that funds from the Council’s Affordable Housing earmarked reserve are used to pay for a Missing Shares Technician for 2 years (approx. £40k per year)

### Author

| Name          | Designation                                | Contact Details                                |
|---------------|--------------------------------------------|------------------------------------------------|
| Kirsty Steven | Principal Officer,<br>Environmental Health | ComCommitteeReports@pkc.gov.uk<br>01738 475000 |

### Approved

| Name         | Designation                      | Date        |
|--------------|----------------------------------|-------------|
| Clare Mailer | Depute Director<br>(Communities) | 20 May 2021 |

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All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

|                                                     |            |
|-----------------------------------------------------|------------|
| <b>Strategic Implications</b>                       |            |
| Community Plan                                      | <b>Yes</b> |
| Corporate Plan                                      | <b>Yes</b> |
| <b>Resource Implications</b>                        |            |
| Financial                                           | <b>Yes</b> |
| Workforce                                           | <b>Yes</b> |
| Asset Management (land, property, IST)              | <b>n/a</b> |
| <b>Assessments</b>                                  |            |
| Equality Impact Assessment                          | <b>No</b>  |
| Strategic Environmental Assessment                  | <b>No</b>  |
| Sustainability (community, economic, environmental) | <b>No</b>  |
| Legal and Governance                                | <b>Yes</b> |
| Risk                                                | <b>Yes</b> |
| <b>Consultation</b>                                 |            |
| Internal                                            | <b>Yes</b> |
| External                                            | <b>n/a</b> |
| <b>Communication</b>                                |            |
| Communications Plan                                 | <b>Yes</b> |

### 1. Strategic Implications

#### Community Plan/Corporate Plan

1.1 The proposals detailed within this report support each of the following priorities:

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

### 2. Resource Implications

#### Financial

2.1 It is proposed that the Council's Affordable Housing earmarked reserve is used to underwrite payments up to a value of £200,000 for the period 2021 to 2023. Recovery of the missing shares cost from each owner will be sought through a repayment plan between 5 and 30 years with a repayment charge applied to the title of each property to provide additional security. In addition £40,000 per annum from the Councils Affordable Housing earmarked reserve is sought for the same period to fund a Missing Shares Technician to implement the scheme.

### Workforce

- 2.2 The additional resource required to implement a new missing shares scheme cannot be accommodated within the current capacity of Regulatory Services therefore it is proposed that a Missing Shares Technician be employed for a fixed period of two years to implement all aspects of any new scheme. This post will be funded from the Council's Affordable Housing earmarked reserve.

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

- 2.3 Not applicable.

## **3. Consultation**

### Equality Impact Assessment

- 3.1 The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:
- Assessed as **not relevant** for the purposes of EqIA
- 3.2 This report aims to improve living conditions for all with no discriminating criteria.

### 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. The proposals have been considered under the Environmental Assessment (Scotland) Act 2005.
- 3.4 Screening has determined that there is unlikely to be significant environmental effects and is therefore exempt and the Consultation Authorities will be notified. The reason for concluding that the PPS is unlikely to have significant environmental effects is that the environment will not be affected by the repair of relevant properties.

### Sustainability

- 3.5 The proposal has been considered under the provisions of the Climate Change (Scotland) Act 2009 and it has been assessed that:
- A number of positive climate change and sustainable development outcomes are likely as a result of this proposal being implemented across ten of the eleven sections of the Integrated Appraisal Toolkit.

## Legal and Governance

- 3.6 Head of Legal and Governance has been consulted in the preparation of this report and there are no adverse comments raised.

## Risk

- 3.7 The risks associated with improvements of communal repairs through a missing shares policy, as opposed to alternative enforcement action is significantly less.

## **4. Consultation**

### Internal

- 4.1 All relevant internal stakeholders have been consulted on the proposals and these stakeholders support the measures contained within the report.

### External

- 4.2 N/A.

## **5. Communication**

- 5.1 The role of the proposed Missing Shares Technician will include the promotion of the Missing Shares Scheme. Key target audiences will include those private property owners with existing communal disrepair issues, owners of empty homes, registered landlords etc

## **2. BACKGROUND PAPERS**

- 2.1 None.

## **3. APPENDICES**

- 3.1 None.

# PERTH AND KINROSS COUNCIL

## Strategic Policy and Resources Committee

2 June 2021

### COMMUNITY INVESTMENT FUND 2021/22

#### Report by Head of Culture & Community Services (Report No. 21/83)

This report summarises the impact to date of the Community Investment Fund; the arrangements for managing rollover funding from 2020/21 and recommends revised funding criteria and governance arrangements for 2021/22.

## 1. BACKGROUND

- 1.1 In 2018/19 the Council established a Community Investment Fund (CIF) as part of its commitment to devolve more decisions to local communities. Since then, with £50,000 allocated to each Council ward in each CIF funding round, £1.2m has been distributed in total to over 200 community projects.
- 1.2 [Report 18/196](#) approved June 2018 set out the governance for awarding CIF grants. This was a three-stage process: initial assessment by Ward Panels comprising ward Councillors and community representatives; sign-off of grant recommendations by the Local Action Partnership Chair; and final approval by SP&R Committee. [Report 19/109](#) confirmed this process should remain in place for 2019/20. Whilst SP&R has maintained a clear overview of CIF decisions across Perth and Kinross, the process has drawbacks:
  - a long waiting time for applicants, often for small projects which the community wants to make happen quickly on the ground
  - in some wards it has been difficult to recruit enough Ward Panel members to make the assessment process fully transparent
  - administration is time-consuming and labour intensive for a small Council team.
- 1.3 [Report 19/342](#) approved recommendations for the first tranche of 2019/20 funding and due to COVID, the second tranche of grants were approved under emergency powers in April 2020. 127 projects were awarded funding in 2019/20, 100 of which were significantly delayed or had to change their approach because of COVID. Where appropriate 2019/20 CIF grants have been rolled over to 2021/22. Any requests to change CIF funded projects have been approved by the Chairperson of the relevant Ward Panel.
- 1.4 As a result of COVID and lockdown restrictions, there was no CIF process in 2020/21 and the £300,000 budget has been carried over into 2021/22. The Council approved a further £300,000 for CIF in 2021/22, meaning a total of

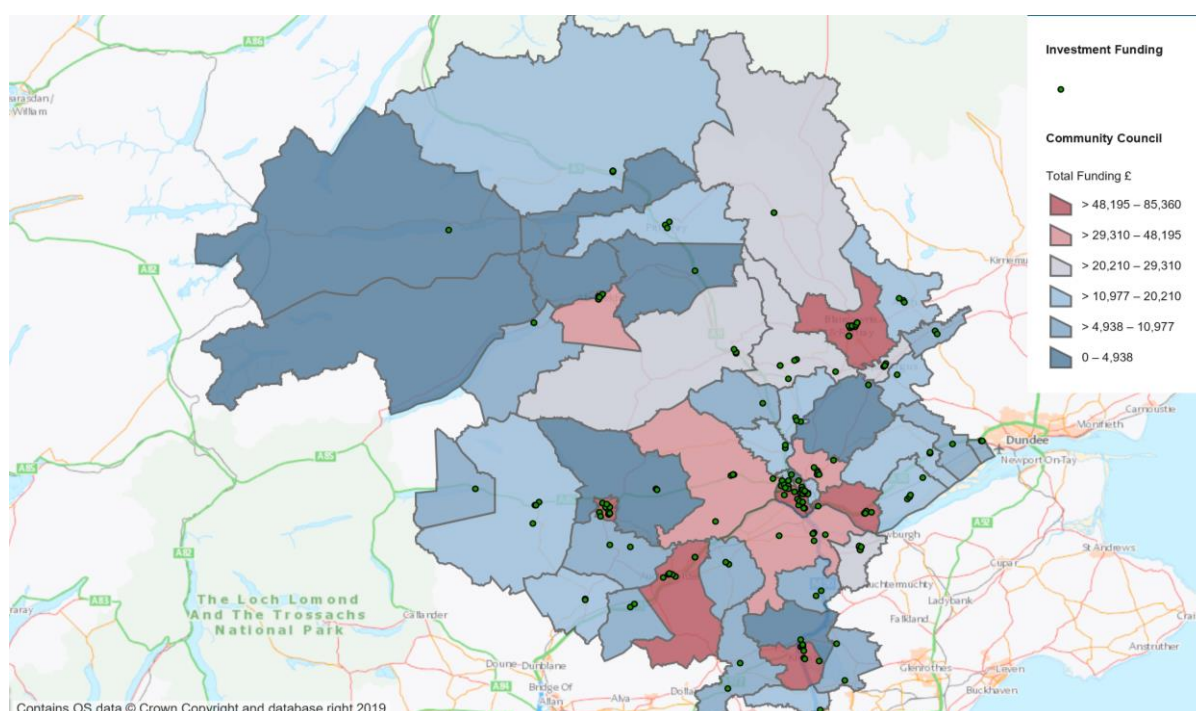
£600,000 will be distributed this year. A further £300,000 has also been approved for 2022/23.

## 2. IMPACT OF THE COMMUNITY INVESTMENT FUND

2.1 The CIF was set up to support community-led projects to help tackle inequalities and improve quality of life for local people. Eligibility criteria were deliberately broad to encourage as many applications as possible, based on the most common priorities identified by Local Action Partnerships in their Local Action Plans<sup>1</sup>:

- social isolation and loneliness
- connectivity (digital and transport)
- services for children and young people
- community capacity and empowerment
- quality of life
- low income / access to employment

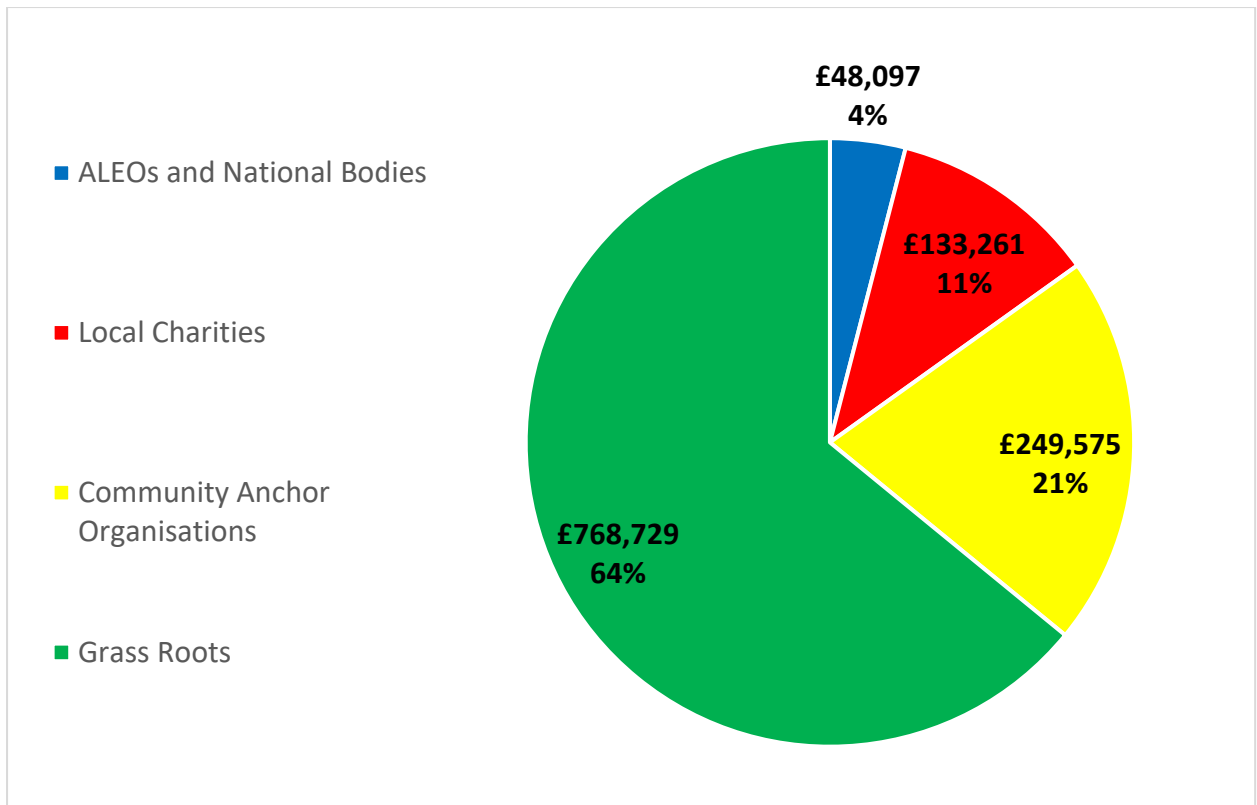
2.2 Analysis of CIF since 2018/19 has been completed. The infographics below show the geographical distribution of CIF grants by Community Council area; the distribution across different types of applicant; and the key themes which CIF projects impacted on.



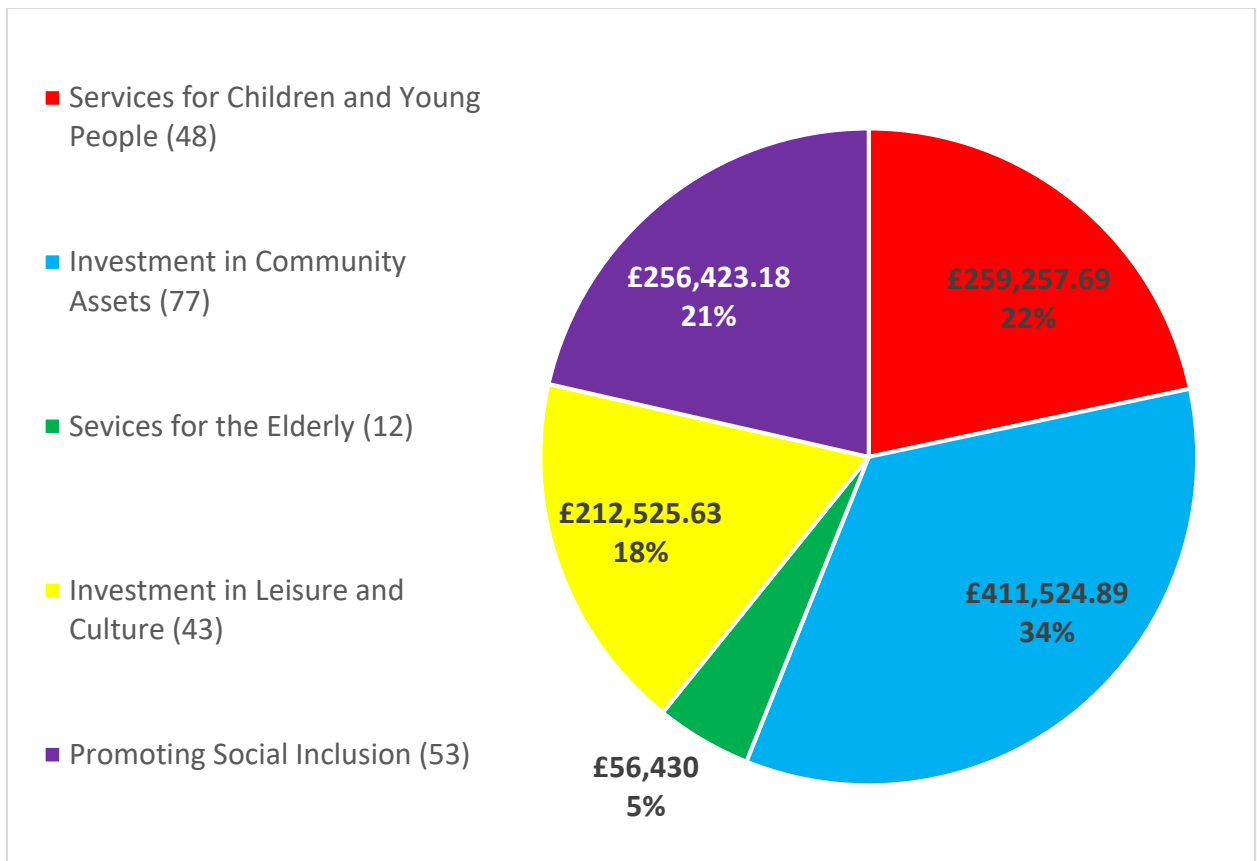
**Figure 1 – Geographic distribution of funds across Community Council areas**

<sup>1</sup> Local Action Plans are a local version of the Local Outcomes Improvement Plan (LOIP). Both are statutory plans overseen by the Community Planning Partnership in fulfilling its duty under the Community Empowerment (Scotland) Act to improve outcomes, particularly for those experiencing socio-economic inequality.





**Figure 2 – Distribution across sectors**



**Figure 3 – Investment against key equality themes**

- 2.3 Monitoring reports on completed CIF projects tell us that around **16%** of the Perth and Kinross population (24,386 people) have benefited from a CIF funded project. An estimated 1,678 volunteers have supported project delivery.
- 2.4 The majority of CIF funding has gone to smaller grassroots organisations, closest to the issues which affect, positively or negatively, people's lives. This is a positive impact of CIF overall.
- 2.5 4% (£48,097) of funding was approved for projects delivered by ALEOs or national charities already in receipt of major funds from the Council or elsewhere. This does not mean that these CIF grants were inappropriate; they enabled existing activities to be expanded or enhanced. However, to ensure CIF is directed at grassroots good causes in future, it is recommended that ALEOs or national charities' involvement be limited to the role of a project partner for any future CIF grants.
- 2.6 In the three Perth City wards, it has occasionally been difficult to assess projects at ward level, because project benefits are often trans-boundary. For this reason, and in response to feedback from ward Councillors and other panel members, combining the Perth City CIF into a single pot is recommended.
- 2.7 It is difficult to quantify the impact that CIF has made on inequalities across Perth and Kinross. This is because CIF projects are generally small scale and all are time limited.
- 2.8 This does not mean CIF projects have no meaningful impact. In particular, over a third of CIF funds went to improving local amenities such as community halls, playgrounds and greenspaces. As the analysis shows, other projects enabled existing initiatives to expand their activities, for example in supporting young people and socially isolated older people. Given the size of most CIF awards, it is important to be realistic about long-term impact. What it has done is enable many small-scale improvements and initiatives which matter to local people to happen faster. This has included: improvements to community facilities; investment in care projects for vulnerable people; purchasing equipment for sports clubs; and supporting new groups and initiatives to get started. The impact of each CIF project has varied depending on its nature and scale, but all have made a positive difference to their local community.
- 2.9 Considering the further inequalities which COVID has brought to the fore and the smaller size of the CIF scheme for 2021/22 onwards, this is considered to be the right time to review the funding criteria to ensure CIF is targeted effectively.

### **3. PROPOSALS**

#### **CIF Funding Distribution**

- 3.1 Previously rounds of CIF were distributed equally across all Council wards and average CIF spend per head varied quite significantly, due to different population sizes in each ward. The range is **£3.22** average spend per person

(Strathmore and Perth City) up to **£5.35** per person (Highland and Almond & Earn). This is an approximate measure because not all CIF projects are necessarily targeted at the population as a whole.

- 3.2 Alternative distribution options are complex. One approach is to consider inequalities data from the Scottish Multiple Index of Deprivation (SIMD) or other sources. However there are many different factors driving inequality in different wards, and costs of project delivery in rural areas with lower population density are always higher. For a grant scheme of this size, this is not recommended. Another option would be to allocate funding based on population size, however a straight population division would not fully reflect the variety of community structures and rurality in Perth and Kinross, which has implications for community-led activity.
- 3.3 The table below sets out a proposal which provides a straight split across the 12 multi-member wards for half of the funding (£300k), with the remaining £300k allocated on a per head basis. This reduces the significant variation in potential spend per head which currently exists, and thereby provides a more equitable settlement. This proposal reduces the variation in per capita funding to between **£3.58** and **£4.66**.

| Ward                    | Base Fund       | Population     | Per Capita Top Up | Total 2021/22   | Funding per head |
|-------------------------|-----------------|----------------|-------------------|-----------------|------------------|
| 1 – Carse of Gowrie     | £25,000         | 10,079         | £20,000           | £45,000         | £4.46            |
| 2 – Strathmore          | £25,000         | 15,518         | £30,500           | £56,000         | £3.61            |
| 3 – Blairgowrie & Glens | £25,000         | 11,009         | £22,000           | £47,000         | £4.27            |
| 4 – Highland            | £25,000         | 9,344          | £18,500           | £43,500         | £4.66            |
| 5 – Strathray           | £25,000         | 12,583         | £25,000           | £50,000         | £3.97            |
| 6 – Strathearn          | £25,000         | 11,053         | £22,000           | £47,000         | £4.25            |
| 7 – Strathallan         | £25,000         | 11,671         | £23,000           | £48,000         | £4.11            |
| 8 – Kinross-shire       | £25,000         | 14,045         | £28,000           | £53,000         | £3.77            |
| 9 – Almond & Earn       | £25,000         | 9,345          | £18,500           | £43,500         | £4.66            |
| 10 – Perth City South   | £75,000         | 46,643         | £92,000           | £167,000        | £3.58            |
| 11 – Perth City North   |                 |                |                   |                 |                  |
| 12 – Perth City Centre  |                 |                |                   |                 |                  |
| <b>TOTAL</b>            | <b>£300,000</b> | <b>151,290</b> | <b>£300,000</b>   | <b>£600,000</b> | <b>Ave £3.97</b> |

### **CIF Assessment Criteria**

- 3.4 There are two options for revising CIF criteria which can be applied effectively and transparently across all wards. These are as follows:
1. Continue to use Local Action Plan priorities (status quo option)
  2. Use a combination of the themes of the Perth and Kinross Offer and the emerging Local Outcomes Improvement Plan (LOIP) priorities

Option 1: Local Action Plan priorities (status quo)

- 3.5 Continuing to use Local Action Plan priorities provides continuity as Ward Panels are familiar with them. Potentially, this option provides more flexibility as local needs and priorities change and allows the context of each locality to reflect the criteria which are used to assess applications. However, some Local Action Partnerships have struggled to update their Local Action Plans given the restrictions from the COVID pandemic and the suspension of meetings, so there is a risk they may not reflect current or emerging priorities within wards.

Option 2: Combination of Perth & Kinross Offer and Local Outcomes Improvement Plan

- 3.6 The Perth and Kinross Offer seeks to change the relationship between local public services and communities from one of provider and consumer to one where services are designed and delivered in partnership with communities. The Offer is focussed on four key themes:
1. Education
  2. Economy
  3. Environment
  4. Equalities, Empowerment and Fairness
- 3.7 The Offer continues to take shape in dialogue with Council services and communities. It would be possible to use the Offer as the overarching themes which CIF applications must contribute towards. This will allow projects to specifically identify how they are contributing, thereby reflecting the cooperative spirit of the Offer. The themes are very broad and would encourage a variety of different projects to come forward, thereby allowing the CIF to consider supporting projects which impact positively on a broad range of issues.
- 3.8 In October 2020, the Community Planning Partnership (CPP) Board approved five new strategic priorities for a revised Local Outcomes Improvement Plan (LOIP).
- poverty (including child poverty, fuel poverty and food poverty)
  - mental and physical wellbeing
  - skills, learning and development
  - employability
  - digital participation
- 3.9 Given that the LOIP priorities clearly align with the themes of the Perth and Kinross Offer, it would be beneficial to use both to help shape CIF for 2021/22. This combination would allow for a larger variety of applications, which reflect the themes of the Offer and the focus on inequalities outlined in the LOIP.
- 3.10 In practical terms, this would require a two stage approach. Applicants would firstly be asked to consider which of the broad Offer themes their project is aligned to, before then being asked to outline in more detail which of the LOIP priorities their project will impact on. This will offer a robust approach to the

assessment of applications and encourage a variety of applications to come forward.

### Recommendation

- 3.11 It is recommended that Option 2 – a combination of the Offer themes and LOIP priorities are adopted for the CIF criteria for 2021/22, as together they encapsulate the key issues which need addressing for sustained recovery and renewal for communities across Perth and Kinross. These issues require significant resources and CIF funding can add value via a community led approach in addition to the monies outlined in paragraph 3.11. CIF criteria can be reviewed again in 2022/23.

### **Specific improvement recommendations to criteria**

- 3.12 Assuming the recommended option is approved by Committee, the following specific changes to criteria are also proposed:
- It is not recommended that ALEOs or national charities are excluded from CIF, as their contribution in terms of skills, capacity and experience can add real value to local initiatives (paragraph 2.5 refers). However, it is proposed that these organisations are exempt from being lead applicants for CIF funds. To be eligible, they should apply in partnership with a local community-led organisation, with the latter acting as lead applicant.
  - As outlined in paragraph 2.6, following feedback from ward Councillors and LAP members in Perth City, CIF monies for city wards are combined into a single CIF pot. Governance arrangements for this larger pot are outlined below.
  - CIF allocation is changed as outlined in paragraph 3.3. This provides a more equitable starting point for distributing CIF, whilst recognising there is no perfect distribution formula based on demographic and equalities data.

### **CIF Governance**

- 3.13 As outlined in paragraph 1.2, current CIF governance is lengthy for applicants and cumbersome to administer. Feedback from applicants, staff and ward panel members supports a more streamlined process with fewer stages.
- 3.14 It is recommended that Committee agree that CIF funding recommendations continue to be made through Ward Panels, but that these panels are organised and administered through Local Action Partnerships. LAPs would be supported to ensure appropriate ward-based local representation on each Ward Panel and would ensure that Ward Councillors were also available to contribute and chair proceedings. All relevant documentation for the Ward Panel meetings would be shared on the LAP Knowledge Hub for ease of access and distribution.

3.15 Once the Ward Panels have met and made recommendations for funding, payments would be made to successful applicants on that basis. Committee would be informed of the decisions as soon as practical thereafter. Appendix 1 shows a potential timeline for this process, based on the application process opening in June 2021.

#### 4. CONCLUSION AND RECOMMENDATIONS

4.1 Community Investment Fund has awarded £1.2m to a variety of community-based projects, directly benefiting almost 25,000 people across Perth and Kinross across a variety of communities and covering a number of themes. This report has provided an assessment of the impact of CIF and made recommendations for improving its delivery in 2021/22.

4.2 It is recommended that Committee:

- notes the background and assessment the impact of the Community Investment Fund to date;
- approves the proposal to use the Perth and Kinross Offer themes and LOIP priorities as the assessment criteria against which CIF applications will be judged;
- agrees that ALEOs and national charities are not eligible to directly apply to CIF, but would be welcome partners in a community-led initiative;
- approves the proposal to merge the three Perth City wards into one larger CIF pot for the city;
- approves the proposal to change the split in CIF funding; and
- approves the proposals to change the governance structure for CIF.

#### Author(s)

| Name         | Designation                    | Contact Details                                |
|--------------|--------------------------------|------------------------------------------------|
| Lee Haxton   | Community Planning Team Leader | ComCommitteeReports@pkc.gov.uk<br>01738 475000 |
| David Stokoe | Service Manager - Communities  | ComCommitteeReports@pkc.gov.uk<br>01738 475000 |

#### Approved

| Name           | Designation             | Date        |
|----------------|-------------------------|-------------|
| Barbara Renton | Interim Chief Executive | 13 May 2021 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan/Single Outcome Agreement

- 1.1 Supporting and investing in community-led solutions to locally identified issues contributes to the delivery of the Perth and Kinross Community Plan / LOIP in terms of the following priorities:

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

#### Corporate Plan

- 1.2 Supporting and investing in community-led solutions to locally identified issues contributes to the delivery of the Perth and Kinross Council Corporate Plan in terms of the following priorities:

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

## **2. Resource Implications**

### Financial

- 2.1 Agreeing the process for spending £600,000 in 2021/22

## **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. Under the Climate Change (Scotland) Act 2009 the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.
- 3.6 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

## **4. Consultation**

### Internal

- 4.1 There has been consultation with the Finance Department, Communities Service and the Executive Officer Team.



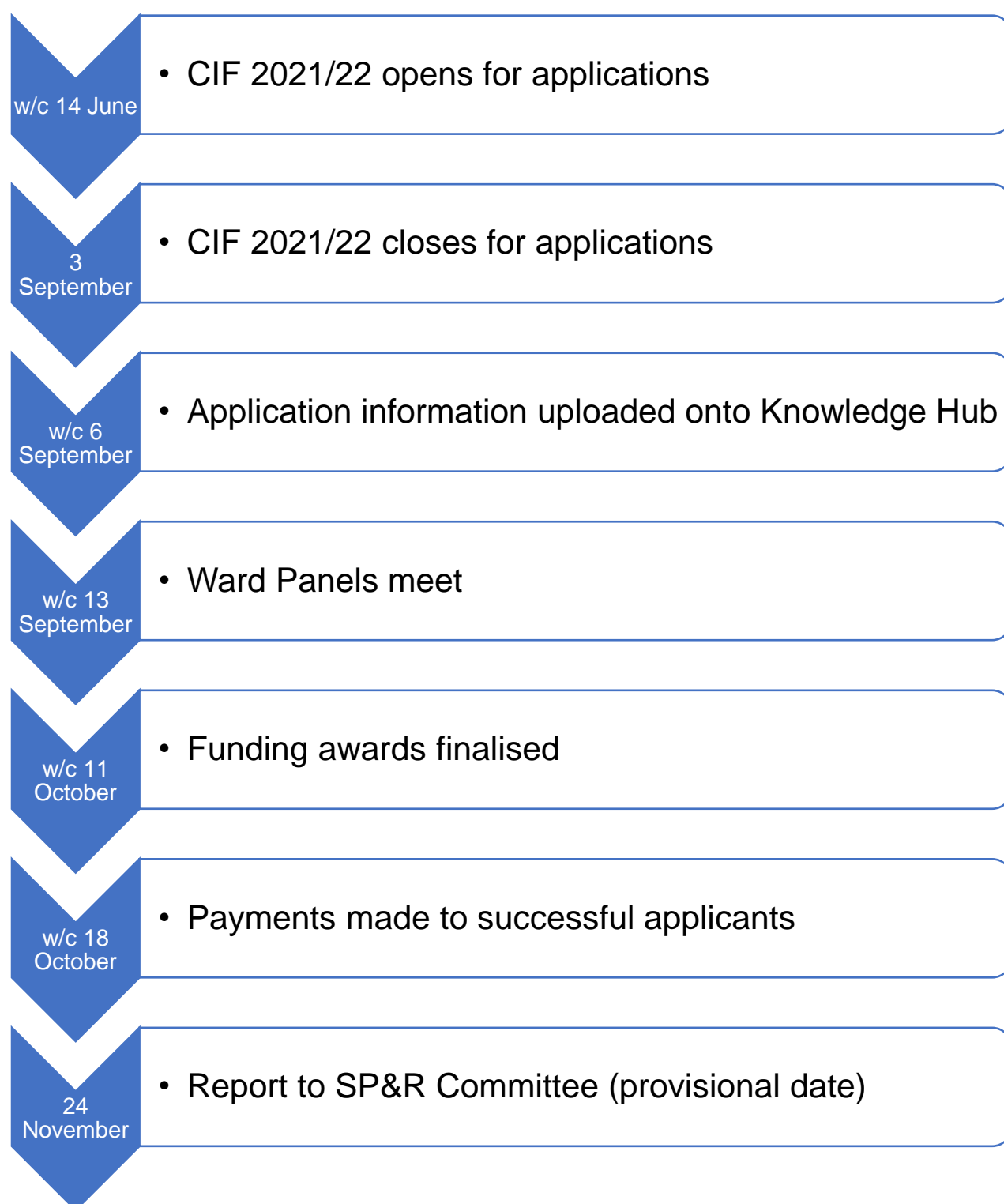
## **2. BACKGROUND PAPERS**

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

## **3. APPENDICES**

Appendix 1 – Potential timeline for CIF 2021/22



**APPENDIX 1 – POTENTIAL TIMELINE FOR CIF 2021/22**



## PERTH AND KINROSS COUNCIL

Strategic Policy & Resources Committee  
2 June 2021

### CORPORATE WORKFORCE PLAN 2021 - 2023

Report by the Chief Operating Officer  
(Report No. 21/84)

#### PURPOSE OF REPORT

This report seeks approval of the Council's Corporate Workforce Plan for the period 2021 - 2023. The plan has been developed with 3 themes and identifies key priorities and measurable outcomes. These reinforce our commitment to our people and our approach to workforce planning. The Covid-19 pandemic has changed the way we live and work forever and has created an opportunity to build an even better Perth and Kinross. The Corporate Workforce Plan outlines how we will support and develop our workforce to realise our aspirations within the challenging post-pandemic economic climate.

The report also outlines a new project which will 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.

#### 1. BACKGROUND

- 1.1 Over the last 10 years, the pace and extent of change have been significant with the Council transforming services and changing how we work.
- 1.2 Our Corporate Workforce Plan – Building Ambition (2018 – 2021) identified key workforce planning issues, referencing specific occupational groups. Outlining initiatives to address identified challenges and opportunities, priorities for action were categorised under four key themes - Attract, Retain and Develop Talent; Healthy Working Lives; Fair Work and Focus on Culture.
- 1.3 Significant progress has been made in achieving our ambitions for our workforce; however, no-one anticipated we would face a global pandemic that has tested and challenged the resilience of individuals and organisations world-wide.
- 1.4 Workforce planning is about getting *“the right people with the right skills in the right place at the right time”*. Never has workforce planning been more critical than during the Covid-19 pandemic when we re-prioritised our work and re-tasked staff to focus on our role as a Category 1 Responder, and provide essential operational services, including those to the most vulnerable citizens in our communities.
- 1.5 The Recovery and Renewal Framework set out the Council's response and recovery to the pandemic. It also acknowledged the clear connection between our response to the pandemic and the Perth and Kinross Offer in action.

- 1.6 In preparing this Corporate Workforce Plan, extensive research, and consultation, as outlined in the Annex, was undertaken into the drivers that will influence the future world of work.

## **2. PROPOSALS**

- 2.1 People continue to be our most important asset and remain at the heart of everything we do. The Corporate Workforce Plan (2021-2023), together with the Medium-Term Financial Plan, Organisational Development Plan, Digital Strategy and Health and Wellbeing Plan collectively set the direction for our internal recovery from the pandemic. It highlights how our workforce needs to develop, within available resources, to achieve our goals. With potential reform, such as the Independent Review of Adult Social Care in Scotland, ensuring our people are prepared and resilient are key.
- 2.2 This Corporate Workforce Plan is designed to be adaptable as we take a proactive approach and prepare for new influences to ensure our workforce supports the delivery of the outcomes of the Perth and Kinross Offer. The Plan will help us create the conditions to meet the future workforce, financial and demographic challenges and requirements of the organisation. This will ensure we have the right skills in the right place when we need them and will contribute to building an even better Perth and Kinross.
- 2.3 During the pandemic, we rapidly changed the way we worked and it is essential that we continue to build on what we have learned. In the challenging economic climate, it is important that we safeguard the health and wellbeing of our current workforce, build in agility and develop new skills to embrace the changing world of work.
- 2.4 Since March 2020, we have had to innovate and collaborate on a scale never seen before and digital technology has become even more essential to the way we work, enabling the continued delivery of our services. It is essential that workforce planning is aligned with digital transformation plans so that we can make best use of people and digital technology to deliver better outcomes. A new Digital Strategy is currently being developed.
- 2.5 Equally important is our developing approach to workplace which will ensure we make best use of our property assets across the office, operational and school estate.
- 2.6 A strong employer brand that supports effective recruitment and retention is key to supporting workforce planning. Just as important as what we do is why and how we do it. The values and behaviours identified through the Perth and Kinross Offer will influence and underpin our organisational culture. This will be influenced by the Organisational Development Plan.
- 2.7 We are ambitious in our aspirations and, as such, the plan sets out what we will deliver over the next two years. It also provides longer term deliverables over a five-year period, which will be reviewed in 2023. This ensures that the plan can evolve to meet changing needs and emerging priorities. It is intended to report progress on the implementation of the workforce plan to the Scrutiny Committee annually.

## **Building in Agility**

2.8 Creating a more responsive and flexible workforce that is multi-skilled, ready to be deployed to a range of settings as and when required and adding most value, will ensure our organisation is future fit. To achieve this, we will:

- continue to invest in and embrace digital technology to embed new ways of thinking and working. Key to this will be a clear digital vision, supporting the development of our people's digital skills as we use digital technologies to transform services for our citizens.
- build on our Flexible Working and Home Working policies and practices to meet the changing organisational landscape and demands, enhancing employee experience and supporting a better work-life balance, while ensuring we meet the needs of our residents
- promote the capabilities of job families to create a more responsive workforce that will allow us to promptly prioritise services and early intervention. This approach will also create opportunities for our staff to grow and develop and reduce our reliance on a temporary workforce, thereby giving greater certainty to staff around their employment.

## **Evolving our Talent**

2.9 As we recover from the pandemic and consider the learning from our response, it is likely that we will see further changes to our organisation including the need to reshape our current workforce to ensure we can deliver our corporate goals. We will:

- encourage innovation and creativity, reduce barriers to getting things done and create efficiencies, as part of the Perth and Kinross Offer.
- explore opportunities to develop and retain our young workforce and thereby create a pipeline of future talent that supports succession planning.
- create an internal jobs market to fully mobilise staff ensuring we have the right skills in the right place at the right time at the right cost. Creating an environment where our people can flourish is key to retaining talent, particularly in areas of expertise. Re-examining and being more creative in our approach to internal moves will enable our people to move around the organisation with minimal bureaucracy and encourage them to look within the Council when they are ready to make their next career move.
- implement the Senior Leadership Job Family to provide clear expectations of our existing and future leaders, along with career pathways.

## **Refreshing our Employment Offer**

- 2.10 Building a strong employer brand will be key in attracting and retaining our workforce for the future. Now is the time to be bold and share our stories of the incredible work we do, working with partners and our communities which will inspire the next generation of public servants. We will:
- create a modern, efficient recruitment process and experience that appeals to the talent of the future, emphasising our values and the opportunity to make a difference as well as enhancing our online presence to help to attract the best candidates.
  - further develop our induction and welcome to the Council, starting at the point of job offer and instilling a sense of belonging.
  - focus on fully utilising social media and on-line platforms to raise our profile and promote our reputation as an employer of choice.
  - improve the employee life cycle experience for all by progressing improvements to our HR systems and processes so that the experience is reflective of our stories. Exploring opportunities that offer ease of access, building a data platform for sharing data and working collaboratively will drive better decisions. Increasing data literacy skills will be key to making full use of our data.
  - prioritise equality of opportunity for all and seek opportunities to further reduce or eliminate discrimination and bias.
- 2.11 An implementation plan has been developed which details how the actions contained within the Corporate Workforce Plan will be delivered and the measures of success. In addition, communication of the plan will be undertaken on a planned approach to ensure that it is inclusive and meaningful for all staff.

## **3. WORKING SMARTER FOR PERTH AND KINROSS**

- 3.1 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. This project will take a longer term view and build on the work of the Re-mobilisation Group, which was established during the first lockdown in May 2020. It currently has a focus on safe working operating procedures and processes for the return to offices, in accordance with Scottish Government Guidance.
- 3.2 Working smarter means being more flexible about when, where we work and how we use space and technology to find new and more effective ways of doing things. This project will support the delivery of the Perth and Kinross Offer - workforce, digital and our property estate are the core resource functions which are strategic enablers for change.
- 3.3 The intended benefits from this work which together will help deliver better outcomes for our communities are:-



- 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. CONCLUSION AND RECOMMENDATIONS

4.1 Workforce planning is an essential activity to support the Council recover and build from the Covid-19 pandemic. Adopting a more effective and consistent approach to workforce and succession planning will enable us to provide versatile people solutions to support the future strategic direction of the organisation.

4.2 It is recommended that the Council:-

- approves the Corporate Workforce Plan 2021 – 2023; and
- approves the commencement of the Working Smarter for Perth and Kinross Project.

#### Author(s)

| Name                         | Designation                                         | Contact Details |
|------------------------------|-----------------------------------------------------|-----------------|
| Camellia Judge<br>Pat Nicoll | HR Team Leader<br>Senior Human Resources<br>Officer | 01738 475000    |

#### Approved

| Name            | Designation                                                    | Date        |
|-----------------|----------------------------------------------------------------|-------------|
| Karen Donaldson | Chief Operating Officer,<br>Corporate & Democratic<br>Services | 20 May 2021 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan/Single Outcome Agreement

- 1.1 The Council Workforce Plan supports all of the Perth and Kinross Community Plan/Single Outcome Agreement priorities of:

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

#### Corporate Plan

- 1.2 The Corporate Workforce Plan relates to the achievement of all Council's Corporate Plan Priorities of:

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

## **2. Resource Implications**

### Financial

- 2.1 There are no financial implications arising directly from this report.

### Workforce

- 2.2 This report sets out our priorities supporting and evolving our workforce to support the future strategic direction of the Council.

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

- 2.3 There are no land, IT or property implications arising from this report.

## **3. Assessments**

### Equality Impact Assessment

- 3.1 The proposals contained within this report have been considered under the Corporate Equalities and Fairness Impact Assessment process (EFIA) and has been assessed as **relevant** for the purposes of EFIA. A range of measures have been incorporated into the plan to ensure our arrangements make appropriate provision for all the protected characteristics.

### 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. 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 adaptation programmes; and
  - in a way that it considers most sustainable.
- 3.4 There are no sustainability issues arising directly from this report.

## Legal and Governance

- 3.5 There are no legal issues arising directly from this report. The Executive Officer Team operates an annual programme of workforce governance to maintain strategic oversight of all workforce matters.

## Risk

- 3.6 The people priorities and practices set out within this report are designed to ensure the Council is resourced with a skilled, motivated and engaged workforce to enable it to modernise, evolve and realise the organisation's future aspirations.

## **4. Consultation**

### Internal

- 4.1 In preparing this Corporate Workforce Plan, the Human Resources Management Team, Senior Management Teams, the Corporate Management Group, Executive Directors and our Trade Unions have been consulted.

### External

- 4.2 There is regular and ongoing dialogue with other Councils, partner employers and professional bodies on workforce matters in order to share and develop good practice, explore collaborative opportunities, seek efficiencies and influence the national agenda.

## **5. Communication**

- 5.1 This will be undertaken on a planned approach as and when appropriate.

## **2. BACKGROUND PAPERS**

- Corporate Workforce Plan (2018 – 21)

## **3. APPENDICES**

- Appendix 1 – Corporate Workforce Plan 2021 - 2023

# Perth & Kinross Council

## Resourcing PKC

### Everyone has Something to Offer 2021 – 2023



## Introduction

Our Corporate Workforce Plan sets out our vision to ensure that we have a workforce that will deliver on our ambitions for the future - for our organisation and more importantly for the people of Perth and Kinross - and supports the Community Plan (Local Outcomes Improvement Plan) 2017-2027 and the Perth and Kinross Offer. The Covid-19 pandemic has changed the way we live and work forever and our experiences over the last year have reinforced what we already knew – people make the difference! Our staff, our communities, our volunteers, our elected members, our partner organisations, and local businesses are all working together during these challenging times to make Perth and Kinross an even better place to live and work. As one of the largest employers in the area we have a leading role in being an inclusive, Fair Work employer as we navigate our way through and beyond the pandemic. There has never been a more important time to put people first and this plan sets out in more detail our ambitions around three guiding themes:

**Building in Agility** – During the pandemic it has been, and will continue to be, critical to have the ability to move resources to areas with the greatest need, often at short notice, and utilise the many skills and talents across the organisation to make a meaningful difference. Flexible and remote working is here to stay. Work on what this might look like in Perth & Kinross Council has begun. Many staff have felt they are more productive, have a better work-life balance with less time spent travelling, which also has an additional benefit of reduced air pollution and contributes to our Climate Change Agenda. Focusing on simplified governance and decision-making has empowered staff to work and make decisions more independently, improving things for our people and communities which we want to continue and build on. Flexible and remote working has also brought some challenges and we need to consider the longer-term impact these new ways of working will have on our staff, our leaders and the economy and ensure we continue to evolve so we have the right support, technology, and communication in place.

**Evolving Our Talent** – Knowing our people and their values, skills, experience, and aspirations will enable us to retain, develop and mobilise our talent across the organisation. This will also help to identify any skills gaps so that we can focus on developing our own staff using effective succession planning or recruiting to these areas and creating a pipeline of future talent. Working closely with services, Organisational Development (OD) colleagues and partners in developing workforce plans for the longer term will ensure we are developing our young workforce with the right values, behaviours, and skills for the future.

**Refreshing Our Employment Offer** – The pandemic has raised awareness of the critical role that public servants play in everyday life. Many have put services before themselves to support our children, young people, families and communities and it's important to share the great work we do and the many roles that contribute. Inspiring a future generation of public servants as well as our own staff who may also be looking for a change in career or to take on a leadership role. How we recruit and welcome new employees who have the right behaviours and mindset into the Council is increasingly important as many continue to work from home. Continuing to develop technology and find digital solutions to apply, interview and induct employees is essential in this new era of work.

The Corporate Workforce Plan underpins the Perth and Kinross Offer and recognises the interdependencies with several plans including the Organisational Development Plan, Health and Wellbeing Plan, Medium-Term Financial Plan, Digital Strategy and Corporate Property Asset Management Strategy. These along with the Economic Wellbeing Plan, Climate Change Strategy and other emerging plans to deliver the Perth and Kinross Offer collectively set the direction for our recovery and highlight how we will make best use of our resources to achieve our corporate goals. This plan sets out our vision and aspirations over a five-year period, however we recognise that change is needed now, and the priorities set out are what will be delivered in years 2021-23.

Looking forward to 2023, how we work, where we work and who we work with will continue to change so attracting and retaining an agile, resilient workforce with the right values, behaviours, skills, and experience is critical. To help us get there we will make smarter use of our resources and technology; co-design services with staff and service users; recognise that everyone has something to offer; and put people at the heart of everything we do. With potential reform, such as the Independent Review of Adult Social Care in Scotland, ensuring our people are prepared and resilient are key.

Our plan will ensure that we have a talented and skilled workforce that is motivated and engaged, to respond to, and meet the pace and scale of the challenge that is yet to come whilst delivering the needs of the citizens of Perth and Kinross. We are committed to working together and supporting each other to secure a Perth and Kinross where everyone has the opportunity to flourish and live life well.

**Building in Agility** by creating greater flexibility, adopting future fit working practices, and developing multi-skilled roles that can be deployed to a range of settings, as and when they are needed, to meet the needs of our communities

**We Will:**

- ❖ Be innovative in developing an adaptable workforce to ensure continued delivery of services to our communities
- ❖ Create an environment that promotes agile working so that we can make best use of our talent and time
- ❖ Continue to better understand our talent enabling proactive planning for our future workforce needs

| What we will deliver                                                                                                                                                       | What change will be evident                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Priorities 2021-23</b>                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Promote awareness of the capabilities of job families allowing greater flexibility in our workforce                                                                        | <ul style="list-style-type: none"> <li>• Multi-skilled workforce utilising their skills and talents to move around more readily to ensure prioritisation of service delivery and early intervention</li> <li>• Increased opportunities for staff to grow and develop</li> <li>• Reduced reliance on temporary contracts</li> </ul>                                                                                                                                                                                                                                                                                                               |
| Job families, role, and job profiles will clearly reflect the essential digital skills and mindset needed to support new ways of working and future organisational culture | <ul style="list-style-type: none"> <li>• Employees both new and current will have a growth mindset, be digitally savvy and have increased opportunities to upskill their digital learning to effectively undertake their role</li> <li>• A digitally enabled workforce that has the confidence, tools, and technology to deliver services to our communities now and in the future</li> <li>• Emerging changes to working practices that fully utilises technology, transforming the way we work e.g. virtual assessments for services users, extending online and blended learning opportunities for pupils across Perth and Kinross</li> </ul> |



Review our Flexible and Home Working policies and guidance to ensure they are fit for purpose in the changing organisational landscape

- Introduction of a Remote Working Framework that promotes agility and new ways of thinking and working, whilst contributing to Scotland's Net Zero ambitions
- Employees are equipped and supported to work effectively and flexibly
- Employees have an improved employee experience, better work life balance and are treated fairly

### **Longer-Term Actions**

Innovative approaches to resourcing new ways of working

- Greater flexibility – including who, when and where - tasks are carried out
- Broader use of generic and blended role profiles enabling cross boundary working
- Collaboration, both internally and externally, with sharing of resources between teams, services and partner organisations e.g. specialised hubs, joint recruitment with NHS to Partnership roles

A range of resources available to managers that enables proactive and informed workforce and succession planning and is linked to service and corporate priorities

- Dashboard of data to support managers make informed decisions
- Future resourcing requirements are proactively identified enabling quick and effective re-tasking of staff, as required
- Reduction in skills gaps and hard to fill roles
- Proactive succession planning with staff being nurtured to grow in a fair and robust way in readiness for promoted and hard to fill roles e.g. in engineering, building standards, senior leadership

**Evolving Our Talent** – by creating opportunities for our people to develop and flourish that supports retention whilst ensuring we have a skilled workforce that provides a pipeline of future talent

**We Will:**

- ❖ Build an environment that enables us to grow our own talent, future proofing our workforce requirements
- ❖ Address skills shortages in occupational areas and specialisms to support the retention and development of our talent
- ❖ Explore collaboration opportunities to enrich roles and provide greater career development and progression opportunities

| What we will deliver                                                                                             | What change will be evident                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Priorities 2021-23</b>                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Develop a fit for purpose, equitable internal jobs market to support the development and retention of our talent | <ul style="list-style-type: none"> <li>• Cost effective, more efficient mobilisation of our existing workforce so that staff fully utilise their skills and talents</li> <li>• Increased opportunities for staff to learn new skills enabling our talent to flourish, creating a more fulfilled, motivated workforce</li> <li>• Employees feel empowered to take greater responsibility for their own career and progression, fostering a sense of loyalty and commitment whilst supporting retention</li> </ul> |
| Explore opportunities to develop and retain our young workforce                                                  | <ul style="list-style-type: none"> <li>• A pipeline of future talent and clear career paths, mitigating risk to service delivery</li> <li>• Increased number of employees aged 16 – 24 years to create our future workforce</li> <li>• Working in partnership, continued support of the Council’s Corporate Parenting role by contributing to improved employability outcomes</li> </ul>                                                                                                                         |

Identify the core skills and behaviours to implement the Senior Leadership Job Family

- Implementation, jointly with Organisational Development, by December 2021 completing the Job Family Framework
- Greater transparency in the skills-set, demands and behaviours of our leaders
- Clear levels of career progression

### Longer Term Actions

Develop and implement measures to address skills shortages and hard to fill occupational areas

- Grow our own initiatives providing employees with opportunities to change career
- Effective succession planning across the Council
- Learning that offers employees opportunities to pursue a career in hard to fill secondary teaching roles as well as opportunities to teach more than one subject providing greater flexibility in the deployment of our secondary teachers
- Focused recruitment campaigns that support long term workforce planning
- Reduction in the number of hard to fill roles

Innovative approaches to developing attractive career routes and pathways

- Collaboration with partner, private and third sector organisations to enhance skillset
- Regional career pathways for some specialist and hard to fill roles e.g. roads, construction, that provides opportunities for progression and supports retention
- An academy model and career structure that promotes and attracts people to work in social care
- Career pathways from foundation apprenticeships through to managerial roles such as early years

**Refreshing Our Employment Offer - a strong employer brand that supports a modern, effective recruitment that appeals to talent of the future and supports retention**

**We Will:**

- ❖ **Promote Perth & Kinross Council as an employer of choice to attract the best talent**
- ❖ **Refresh our approaches to engaging with and attracting young talent ensuring a pipeline of future talent**
- ❖ **Embed our values and behaviours throughout the employee lifecycle to improve service delivery**
- ❖ **Further develop induction to support employees feel connected to the organisation and quickly settle into their role**

| What we will deliver                                                                                                                                                           | What change will be evident                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Priorities 2021-23</b>                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| An agile, efficient, and modern recruitment experience that supports managers to attract, recruit and retain the right talent                                                  | <ul style="list-style-type: none"> <li>• A strong pool of candidates in response to vacancies enabling managers to recruit the right candidate, first time</li> <li>• Vacancies filled at first advertisement, reducing the number of re-advertised vacancies and maximise productivity</li> <li>• Greater use of technology throughout the recruitment process, including use of social media to attract the best talent</li> <li>• Perth and Kinross Council regarded as an employer of choice</li> </ul> |
| Values and behaviours developed as part of the Perth and Kinross Offer are weaved throughout recruitment and selection practices as well as employment policies and procedures | <ul style="list-style-type: none"> <li>• Candidates are selected for their behaviours that align with our corporate values</li> <li>• Our workforce promotes and model the Council's values and behaviours, ultimately improving service delivery</li> <li>• Our workforce is more engaged, adaptable, and resilient</li> <li>• Increased retention within the Council which is balanced with a healthy level of turnover which brings fresh perspectives and new ways of thinking and working.</li> </ul>  |

Continue to develop our corporate induction offer

- New employees feel supported and connected and are more likely to remain with the Council
- Improved engagement with successful candidates prior to starting employment, helping to foster a sense of belonging
- Networking opportunities to build connections across the organisation

Promote our employer brand and reputation as an employer of choice

- Enhanced social media presence that attracts a wider and more diverse audience and potential future workforce
- Employees are ambassadors in promoting Perth & Kinross Council as an employer

Collaborate internally and with partners to prioritise and progress improvements to our HR systems and processes

- Technology provides a more streamlined and enhanced experience throughout the employee life cycle saving managers time and creating a more positive experience for candidates and employees
- Increased self-service options creating efficiencies and improved service

Proactively address equality and discrimination

- Learning for recruiting managers so they are equipped with the skills and support to ensure a fair and equitable selection experience
- A more diverse workforce that brings a variety of perspectives and promotes a wide range of ideas and perspectives
- Resources to support candidates from all groups to apply for employment
- Further analysis of diversity data to inform and target future actions that supports a more diverse and creative workforce

### **Longer-Term Actions**

Establish closer connections with education establishments and adopt appropriate employment initiatives

- Increased engagement and stronger links with schools, colleges, and universities to promote the Council as an employer of choice
- Increased awareness of the diverse range of roles in local government through career advocates promoting hard to fill roles such as engineering, social work

Enhance manager's induction and create networking and learning opportunities

- Increased methods of feedback to continually improve and evolve the learning experience so it meets the needs of the learner and employer and is fit for purpose in the refreshed working environment
- Promotion of working in local government, the range of career paths and seek opportunities to improve occupation segregation
- Employment initiatives support delivery of essential services
- In collaboration with OD, a Learning Hub that supports the development of our aspirational, new and existing leaders
- New managers are supported to quickly settle into their role as a leader and are more effective sooner
- Leaders are well equipped to effectively manage as the organisation continues to transform and teams become more remote and disparate e.g. managing teams remotely

## Summary

The world of work has seen significant change in the past decade, however, the pace and extent of change that has occurred as a result of the Covid-19 pandemic has never been so rapid in working memory. As Perth & Kinross Council continues to respond to and looks to recover from the pandemic, our Corporate Workforce Plan provides a platform that recognises the workforce challenges we face in supporting with building back an even better Perth and Kinross and the delivery of the outcomes of the Perth and Kinross Offer.

We will build on what we have learned during the pandemic, maintaining the engagement and trust of our people and move forward to create a future fit, agile organisation. Looking forward, the plan sets the direction for ensuring we nurture our talent, developing a more adaptable, skilled workforce that can flourish. Our people are our greatest asset and we need to make best use of our resources and consider new ways of working, embracing factors such as digital technology and a Think Yes ethos to help the organisation to thrive and deliver better outcomes.

We are committed to this Corporate Workforce Plan and working together, across services and with our trade unions and partners, to make Perth & Kinross Council an employer of choice, providing a forward thinking, modern employment journey that enables us to do our jobs well and make a real difference to the people of Perth and Kinross.