	Approved	Approved	Proposed	Revised	Actuals	Projected	Revised	Revised	Revised	Revised	Revised
	Budget	Budget Adjustment	Budget Adjustment	Budget	to 29-Feb-24	Outturn	Budget	Budget	Budget	Budget	Budget
	Report 3	28-Feb-24	Report 4	Report 4			Report 4	Report 4	Report 4	Report 4	Report 4
	2023/24 (£'000)	2023/24 (£'000)	2023/24 (£'000)	2023/24 (£'000)	2023/24 (£'000)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	2027/28 (£'000)	(£'000)
	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)
EDUCATION AND CHILDREN'S SERVICES	56,744	0	(3,301)	53,443	39,656	53,443	66,456	26,894	21,904	22,223	190,920
COMMUNITIES	102,371	(6,351)	(22,582)	73,438	68,953	73,438	112,513	52,793	71,752	79,436	389,932
HEALTH AND SOCIAL CARE	1,303	0	(250)	1,053	557	1,053	2,186	1,391	1,390	1,306	7,326
CORPORATE AND DEMOCRATIC SERVICES	9,382	0	(759)	8,623	5,438	8,623	17,029	8,608	7,628	12,256	54,144
TOTAL NET EXPENDITURE	169,800	(6,351)	(26,892)	136,557	114,604	136,557	198,184	89,686	102,674	115,221	642,322
(NET OF GRANTS, REVENUE AND 3RD PARTY CONTRIBUTIONS, AND RING FENCED RECEIPTS)											
GENERAL CAPITAL GRANT	(22,699)	0	0	(22,699)	(20,179)	(22,699)	(24,078)	(12,639)	(18,008)	(12,150)	(89,574)
DEVELOPER CONTRIBUTIONS	(2,847)	0	0	(2,847)	0	(2,847)	(2,300)	(2,367)	(2,600)	(2,600)	(12,714)
CAPITAL RECEIPTS	(504)	(400)	103	(801)	(291)	(801)	(1,131)	(1,086)	(250)	(1,338)	(4,606)
ANNUAL BORROWING REQUIREMENT	143,750	(6,751)	(26,789)	110,210	94,134	110,210	170,675	73,594	81,816	99,133	535,428
CAPITAL RECEIPTS BROUGHT FORWARD	(2,245)	0	0	(2,245)	(2,245)	(2,245)	(1,872)	(1,120)	(1,550)	(1,550)	(2,245)
CAPITAL RECEIPTS CARRIED FORWARD	616	0	1,256	1,872	1,494	1,872	1,120	1,550	1,550	2,638	2,638
TOTAL NET BORROWING REQUIREMENT	142,121	(6,751)	(25,533)	109,837	93,383	109,837	169,923	74,024	81,816	100,221	535,821

	Revised	Approved	Proposed	Revised	Actual	Projected	Revised	Revised	Revised	Revised	Revised
	Budget	Budget	Budget	Budget	to	Outturn	Budget	Budget	Budget	Budget	Budget
		Adjustment	Adjustment		29-Feb-24						
	Report 3	28-Feb-24	Report 4	Report 4			Report 4	Report 4	Report 4	Report 4	Report 4
	2023/24	2023/24	2023/24	2023/24	2023/24	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
EDUCATION AND CHILDREN'S SERVICES	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)
MIS - SEEMIS Licensing	745			745	147	745	0	0	0	0	745
Blairgowrie Recreation Centre - Replacement	16,374			16,374	12,180	16,374	13,150	4,003	0	0	33,527
Biangowne Recreation Centre - Replacement	10,374			10,374	12,100	10,374	13,150	4,003	o	U	33,521
Cabada Madamiastian Duaguayana											
Schools Modernisation Programme	4 404		0.40	4.704	4.045	4.704	40.445	0.550	0.050	0.000	0.5.000
Investment in the Learning Estate	1,491		243	1,734	1,345	1,734	10,145	8,550	8,650	6,823	35,902
Scottish Govt. Grant (Inspiring School Age Childcare Spaces)	(105)			(105)		(105)	0	0	0	0	(105)
Free School Meal Expansion Programme	1,348			1,348		1,348	2,000	0	0	0	3,348
Methven Primary School Refurbishment	124		119	243	45	243	21	0	0	0	264
Breadalbane Academy, Aberfeldy - 3G Pitch	29			29	18	29	0	0	0	0	29
Third Party Contribution (The Scottish Football Association)	(29)			(29)	(14)	(29)	0	0	0	0	(29)
Kirkmichael Primary School Upgrades	0			0	6	0	32	0	0	0	32
Capital Receipt (ring-fenced)	(128)			(128)	(127)	(128)	0	0	0	0	(128)
Early Learning & Childcare	0			0		0	0	0	0	0	0
- Oakbank Primary School Upgrade Project	12			12	12	12	0	0	0	0	12
- Rattray Primary School Upgrade Project	155			155	91	155	0	0	0	0	155
New Primary School at Bertha Park Site	559		159	718	473	718	0	341	7,500	15,400	23,959
Riverside Primary New School	3,410			3,410	2,767	3,410	0	0	0	0	3,410
Tavorolad Filmally New College	0,410			0,410	2,101	0,410	· ·			•	0,410
Technology Upgrades	128			128	23	128	1,016	250	0	0	1,394
Perth Academy - Refurbishment	2,311		755	3,066	2,525	3,066	1,745	1,650	1,650	0	8,111
Perth Grammar School - Upgrade Programme Phase 3	849		263	1,112	603	1,112	1,857	1,500	504	0	4,973
Perth High School - Internal Services & Refurbishment	16			16	4	16	0	0	0	0	16
Perth High School - New School Investment	25,244		(4,840)	20,404	15,788	20,404	36,340	10,600	3,600	0	70,944
Harris Academy/Invergowrie - Extension	4,211		() /	4,211	3,770	4,211	150	0	0	0	4,361
, 3	,			,	-, -	,					,
TOTAL: EDUCATION AND CHILDREN'S SERVICES	56,744	0	(3,301)	53,443	39,656	53,443	66,456	26,894	21,904	22,223	190,920
-	·		<u> </u>	<u> </u>	·	<u> </u>	•	·	•	·	·
COMMUNITIES											
Traffic & Road Safety											
Road Safety Initiatives (20mph Zones etc)	0		34	34	1	34	328	362	362	361	1,447
Road Safety Initiatives - A94 Safety Improvements	0			0		0	84	0	0	0	84
Additional Road Safety - Pedestrian Crossings	0			0		0	153	153	153	0	459
Schools Road Safety Measures	488			488	433	488	0	0	0	0	488
Scottish Government Grant - CWSS	(66)		66	0		0	0	0	0	0	0
20mph Signage Programme - Schools	10			10	1	10	119	0	0	0	129
20mph Signage Programme	76			76	35	76	0	0	0	0	76
Cycling Walking & Safer Routes (CWSR)	1,396										
Scottish Government Grant - CWSR	.,000		66	1,462	811	1,462	664	200	200	200	2,726
Scottish Government Grant - CWSK											
	(1,246)		66 (66)	(1,312)	811 (646)	(1,312)	664 (664) 0	200 (200) 0	200 (200) 0	200 (<mark>200</mark>) 0	(2,576)
Third Party Contribution (TACTRAN)	(1,246) (150)		(66)	(1,312) (150)	(646)	(1,312) (150)	(664)	(200)		(200)	(2,576) (150)
Third Party Contribution (TACTRAN) Car Parking Investment	(1,246) (150) 356		(66) 40	(1,312) (150) 396	(646) 255	(1,312) (150) 396	(664) 0 0	(200)		(200) 0 0	(2,576) (150) 396
Third Party Contribution (TACTRAN) Car Parking Investment Revenue Contribution	(1,246) (150) 356 (65)		(66)	(1,312) (150) 396 (105)	(646)	(1,312) (150)	(664) 0 0	(200)		(200) 0 0 0	(2,576) (150) 396 (105)
Third Party Contribution (TACTRAN) Car Parking Investment Revenue Contribution Car Parking Investment - Pitlochry	(1,246) (150) 356 (65) 0	0	(66) 40 (40)	(1,312) (150) 396 (105) 0	(646) 255 (65)	(1,312) (150) 396 (105) 0	(664) 0 0 0 0 150	(200) 0 0 0 0	(200) 0 0 0 0	(200) 0 0 0 0	(2,576) (150) 396 (105) 150
Third Party Contribution (TACTRAN) Car Parking Investment Revenue Contribution	(1,246) (150) 356 (65)	0	(66) 40	(1,312) (150) 396 (105)	(646) 255	(1,312) (150) 396 (105)	(664) 0 0	(200) 0 0 0	(200) 0 0 0	(200) 0 0 0	(2,576) (150) 396 (105)
Third Party Contribution (TACTRAN) Car Parking Investment Revenue Contribution Car Parking Investment - Pitlochry Sub-Total	(1,246) (150) 356 (65) 0	0	(66) 40 (40)	(1,312) (150) 396 (105) 0	(646) 255 (65)	(1,312) (150) 396 (105) 0	(664) 0 0 0 0 150	(200) 0 0 0 0	(200) 0 0 0 0	(200) 0 0 0 0	(2,576) (150) 396 (105) 150
Third Party Contribution (TACTRAN) Car Parking Investment Revenue Contribution Car Parking Investment - Pitlochry Sub-Total Asset Management - Roads & Lighting	(1,246) (150) 356 (65) 0 799	0	(66) 40 (40) 100	(1,312) (150) 396 (105) 0	(646) 255 (65) 825	(1,312) (150) 396 (105) 0	(664) 0 0 0 150 834	(200) 0 0 0 0 515	(200) 0 0 0 0 0 515	(200) 0 0 0 0 361 0	(2,576) (150) 396 (105) 150 3,124
Third Party Contribution (TACTRAN) Car Parking Investment Revenue Contribution Car Parking Investment - Pitlochry Sub-Total Asset Management - Roads & Lighting Structural Maintenance	(1,246) (150) 356 (65) 0 799	0	(66) 40 (40) 100 (746)	(1,312) (150) 396 (105) 0 899	(646) 255 (65) 825	(1,312) (150) 396 (105) 0 899	(664) 0 0 0 150 834	(200) 0 0 0 0	(200) 0 0 0 0 515	(200) 0 0 0 0	(2,576) (150) 396 (105) 150 3,124
Third Party Contribution (TACTRAN) Car Parking Investment Revenue Contribution Car Parking Investment - Pitlochry Sub-Total Asset Management - Roads & Lighting Structural Maintenance Third Party Contribution (Forestry Commission Timber Routes	(1,246) (150) 356 (65) 0 799	0	(66) 40 (40) 100 (746) (91)	(1,312) (150) 396 (105) 0 899	(646) 255 (65) 825 10,100 (299)	(1,312) (150) 396 (105) 0 899	(664) 0 0 0 150 834	(200) 0 0 0 0 515	(200) 0 0 0 0 515	(200) 0 0 0 0 361 0	(2,576) (150) 396 (105) 150 3,124 48,492 (390)
Third Party Contribution (TACTRAN) Car Parking Investment Revenue Contribution Car Parking Investment - Pitlochry Sub-Total Asset Management - Roads & Lighting Structural Maintenance Third Party Contribution (Forestry Commission Timber Route: Third Party Contribution	(1,246) (150) 356 (65) 0 799 12,114 (299) (14)	0	(66) 40 (40) 100 (746) (91) (85)	(1,312) (150) 396 (105) 0 899 11,368 (390) (99)	(646) 255 (65) 825	(1,312) (150) 396 (105) 0 899	(664) 0 0 0 150 834 10,420 0	(200) 0 0 0 0 515 9,498 0 0	(200) 0 0 0 0 515 9,706 0	(200) 0 0 0 0 361 0	(2,576) (150) 396 (105) 150 3,124 48,492 (390) (99)
Third Party Contribution (TACTRAN) Car Parking Investment Revenue Contribution Car Parking Investment - Pitlochry Sub-Total Asset Management - Roads & Lighting Structural Maintenance Third Party Contribution (Forestry Commission Timber Route: Third Party Contribution Traffic Signal Renewals - Upgrading	(1,246) (150) 356 (65) 0 799 12,114 (299) (14) 73	0	(66) 40 (40) 100 (746) (91) (85) (69)	(1,312) (150) 396 (105) 0 899 11,368 (390) (99) 4	(646) 255 (65) 825 10,100 (299) (14)	(1,312) (150) 396 (105) 0 899 11,368 (390) (99) 4	(664) 0 0 0 150 834 10,420 0 0 169	(200) 0 0 0 0 515 9,498 0 0 100	(200) 0 0 0 0 515 9,706 0 0 100	(200) 0 0 0 361 0 7,500 0 0 100	(2,576) (150) 396 (105) 150 3,124 48,492 (390) (99) 473
Third Party Contribution (TACTRAN) Car Parking Investment Revenue Contribution Car Parking Investment - Pitlochry Sub-Total Asset Management - Roads & Lighting Structural Maintenance Third Party Contribution (Forestry Commission Timber Route: Third Party Contribution Traffic Signal Renewals - Upgrading Footways	(1,246) (150) 356 (65) 0 799 12,114 (299) (14) 73 578	0	(66) 40 (40) 100 (746) (91) (85)	(1,312) (150) 396 (105) 0 899 11,368 (390) (99) 4 655	(646) 255 (65) 825 10,100 (299)	(1,312) (150) 396 (105) 0 899 11,368 (390) (99) 4 655	(664) 0 0 0 150 834 10,420 0 0 169 390	(200) 0 0 0 0 515 9,498 0 0 100 390	(200) 0 0 0 0 515 9,706 0 0 100 390	(200) 0 0 0 361 0 7,500 0 0 100 393	(2,576) (150) 396 (105) 150 3,124 48,492 (390) (99) 473 2,218
Third Party Contribution (TACTRAN) Car Parking Investment Revenue Contribution Car Parking Investment - Pitlochry Sub-Total Asset Management - Roads & Lighting Structural Maintenance Third Party Contribution (Forestry Commission Timber Route: Third Party Contribution Traffic Signal Renewals - Upgrading Footways Investment in Local Footpaths	(1,246) (150) 356 (65) 0 799 12,114 (299) (14) 73 578 0	0	(66) 40 (40) 100 (746) (91) (85) (69) 77	(1,312) (150) 396 (105) 0 899 11,368 (390) (99) 4 655 0	(646) 255 (65) 825 10,100 (299) (14)	(1,312) (150) 396 (105) 0 899 11,368 (390) (99) 4	(664) 0 0 0 150 834 10,420 0 0 169 390 0	(200) 0 0 0 515 9,498 0 0 100 390 60	(200) 0 0 0 515 9,706 0 0 100 390 100	(200) 0 0 0 0 361 0 7,500 0 0 100 393 0	(2,576) (150) 396 (105) 150 3,124 48,492 (390) (99) 473 2,218 160
Third Party Contribution (TACTRAN) Car Parking Investment Revenue Contribution Car Parking Investment - Pitlochry Sub-Total Asset Management - Roads & Lighting Structural Maintenance Third Party Contribution (Forestry Commission Timber Route: Third Party Contribution Traffic Signal Renewals - Upgrading Footways	(1,246) (150) 356 (65) 0 799 12,114 (299) (14) 73 578	0	(66) 40 (40) 100 (746) (91) (85) (69)	(1,312) (150) 396 (105) 0 899 11,368 (390) (99) 4 655	(646) 255 (65) 825 10,100 (299) (14)	(1,312) (150) 396 (105) 0 899 11,368 (390) (99) 4 655	(664) 0 0 0 150 834 10,420 0 0 169 390	(200) 0 0 0 0 515 9,498 0 0 100 390	(200) 0 0 0 0 515 9,706 0 0 100 390	(200) 0 0 0 361 0 7,500 0 0 100 393	(2,576) (150) 396 (105) 150 3,124 48,492 (390) (99) 473 2,218

	Revised	Approved	Proposed	Revised	Actual	Projected	Revised	Revised	Revised	Revised	Revised
	Budget	Budget	Budget	Budget	to	Outturn	Budget	Budget	Budget	Budget	Budget
		Adjustment	Adjustment	_	29-Feb-24						
	Report 3	28-Feb-24	Report 4	Report 4			Report 4	Report 4	Report 4	Report 4	Report 4
	2023/24	2023/24	2023/24	2023/24	2023/24	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
	(2 000)	(2 000)	(2 000)	(2 000)	(2 000)	(2 000)	(2 000)	(2 000)	(2 000)	(2 000)	(2 000)
Asset Management - Bridges											
Bridge Refurbishment Programme	1,536		(264)	1,272	758	1,272	1,736	2,221	2,520	3,201	10,950
Vehicular Bridge Parapets Programme - Assess & Upgrade	0		(204)	0		0		0	2,520	0	
	-		(4.40)		1	•	35	_		•	35
Old Perth Bridge - Strengthening	190		(140)	50	_	50	50	2,469	0	0	2,569
Perth Queens Bridge - Strengthening	335		(83)	252	4	252	143	70	2,153	0	2,618
Garry Viaduct	110		(72)	38		38	372	300	1,900	1,790	4,400
Culteuchar Culvert	391		42	433	293	433	20	0	0	0	453
Sub-Total	2,562	0	(517)	2,045	1,056	2,045	2,356	5,060	6,573	4,991	21,025
Improvement Schemes											
A9/A85 Road Junction Improvements	270		(213)	57	52	57	213	0	0	0	270
Cross Tay Link Road (CTLR)	72,842		(15,057)	57,785	46,970	57,785	41,270	0	0	0	99,055
Scottish Government Grant	(15,000)			(15,000)		(15,000)	0	0	0	0	(15,000)
Bertha Park Link Road	0		324	324		324	668	400	10,000	1,808	13,200
A977 Upgrades	350		17	367	323	367	173	0	0	0	540
Brioch Road, Crieff - Road Realignment & Safety Measures	31			31	13	31	0	0	0	0	31
Sub-Total	58,493	0	(14,929)	43,564	47,358	43,564	42,324	400	10,000	1,808	98,096
Public Transport											
Community Transport Iniaitives	199		(199)	0		0	199	0	0	0	199
Sub-Total	199	0	(199)	0	0	0	199	0	0	0 0	199
•			` ,								
Rural Flood Protection Schemes											
Almondbank Flood Protection Scheme	17			17	16	17	0	0	0	0	17
Perth Flood Protection Scheme (South Inch Culvert Reinstateme			(262)	92	84	92	262	0	0	0	354
Comrie Flood Protection Scheme	7,385	(6,233)	121	1,273	480	1,273	10,310	15,420	8,800	0	35,803
Milnathort Flood Protection Scheme	79	(28)		51	9	51	229	83	0	0	363
South Kinross Flood Protection Scheme	225	(20)	26	251	189	251	412	1,783	8,823	3,225	14,494
Scone Flood Protection Scheme	90	(90)	20	0	103	0	50	69	68	580	767
Flood Mitigation Measures - Dunkeld and Craigie Burn	0	(90)		0		0	1,000	0	0	0	1,000
· · · · · · · · · · · · · · · · · · ·	100		(100)	0		0	•	0	0	0	•
Coastal Change Adaptation Sub-Total	8,250	(6,351)	(215)	1,684	778	1,684	100 12,363	17,355	17,691	3,805	100 52,898
Sub-10tal	0,250	(6,351)	(215)	1,004	110	1,004	12,363	17,355	17,091	3,005	52,090
Dorth & Kinggo Blood making											
Perth & Kinross Place-making	427		(70)	40	50	40	0	•	0	0	40
Mill Street Environmental Improvements	127		(78)	49	50	49	0	0	0	0	49
Perth, Place, People	3,598		(3,598)	0		0	3,598	0	0	0	3,598
Perth City Centre Golden Route (Rail Station)	11		40	51	13	51	38	0	0	0	89
City Greening	31		(31)	0		0	31	0	0	0	31
Perth & Kinross Lighting Action Plan	1,071		(433)	638	322	638	1,110	0	0	0	1,748
Sub-Total	4,838	0	(4,100)	738	385	738	4,777	0	0	0	5,515
Other Planning Projects											
Creative Exchange (former St. John's Primary School)	53			53		53	0	0	0	0	53
Local Full Fibre Network	22		4	26	5	26	0	0	0	0	26
Third Party Contribution - Tay Cities Deal	0		(4)	(4)	(58)	(4)	0	0	0	0	(4)
Low Carbon Transport & Active Travel Hub - Broxden EV Charge	429			429	436	429	0	0	0	0	429
Third Party Contribution - ERDF	(162)			(162)	(160)	(162)	0	0	0	0	(162)
Third Party Contribution - Tay Cities Deal	(267)			(267)	(253)	(267)	0	0	0	0	(267)
Perth Eco-Innovation Park at Perth West	0			0		0	23,800	9,017	0	0	32,817
Third Party Contributions - Tay Cities Deal	0			0		0	(999)	(550)	(505)	(2,946)	(5,000)
Other Third Party Contributions	0			0		0	0	0	(2,000)	(3,000)	(5,000)
Capital Receipts - Ring Fenced Land Disposals	0			0		0	0	0	(550)	(725)	(1,275)
Economic Development Investment - Land & Serviced Units	0			0		0	1,000	1,000	0	0	2,000
Nature Restoration	386			386	49	386	0	0	0	0	386
Sub-Total	461	0	0	461	19	461	23,801	9,467	(3,055)	(6,671)	24,003
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	Revised Budget Report 3	Approved Budget Adjustment 28-Feb-24	Proposed Budget Adjustment Report 4	Revised Budget Report 4	Actual to 29-Feb-24	Projected Outturn	Revised Budget Report 4				
	2023/24 (£'000)	2023/24 (£'000)	2023/24 (£'000)	2023/24 (£'000)	2023/24 (£'000)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)	2026/27 (£'000)	2027/28 (£'000)	TOTAL (£'000)
City Centre Developments - Cultural Attractions											
Perth Museum	2,368			2,368	1,456	2,368	0	0	0	0	2,368
Perth Art Gallery	3,272			3,272	245	3,272	0	0	0	0	3,272
PH2O	0		_	0		0	500	2,000	25,000	62,500	90,000
Sub-Total	5,640	0	0	5,640	1,701	5,640	500	2,000	25,000	62,500	95,640
Community Planning											
Letham Community Wellbeing Hub	1,571			1,571	1,158	1,571	0	0	0	0	1,571
Third Party Contribution (Letham4All)	(519)			(519)	(482)	(519)	0	0	0	0	(519)
Adapt Your Property - Vacant Town & City Centre Space Community-Led Asset Transfers	0			0		0	300	0	0	0	300
Sub-Total	1,052	0	0	0 1,052	676	1,052	75 375	0	0	<u>0</u>	75 1,427
oub-rotal	1,002	<u> </u>	<u> </u>	1,002	070	1,032	373	<u> </u>	•	•	1,427
Community Greenspace											
Play Areas - Improvements Implementation Strategy	383		40	423	77	423	973	561	150	150	2,257
Third Party Contribution	(10)			(10)	(6)	(10)	0	0	0	0	(10)
3G Pitch, Blairgowrie	3			3	3	3	117	0	0	0	120
Settlement/Neighbourhood Parks	25		1	26		26	429	0	0	0	455
Countryside Sites	0			0		0	139	0	0	0	139
Community Greenspace Sites Community Greenspace Bridges	0 27		11	0 38	1 9	0 38	306 100	450 0	898 0	894 0	2,548 138
Third Party Contribution	0		"	0	9	0	(13)	0	0	0	(13)
Revenue Contribution	0		(11)	(11)		(11)	0	0	0	0	(11)
Core Path Implementation	9		36	45	3	45	0	0	0	0	45
Third Party Contribution	(21)		(24)	(45)		(45)	0	0	0	0	(45)
Premier Parks	8		20	28		28	0	0	0	0	28
Third Party Contribution	0		(14)	(14)		(14)	0	0	0	0	(14)
Auchterarder Public Park	30		(4)	26	19	26	0	0	0	0	26
The Knock	0			0		0	0	0	0	0	0
Third Party Contribution	(3)			(3)		(3)	0	0	0	0	(3)
Kinnoull Hill	8		(8)	0		0	8	0	0	0	8
Third Party Contribution	(4)			(4)	(7)	(4)	0	0	0	0	(4)
Cemetery Extensions	20			20	16	20	60	229	225	375	909
Sub-Total	475	0	47	522	115	522	2,119	1,240	1,273	1,419	6,573
Waste Strategy											
Recycling Improvement Fund	2,363			2,363	2,104	2,363	0	0	0	0	2,363
Scottish Government Grant	(2,363)			(2,363)	0	(2,363)	0	0	0	0	(2,363)
Sub-Total	0	0	0	0	2,104	0	0	0	0	0	0
Support Services											
PC Replacement & IT Upgrades											
Hardware	16			16	7	16	15	15	14	14	74
Licenses Sub-Total	152 168		•	152	83 90	152 168	112 127	95 110	71 85	71 85	501 575
Sub-1 otal	168	0	0	168	90	168	127	110	85	85	5/5
Commercial Property Investment Programme											
North Muirton Industrial Estate - Site Servicing & Provision of Uni				57		57	0	0	0	0	57
Broxden Business Park - Additional Infrastructure	10			10		10	0	0	0	0	10
Western Edge, Kinross - Site Servicing	5			5		5	0	0	0	0	5
Broxden Drainage Mitigation Works	638			638	742	638	866	0	0	0	1,504
Third Party Contribution (Scottish Water)	(470)			(470)	_	(470)	(658)	0	0	0	(1,128)
Ruthvenfield Business Centre	1,372		(1,256)	116	9	116	1,256	0	0	0	1,372
North Muirton Drainage Sub-Total	17 1,629	0	(1,256)	17 373	751	17 373	0 1,464	0	0	<u>0</u>	17
Jun-10lai	1,023	U	(1,200)	313	791	313	1,404		U	U	1,837

	Revised Budget Report 3 2023/24 (£'000)	Approved Budget Adjustment 28-Feb-24 2023/24 (£'000)	Proposed Budget Adjustment Report 4 2023/24 (£'000)	Revised Budget Report 4 2023/24 (£'000)	Actual to 29-Feb-24 2023/24 (£'000)	Projected Outturn 2023/24 (£'000)	Revised Budget Report 4 2024/25 (£'000)	Revised Budget Report 4 2025/26 (£'000)	Revised Budget Report 4 2026/27 (£'000)	Revised Budget Report 4 2027/28 (£'000)	Revised Budget Report 4 TOTAL (£'000)
	(2007)	(2333)	(2007)	(222)	(2333)	(2333)	(2333)	(3.5.5)	(2333)	(222)	(2000)
Prudential Borrowing Projects											
Wheeled Bin Replacement Programme - Domestic Bins	203		(58)	145	125	145	258	200	200	200	1,003
Wheeled Bin Replacement Programme - Commercial Bins Recycling Containers, Oil Banks & Battery Banks Replacement F	208 205		(37)	171 205	102	171 205	57 120	20 105	20 105	20 105	288 640
Capital Receipts - Disposals	(9)			(9)	(7)	(9)	0	0	0	0	(9)
Litter Bins	25			25	25	25	50	50	50	50	225
Smart Cities - Smart Waste	45			45	46	45	0	0	0	0	45
Third Party Contribution (ERDF)	(24)			(24)		(24)	0	0	0	0	(24)
Vehicle Replacement Programme	3,813		(113)	3,700	2,084	3,700	8,031	2,800	2,800	2,500	19,831
Capital Receipts - Vehicle Disposals	(376)		70	(306)	(188)	(306)	(500)	(352)	(352)	(322)	(1,832)
Street Lighting Renewal - LED & Column Replacement LED Traffic Signal Replacement	804 4		(30)	774 4	505 4	774 4	898 0	835 0	551 0	592 0	3,650 4
Almondbank Flood Protection Scheme	3			3	-	3	0	0	0	0	3
Land Purchase & Development (Hotel Development)	0			0		0	950	950	0	0	1,900
Sub Total	4,901	0	(168)	4,733	2,696	4,733	9,864	4,608	3,374	3,145	25,724
			-								
Housing Projects Gypsy Travellers Site Improvement Works	195		(404)	44	40	44	184	0	0	0	405
Additional Gypsy Traveller Site Improvement Works	225		(184) (225)	11 0	10	11 0	225	0	0	0	195 225
New Gypsy Traveller Site	10		(223)	10		10	0	1,990	0	0	2,000
Sub Total	430	0	(409)	21	10	21	409	1,990	0	0	2,420
			, ,			_		·			
TOTAL: COMMUNITIES	102,371	(6,351)	(22,582)	73,438	68,953	73,438	112,513	52,793	71,752	79,436 0	389,932
Health & Social Care											
Occupational Therapy Equipment	250		100	350		350	250	250	250	150	1,250
Technology Enabled Telecare	1,000		(350)	650	503	650	1,625	1,088	1,087	1,087	5,537
Moving & Handling Office Refurbishment	0			0		0	29	0	0	0	29
Software Licences	53			53	54	53	53	53	53	69	281
Developing Supported Tenancies TOTAL: HEALTH & SOCIAL CARE	0 1,303	0	(250)	0 1,053	557	0 1,053	229 2,186	1,391	0 1,390	0 1,306	7,326
TOTAL HEALTH & GOGIAL GARE	1,000	<u>_</u>	(200)	1,000	307	1,000	2,100	1,001	1,000	1,000	7,020
CORPORATE AND DEMOCRATIC SERVICES											
Property Services											
DDA Adaptation & Alteration Works Programme	410		(10)	400	278	400	210	200	200	200	1,210
Property Compliance Works Programme	902		(327)	575	398	575	727	650	650	650	3,252
Third Party Contribution (LAL) Capital Improvement Projects Programme	<mark>(25)</mark> 2,275		(238)	(<mark>25)</mark> 2,037	(<mark>25)</mark> 1,342	<mark>(25)</mark> 2,037	0 2,038	0 1,800	0 1,800	0 894	(25) 8,569
Pitlochry High School - Upgrade Programme	316		(136)	180	119	180	136	0	0	0	316
Friarton Depot - Waste Transfer Station	0		(100)	0		0	2,250	750	0	0	3,000
Community Campus Access Adaptations	0			0		0	25	0	0	0	25
Energy Efficiency Works - Various Properties	27			27	27	27	0	0	0	0	27
Revenue Contribution (Salix Reserve)	(27)			(27)		(27)	0	0	0	0	(27)
Decarbonisation - Prudential Borrowing Programme (PB)	700		(150)	550	281	550	1,450	0	0	0	2,000
Energy Conservation & Carbon Reduction Programme (PB)	138			138	67	138	150	150	150	150	738
Information Systems & Technology											
ICT Infrastructure Replacement and Upgrade Programme	2,416			2,416	1,879	2,416	6,745	3,077	3,076	7,757	23,071
Data & Analytics	600		(=0)	600	205	600	806	946	720	708	3,780
Supporting Digital Software Licences (Revenues & Benefits)	750 50		(50) 2	700 52	99 52	700 52	963 51	927 51	928 51	1,185 49	4,703 254
School Audio-Visual (AV) Equipment Replacement Programme	50 50		4	52 50	52 26	52 50	173	51 35	51 35	49 35	254 328
Mosaic - Swift Social Work System Replacement	800		150	950	690	950	1,355	147	143	628	3,223
Revenue Contribution	0			0		0	(50)	(125)	(125)	0	(300)
TOTAL: CORPORATE AND DEMOCRATIC SERVICES	9,382	0	(759)	8,623	5,438	8,623	17,029	8,608	7,628	12,256	54,144

<u>-</u>											
	Revised	Approved	Proposed	Revised	Actual	Projected	Revised	Revised	Revised	Revised	Revised
	Budget	Budget	Budget	Budget	to	Outturn	Budget	Budget	Budget	Budget	Budget
		Adjustment	Adjustment		29-Feb-24						
	Report 3	28-Feb-24	Report 4	Report 4			Report 4				
	2023/24	2023/24	2023/24	2023/24	2023/24	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
TOTAL COMPOSITE NET EXPENDITURE	169,800	(6,351)	(26,892)	136,557	114,604	136,557	198,184	89,686	102,674	115,221	642,322
(NET OF GRANTS, REVENUE AND 3RD PARTY CONTRIBUTIONS, AND RING FENCED	RECEIPTS)		•								
CAPITAL RECEIPTS											
General Capital Grant - Scottish Government	(22,699)			(22,699)	(20,179)	(22,699)	(24,078)	(12,639)	(18,008)	(12,150)	(89,574)
Developer Contributions	(2,847)			(2,847)		(2,847)	(2,300)	(2,367)	(2,600)	(2,600)	(12,714)
General Fund - Capital Receipts/Disposal	(504)	(400)	103	(801)	(291)	(801)	(419)	(656)	(250)	(250)	(2,376)
Commercial Property - Capital Receipts/Disposal	0		0	0	0	0	(712)	(430)	0	(1,088)	(2,230)
Total: Capital Receipts	(26,050)	(400)	103	(26,347)	(20,470)	(26,347)	(27,509)	(16,092)	(20,858)	(16,088)	(106,894)
Annual Composite Borrowing Requirement	143,750	(6,751)	(26,789)	110,210	94,134	110,210	170,675	73,594	81,816	99,133	535,428
CAPITAL RECEIPTS BROUGHT FORWARD	(2,245)		0	(2,245)	(2,245)	(2,245)	(1,872)	(1,120)	(1,550)	(1,550)	(2,245)
CAPITAL RECEIPTS CARRIED FORWARD	616		1,256	1,872	1,494	1,872	1,120	1,550	1,550	2,638	2,638
TOTAL NET COMPOSITE BORROWING REQUIREME	142,121	(6,751)	(25,533)	109,837	93,383	109,837	169,923	74,024	81,816	100,221	535,821

EDUCATION AND CHILDREN'S SERVICES

Project	Project Description
MIS - SEEMIS Licensing	Licencing of Schools Management Information System
Blairgowrie Recreation Centre - Replacement	Replacement of the Recreation Centre in Blairgowrie
Investment in the Learning Estate	Investment to upgrade the infrastructure and environment of our
	existing school estate
Free School Meal Expansion Programme	Upgrading kitchen and dining facilities to provide the enhanced
	Free School Meals programme
Methven Primary School Refurbishment	Upgrade of Methven Primary School facilities
Breadalbane Academy, Aberfeldy - 3G Pitch	Additional investment required to upgrade 2G to 3G
Kirkmichael Primary School Upgrades	Upgrade of Kirkmichael Primary School facilities
Early Learning & Childcare	
- Letham Primary School Upgrade Project	1140 hrs project plus upgrade of primary school infrastructure - Completed
- Oakbank Primary School Upgrade Project	1140 hrs project - Completed
- Rattray Primary School Upgrade Project	1140 hrs project plus upgrade of primary school infrastructure - Completed
New Primary School at Bertha Park Site	New primary school located at Bertha Park
Riverside Primary New School	Replacement of North Muirton and Balhousie primary schools
Technology Upgrades	Upgrade to practical teaching environment within the existing school estate
Perth Academy - Refurbishment	
	Investment to upgrade the infrastructure and environment of the Perth Academy including structural work to sports block, lighting upgrades, classroom upgrades and science block cladding
Perth Grammar School - Upgrade Programme Phase 3	Investment to upgrade the infrastructure and environment of the Perth Grammar School including structural work to assembly hall, AV and WiFi upgrades, classroom refurbishment and door upgrades
Perth High School - Internal Services &	Necessary works to the infrastructure and environment of the
Refurbishment	current Perth High School
Perth High School - New School Investment	Replacement of the existing Perth High School
Harris Academy/Invergowrie - Extension	Extension and reconfiguration of existing space at Harris Academy in Dundee for continuation of access for pupils based in Invergowrie

COMMUNITIES

Project	Project Description
Traffic & Road Safety	
Road Safety Initiatives (20mph Zones etc.)	A programme of works to improve road safety
Additional Road Safety - Pedestrian Crossings	A programme of works to provide pedestrian crossing facilities
Road Safety Improvement Fund works	Provision of safety barriers on routes where motor cycling is common
Schools Road Safety Measures	A programme of works to improve road safety in the vicinity of schools
20mph Signage Programme - Schools	A programme of works to improve road safety in the vicinity of schools
20mph Signage Programme	A programme of works to introduce 20mph speed limits.
Cycling Walking & Safer Routes (CWSR)	A programme of works providing infrastructure for cycling, walking and safer routes
Car Parking Investment	Construction of new car park in Auchterarder
Car Parking Investment - Pitlochry	Purchase of land and construction of a public car park
Strathmore Cycle Network	Contribution towards a shared use path between Coupar Angus and Blairgowrie
Asset Management - Roads & Lighting	

Structural Maintenance	Road maintenance to extend the life of roads, including predominately road resurfacing, surface dressings, installing new drainage infrastructure and repairs to and replacement of defective embankments and retaining walls
Traffic Signal Renewals - Upgrading	A programme of works to upgrade existing traffic signal infrastructure
Footways	Replacement of existing deteriorated footway surfaces
Investment in Local Footpaths	A programme of works to improve and provide local footpaths
Road Safety Barriers	Renewal of existing barriers where unrecoverable damage has occurred and renewal of barriers where timber posts have been used in construction
Asset Management - Bridges	
Bridge Refurbishment Programme	Used to appoint specialist external inspection teams and consultants to carry out specialist access bridge inspections and assessments
Dalhenzean Culvert	Culvert replacement project (later years)
Dunkeld Golf Course	Culvert replacement project (later years)
Vehicular Bridge Parapets Programme - Assess &	
Upgrade	Assessment and Upgrading of Vehicle Parapets Programme
Old Perth Bridge - Strengthening	Carry out works recommended by the 2018 Bridge Assessment study, including a range of assessment, investigation, strengthening and improvement works
Perth Queens Bridge - Strengthening	Carry out works recommended by the 2018 Bridge Assessment study, including a range of assessment, investigation, strengthening and improvement works
Garry Viaduct	Replacement of Bearings and Parapets; including strengthening of deck for bearing replacement jacking up, and to cater for increased parapet vehicular deterrent capacity
Culteuchar Culvert	Replace existing temporary steel bridge (on hire) with culvert
Glendevon Bridge	Major bridge repair works required due to severe river scour damage (now complete)
Tullyfergus Bridge	Installation of scour protection to protect existing bridge abutments (later years)
Improvement Schemes	(later jeans)
A9/A85 Road Junction Improvements	New infrastructure including a new A9 overbridge, a bridge over the River Almond and road linking the A85 to Inveralmond and Bertha Park (Phase 1 of Perth Transport Futures Project) - complete
Cross Tay Link Road (CTLR)	New road and major structure over the River Tay, linking the A9 north of Inveralmond and the A94 north of Scone (Phase 2 of Perth Transport Futures Project).
A977 Upgrades	A programme of works to improve road safety along the A977.
Broich Road, Crieff - Road Realignment & Safety Measures	Complete
Public Transport	
Community Transport Iniaitives	Funded by the Community Bus Fund - expenditure to improve connectivity and integrate transport modes,or to support innovative transport solutions in areas of rural deprivation
Rural Flood Protection Schemes	
Almondbank Flood Protection Scheme	Substantially complete
Perth Flood Protection Scheme (Pump Replacement)	Complete
(, ap : .cp.a.smont)	•
Perth Flood Protection Scheme (South Inch Culvert Reinstatement)	Ground investigation and monitoring then design project to refurbish existing culvert
Perth Flood Protection Scheme (South Inch Culvert	Ground investigation and monitoring then design project to

	To the state of th
South Kinross Flood Protection Scheme	Design and construction of a scheme to reduce the risk of flooding in South Kinross
Scone Flood Protection Scheme	Design and construction of a scheme to reduce the risk of flooding in Scone
Coastal Change Adaptation	Design and construct projects to deal with incidents of coastal erosion
Perth & Kinross Place-making	,
	Potential compensation payments associated with claims against
Mill Street Environmental Improvements	compulsory land acquisition to enable delivery of environmental improvements to stimulate and support development and investment
Perth, Place, People	Design and development of sustainable transport corridors to improve access to and from Perth and enable additional development and improvement within Perth city centre
Perth City Centre Golden Route (Rail Station)	Design and development of improvements to access, signage and animation from rail and bus station to Perth city centre to complement improvements to integration of transport
City Greening	Improvements to support enhancement of retail trading environment and residential areas and enhanced use of space for markets, events and alfresco use
Perth & Kinross Lighting Action Plan	Architectural and creative lighting to enhance city and towns appearance, reduce energy cost and increase safety at nighttime to increase dwell time, support the hospitality sector, events and grow the evening economy
Other Planning Projects	
Creative Exchange (former St. John's Primary School)	Repurposing old school to offer space to creative industry businesses and create the Famous Grouse Idea Centre, a space to support business innovation. Complete
Town Centre - Regeneration & Economic	Complete
Improvements Local Full Fibre Network	Complete Provision of gigabit fibre connectivity to Council's buildings to unlock gigabit connectivity for surrounding communities. Completed
Low Carbon Transport & Active Travel Hub - Broxden EV Chargers	Provision of fast EV chargers combined with solar power generation and battery storage at Broxden Park & Ride - Near completion
Perth Eco-Innovation Park at Perth West	Provision of enabling infrastructure (access road, A9 underpass and unit platforms) to develop 25ha of employment land supporting clean growth, business innovation and jobs - Phase 1 (11ha) - In development
Coupar Angus - Strathmore Community Hub	Complete
Nature Restoration	Protection and restoration of biodiversity focusing on over- exploitation of the natural environment and addressing its consequences; habitat loss and fragmentation; and invasive non- native species - 22/23 completed - 23/24 started
City Centre Developments - Cultural Attractions	
Perth Museum	Refurbishment of Perth City Hall to create new museum spaces and cafe. Main construction phase complete and install/fit out on schedule for planned opening spring 2024
Perth Art Gallery	Refurbishment of temporary galleries - scheduled for completion November 2023
Collections Centre	Project removed from programme
PH2O	Replacement of Perth Leisure Pool and Dewars Ice Rink. On hold pending outcome of Leisure and Culture Assets Review
Community Planning	
Letham Community Wellbeing Hub	Refurbishment of Letham Wellbeing Hub to offer a range of services to the local community managed by Letham4All - scheduled for completion end 2023

Community Greenspace	
	Regular refurbishment of 146 play areas based on approx. 6-8 per
Play Areas - Improvements Implementation Strategy	year. Involves community engagement and often co-funding and design of the sites
3G Pitch, Blairgowrie	Two phase community led project to provide a new full sized 3G football pitch and pavilion
Settlement/Neighbourhood Parks	Refurbishment of neighbourhood parks working in partnership with communities to improve, update and renew worn out or obsolete infrastructure
Countryside Sites	Refurbishment of more natural parks and open spaces
Community Greenspace Sites	Main fund for all Community Greenspace Sites which is drawn down to support the overall capital programme of refurbishments and upgrades
Community Greenspace Bridges	Refurbishment programme for all bridges on Community Greenspace sites
Core Path Implementation	Holding budget for Crieff Comrie Core path development mainly funded through Sustrans
Alyth Environmental Improvements	Town centre upgrade including community led refurbishment of the burnside - complete
Premier Parks	Small budget to facilitate refurbishment of former Premier Park upgrades
Auchterarder Public Park	Major play area upgrade co-funded and designed with the community
The Knock	Complete
Kinnoull Hill	Complete
Cemetery Extensions	Funding to allow the extension of existing or development of new cemeteries to address the pressure for burial space
Waste Strategy	
Recycling Improvement Fund	External Scottish Government funding (Recycling Improvement Fund) to roll out 4th bin to householders for recycling
Support Services - PC Replacement & IT Upgrade:	s
Hardware	Funding of additional or bespoke IT Hardware for Communities Staff
Licenses	Funding of software contracts
Commercial Property Investment Programme	
North Muirton Industrial Estate - Site Servicing & Provision of Units	Only road adoption works remaining
Broxden Business Park - Additional Infrastructure	Only road adoption works remaining
Western Edge, Kinross - Site Servicing	Only road adoption works remaining
Additional Infrastructure Investment - Broxden	Complete
Broxden Drainage Mitigation Works	Drainage/pumping station works underway and subject to agreement/contribution from Scottish Water
Ruthvenfield Business Centre	Works on redevelopment in progress
North Muirton Drainage North Muirton Industrial Estate Expansion Land -	Drainage/pumping station underway Complete
Servicing Prudential Borrowing Projects	
Wheeled Bin Replacement Programme - Domestic Bins	Replacement of damaged and end of life wheeled bins for households. Also suppling bins for new properties
Wheeled Bin Replacement Programme - Commercial Bins	Replacement of damaged and end of life wheeled bins for commercial customers. Also suppling bins for new customers and changes to collection contracts
Recycling Containers, Oil Banks & Battery Banks Replacement Programme	Replacement of damaged and end of life oil and battery banks
Litter Bins	Replacement of damaged and end of life litter bins and/or for general supply of litter bins where required.

	Programme now complete - included introduction of In Cab
Smart Cities - Smart Waste	system for refuse vehicles, fill level sensors on city centre litter
	bins
Vehicle Replacement Programme	Fleet vehicle replacement programme
Crematorium - Abatement Works	Complete
Street Lighting Renewal - LED & Column	Street Lighting LED conversion and column replacement
Replacement	programme
Smart Cities - Intelligent Street Lighting	Complete
LED Traffic Signal Replacement	Complete
Almondbank Flood Protection Scheme	Under Rural Flood
Land Purchase & Development (Hotel Development)	Development agreement secured and release of grant for heritage subject to progression through planning and cost evidence
Technology & Innovation Incubator Units	Complete
Housing Projects	
Gypsy Travellers Site Improvement Works	Programme of works for improvements on Gypsy Traveller sites at Bobbin Mill and Double Dykes
Additional Gypsy Traveller Site Improvement Works	Additional funding to support improvements works programme on Gypsy Traveller sites
Gypsy Traveller Site Community Improvement Works	Funding from Gypsy Traveller Scottish Government Funding Bid for replacement of chalets at Double Dykes
New Gypsy Traveller Site	Feasibility Study for Gypsy Traveller Transient Site

HEALTH & SOCIAL CARE

Project	Project Description
Occupational Therapy Equipment	Supply and install of occupational therapy equipment
Technology Enabled Telecare	Replacement of existing Community Alarm devices from analogue to digital units prior to UK switch-off of analogue, as well as ongoing rolling replacment programme.
Moving & Handling Office Refurbishment	Refurbishment of space following relocation of the moving and handling office
Software Licences	Licences for various social care systems
Developing Supported Tenancies	Cntribution towards health resettlemetn of Community Care clients to be supported in the community

CORPORATE AND DEMOCRATIC SERVICES

Project	Project Description
Property Services	
DDA Adaptation & Alteration Works Programme	To provide unhindered accessibility to all Council Buildings - e.g. Ramps/Lifts/Door Access/Accessible Toilets and Changing Areas
Property Compliance Works Programme	To ensure compliance with current and changing legislation including - New Fire Alarms; Lighting; Wiring; Fire Protection Works; Gas pipework within buildings and Roof Restraint safety systems
Capital Improvement Projects Programme	Roof Upgrades; Full internal refurbishment works; New Heating Systems; Boilers and pipework; Structural Upgrades; Small extensions; New Windows/Doors; New Fencing; New Cladding
Pitlochry High School - Upgrade Programme	Upgrades to Mechanical and Electrical Infrastructure, including rewiring, heating and controls systems, replacement lighting and consequential building works such as new ceilings, painting and flooring
Friarton Depot - Waste Transfer Station	
Energy Efficiency Works - Various Properties	Focusing on a spend to save with projects aiming to reduce energy cost across the property estate

Decarbonisation - Prudential Borrowing Programme (PB)	This budget will support PKCs path to NetZero and focus primarily on the de-carbonisation of heat and replacing inefficient direct emissions heat sources
Energy Conservation & Carbon Reduction Programme (PB)	This budget is focused on works to reduce PKC energy consumption and help achieve annual KPI energy reduction of 3%
Information Systems & Technology	
ICT Infrastructure & Replacement and Upgrade Programme	This Programme delivers the IT / digital environment, digital resources and systems required by staff and young people. The programme maintains, supports and develops computers; networks; telephony; Microsoft systems; connectivity and equipment; datacentres; servers; file storage and back up; security systems and video conferencing
Data & Analytics	Delivers the governance, tools, technologies and organisation-wide skills required for optimising value from Council data, driving informed decision making around resources, priorities and service delivery targets
Supporting Digital	Develops the capabilities we need to be an innovative digital organisation. Including developing the Council's corporate employee (mobile working) and customer (online services) platforms, to create new digital products and services; investment in tools such as Microsoft; resourcing innovation and building digital skills, insight and expertise
Software Licences (Revenues & Benefits)	NAC Live system licensing for Revenues & Benefits team
School Audio-Visual (AV) Equipment Replacement Programme	Ensures all Perth and Kinross classrooms have equitable access to audio visual panels and the digital skills to exploit these resources for learning and teaching
Mosaic - Swift Social Work System Replacement	Purchase and Development of a new Social Work system to replace SWIFT