

PERTH AND KINROSS COUNCIL

30 September 2020

INVESTMENT BLUEPRINT & CAPITAL BUDGET 2020/21 – 2028/29 UPDATE

Report by Chief Executive and Head of Finance (Report No. 20/175)

This report: -

- advises the Council of the current position as regards the impact of the COVID 19 pandemic on our ability to progress the recommendations agreed by Council in March of this year (Report 20/58 refers)
- seeks advice and decisions from Council as to how to proceed with five particular projects which, in the absence of the strategic investment blueprint, have been risk assessed as requiring a decision due to the nature and/or stage of the project
- seeks approval to update the Capital Budget 2020/21 -2028/29, as detailed in Appendix 1

1. BACKGROUND / MAIN ISSUES

- 1.1 The Perth and Kinross Offer (“the Offer”) establishes a new direction for the Council which will transform the way we work with our communities, citizens, partners, businesses, employees and other stakeholders, to ensure that public services can be co-created and delivered sustainably to achieve better outcomes for the people of Perth & Kinross.
- 1.2 Capital investment is generational in its impact, creating the infrastructure to support our communities; facilitate economic growth and improve our key assets for decades to come. It also represents the long-term commitment of public funds to finance this investment. It is crucial therefore that we invest in the right things and that our revenue and capital decisions support the delivery of the Offer.
- 1.3 In March 2020, the Council approved the development of a long-term Investment Blueprint for the Future (Report 20/58 refers). The Blueprint is intended to help the Council identify future investment priorities and to establish a more transparent and flexible approach to investment decision making, ensuring that capital investment fits with delivery of the Offer and is responsive to the changing needs within our communities.
- 1.4 The Council also approved the adoption of a gateway review approach to the development and delivery of capital investment, ensuring that invest decisions remain sound and that projects remain fit for purpose through a process of robust objective challenge at key stages of a project’s delivery.
- 1.5 Council agreed to undertake a review of the Capital Budget in June 2020 and, specifically, to consider the development of a funding solution for the

Blairgowrie Recreation Centre project and the identification of a commercial income stream in respect of the Perth Leisure Vision PH2O proposal.

- 1.6 The deployment of Council resources in responding to the unprecedented challenge presented by the Covid 19 pandemic and the ongoing demands this has placed upon the Council, has delayed progress with all the above actions.
- 1.7 Given the delay in progressing the Investment Blueprint, several projects within the existing capital programme were assessed as requiring decision/direction, given the nature or the stage of the project. This report provides a summary of the key information relevant to the specific project and an overview assessment of the risks.
- 1.8 All elected members were provided with a presentation on the matters contained within this report on 7 September, and with the opportunity to engage in a question and answer session on 9 September with the Senior Responsible Officers for the projects highlighted. Further briefings were held with individual political groups on 14 September.
- 1.9 To further support elected members in their consideration of these projects, a briefing pack was issued to all Council members on 21 September.

2. INVESTMENT BLUEPRINT FOR THE FUTURE

- 2.1 The need for a Blueprint recognises that the Council's existing approach to investment is insufficiently agile to address the increasingly complex and inter-connected needs of our communities. It is a key part of delivering the Perth and Kinross Offer and represents a move from capital projects tending to develop in isolation, to one where working with local communities, businesses and partners to better understand their needs and aspirations shapes our investment decisions.
- 2.2 The Investment Blueprint will incorporate the recommendations of the Infrastructure Commission's [Key Findings](#) report to:
 - best meet the needs of our communities as identified through our response, recovery and renewal work and the development of the Perth & Kinross Offer
 - promote equality and fairness
 - promote inclusive economic growth and a vibrant economy
 - support the delivery of sustainable public services
 - mitigate the impact of climate change
 - promote and enhance digital inclusion
- 2.3 The coronavirus pandemic has had an adverse and potentially long-lasting impact on our communities and our economy, both at a local and national level. Unemployment in the Perth and Kinross area has increased by 151% between March and August 2020 (source: Office for National Statistics). The end of the Coronavirus Job Retention Scheme in October may further impact upon local employability, particularly in the retail and hospitality sectors. The

response to the local outbreak in Coupar Angus, and the continuing welfare support being provided by community groups and the Council, has also reinforced underlying issues of inequality and poverty within Perth & Kinross's relatively low-wage economy.

- 2.4 A draft Economic Wellbeing Plan is being consulted upon for final approval by Council. The Council alone cannot address the challenges facing the local economy, but its capital decisions can help build confidence in attracting inward investment and in supporting local employability and growth.
- 2.5 Equally, the challenges in the Council's own financial position require a more innovative approach to working with commercial partners in bringing forward development and identifying potential revenue streams. The economic impact of Covid 19 may limit opportunities in the short-term. However, it is important that the Investment Blueprint recognises the need for greater commercialism and market awareness in the Council's approach to investment decisions.
- 2.6 The effective shutdown of the construction industry in Scotland prior to July means that project and programme costs are likely to fluctuate as contractors balance increases in operating costs with a concern to secure future work.
- 2.7 The capacity within the Revenue Budget to service financing costs is a major determinant of how much the Council can afford to borrow and invest in its Capital Programme. The Council was already facing significant financial pressures pre-Covid and the impact of the pandemic on the Revenue Budget, which is the subject of a separate report to this meeting of the Council, is increasing this challenge. The Council will, therefore, need to ensure that future Capital expenditure remains affordable and, as noted above, seek to develop different approaches to supporting our capital expenditure.
- 2.8 In common with all local authorities, the Council faces the challenge of maintaining the condition of its existing infrastructure and assets within constrained resources. Planned expenditure on the Council's existing assets is not expected to keep pace with their declining condition.
- 2.9 Over the remaining period of the approved Capital Budget 2020/21 – 2028/29, approximately 40% of planned capital expenditure is currently allocated to ensuring investment in the Council's existing infrastructure and assets. This requirement is anticipated to increase over time, both due to growth in the Council's asset base and as its existing assets and infrastructure age. Planning to ensure the Council's existing asset base remains fit for purpose will be a key focus for the Investment Blueprint.
- 2.10 Responding to climate change is a major priority for both the Scottish Government and Perth & Kinross Council and the carbon impact of our current and future estate will require to be reflected in the Investment Blueprint.
- 2.11 In December 2019, the Council approved an Interim Climate Emergency Report and Action Plan (report No.19/362 refers). The Action Plan reflects

the Scottish Targets contained within the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 which includes the following:

- net zero greenhouse gas emissions by 2045
- phasing out new petrol and diesel cars by 2032
- developing regulations so that all new homes from 2024 must use renewable or low carbon heat
- phase in renewable and low carbon heating systems for new non-domestic buildings consented from 2024.

- 2.12 The Council has been considering low carbon (energy efficient) designs for its new buildings, including exploring the benefits of the Passivhaus Standard and accreditation, developed by the Passivhaus Institute in Germany (www.passivhaustrust.org.uk). Passivhaus is a strict design standard which has stringent quality processes that are undertaken and verified by an external assessor. The process attributes significant responsibility to the Contractor and the Design Team to produce a high-quality building, where all details and installations are thoroughly considered and carefully constructed, with assessments, tests and checks carried out at various stages throughout design, construction (to ensure building will perform as designed) and before final accreditation is achieved on completion of the project.
- 2.13 The development of sustainable energy efficient buildings is a requirement for projects seeking to access funding through Phase 2 of the Scottish Government Learning Estate Investment Programme.
- 2.14 The overall approach to low carbon will, therefore, be a key component of the Investment Blueprint.
- 2.15 Supporting access to high speed connectivity for local communities and businesses and building capacity within the Council's digital infrastructure to realise efficiencies and facilitate service re-design are key priorities for investment.
- 2.16 The Council's ability to respond effectively to the Covid 19 pandemic; to maintain key critical services; to administer financial support to local businesses; to provide welfare to local communities and families and to return to democratic decision making has all been dependent upon our digital infrastructure.
- 2.17 The move to home working at scale necessitated by the pandemic and the increased use of digital channels to engage with and support customers and communities provides an opportunity to consider different approaches to service delivery and the Council's future property requirements. Investment in digital capacity will, therefore, require to become an increasingly prominent feature of the Council's future capital strategy through the Investment Blueprint
- 2.18 The development of a long-term Investment Blueprint will be a comprehensive and iterative exercise which will require to be updated as the Perth and

Kinross Offer and circumstances develop. An interim Investment Blueprint will be developed, as work in progress, to support elected members in their consideration of the Capital Budget in 2021.

- 2.19 In summary, the development of the Investment Blueprint is required to support the Council's investment strategy leading to a review of the existing capital programme, while ensuring that it:
- aligns with the aspirations of the Perth and Kinross Offer
 - remains affordable and deliverable
 - contributes positively to addressing the climate emergency
 - supports the Council's digital needs and aspirations
 - contributes positively to offsetting the economic impact of the pandemic.

Gateway Review Process

- 2.20 The Council has approved the adoption of a gateway review approach to the governance and management of capital expenditure (Report 20/58 refers). The Gateway Review process is recognised as good practice by both the UK and Scottish Governments and is part of the arrangements for projects funded through the Tay Cities Deal.
- 2.21 A Gateway Review process can be defined as a series of points on the timeline of an investment proposal, at which point the proposal is subject to objective challenge and scrutiny, to ensure it continues to represent the best value for delivering a stated and measurable outcome.
- 2.22 Where Council agrees to proceed with capital projects, these will be developed, assessed and managed in accordance with the Gateway Review process. Any significant issues identified through the Gateway Review will be reported to the Strategic Policy and Resources Committee as part of the Council's ongoing monitoring of the Capital Budget.

3. OVERVIEW RISK ASSESSMENT

- 3.1 In light of the impact of Covid 19 and the range of issues the Council's capital investment requires to reflect, as set out above, the Chief Executive requested that officers undertake an overview risk assessment of the existing capital budget. This was presented to elected members at the briefing session on 7 September 2020.
- 3.2 The overview risk assessment did not cover the entirety of planned capital expenditure over the remaining period of the approved capital budget, for reasons outlined below. This approach highlighted five key projects which require a decision by Council, as a result of the critical stages in their development. These projects have been subject to a series of briefings/meetings with elected members in September and details can be found in the reports attached:

- Cross Tay Link Road (appendix 2)
- Perth High School (appendix 3)
- Perth City Hall (appendix 4)
- Blairgowrie Recreation Centre (Appendix 5)
- Balhousie/North Muirton Primary School (appendix 6)

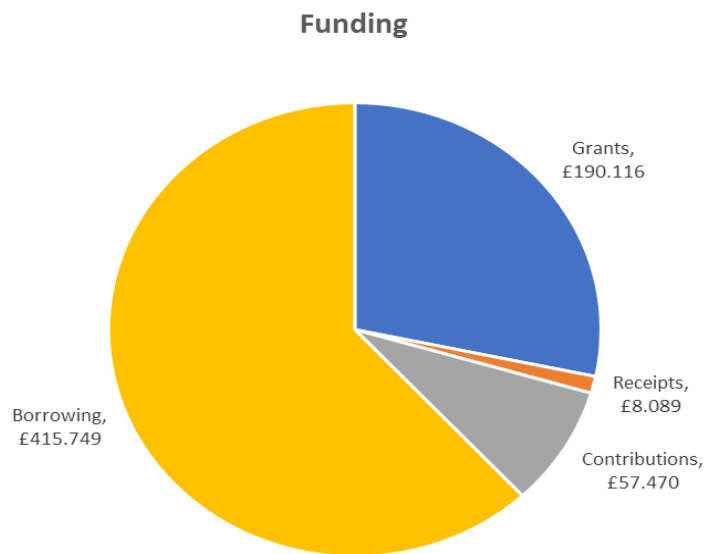
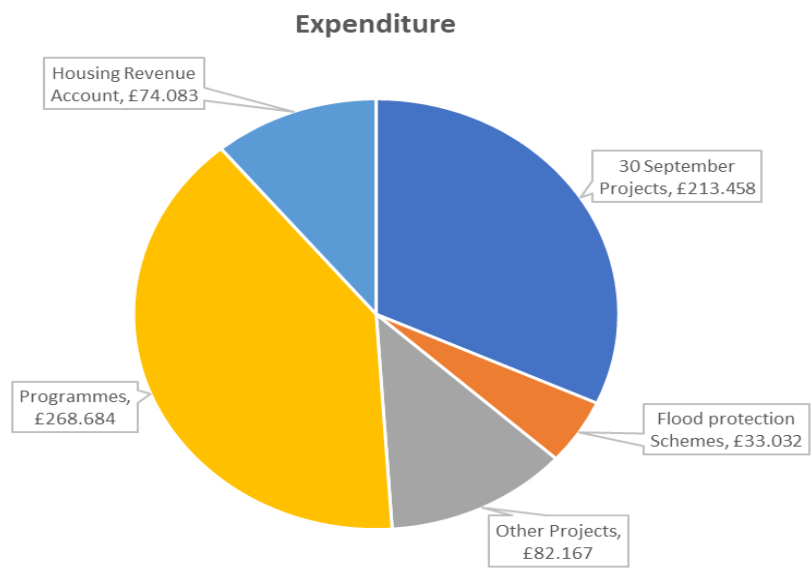
- 3.3 Capital expenditure on housing was excluded from the overview risk assessment as it is proposed to continue with the delivery of housing projects and programmes. Capital expenditure on housing is funded through the Housing Revenue Account (HRA), from borrowing financed through rental income and Scottish Government grant. The level of and priorities for housing capital investment is determined with council tenants through the annual consultation on rent levels. Although not isolated from risks over contract inflation and delivery, capital expenditure on housing tends to be more scalable (in terms of the volume of work undertaken or number of units built) and fluctuations in cost can be more readily managed.
- 3.4 The Council has received approval from the Scottish Government for Flood Protection Schemes at Comrie, South Kinross, Milnathort and Scone. These projects are statutory schemes under the Flood Act and the Scottish Government has undertaken to meet 80% of the tendered cost of these schemes. It is, therefore, proposed to continue with the delivery of the Council's approved Flood Protection Schemes, and they were not included in the overview assessment.
- 3.5 The challenge in maintaining the condition of the Council's existing infrastructure and assets is discussed in section 2 of the report. This investment is reflected within the Council's various asset programmes and the structural maintenance budget, and is financed through both borrowing and specific Scottish Government grant in the case of the Early Learning and Childcare programme.
- 3.6 Given the importance to service delivery and our communities of ongoing investment in the Council's existing infrastructure and assets – as recently evidenced by the temporary closure of facilities as a result of severe weather in August – it is recommended that expenditure on structural maintenance and programmes of works be continued as a priority. These budgets were, therefore, excluded from the risk assessment.
- 3.7 It is also recommended to progress expenditure on the Council's programme of investment in its digital capacity for the reasons previously set out in section 2 above, and this expenditure was excluded from the risk assessment.

4. CAPITAL BUDGET 2019/20 TO 2028/29 UPDATE

Capital Budget Overview

- 4.1 The Council's approved Gross Capital Budget over the nine-year period 2020/21 -2028/29 totals approximately £671 million. This comprises approximately £597 million of planned General Fund (Non-Housing)

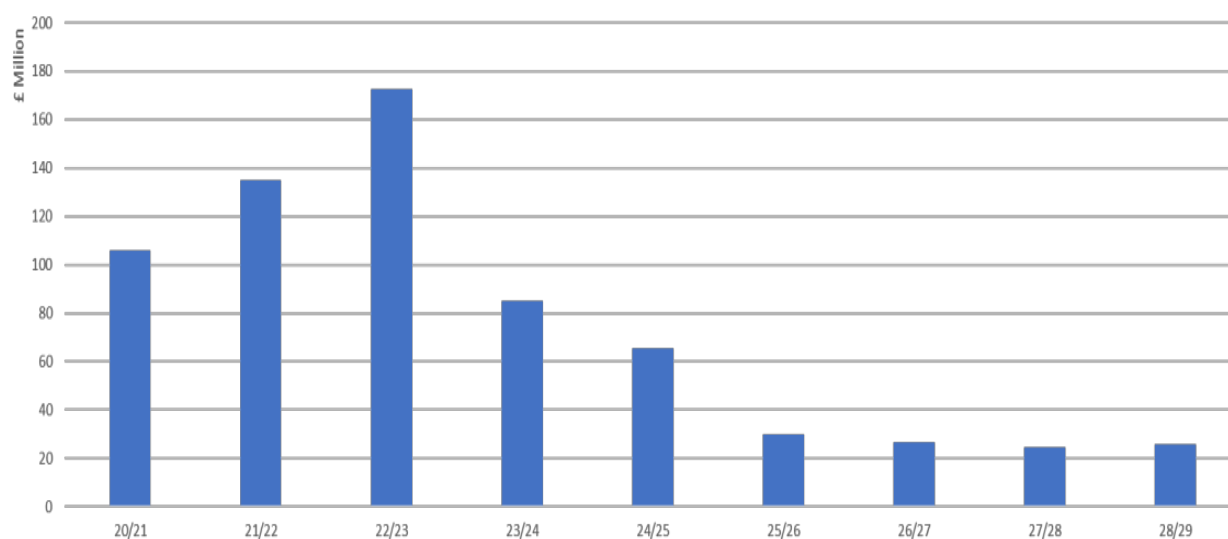
expenditure and £74m on the five-year 2020/21- 2024/25 Housing Investment Programme. The current allocation and funding of this expenditure is summarised in the charts below:



- 4.2 The approved Capital Budget is split between funding for individual projects, and programmes of works to ensure the condition of the Council's existing assets and infrastructure. The allocation of funding between projects and programmes is shown in the table below:

Allocation of Gross Capital Budget (2020/21 – 2028/29)	£m Individual projects	£m Assets/ infrastructure	%
Capital Programmes		269	40%
Housing Investment Programme		74	11%
Flood Prevention Schemes		33	5%
Capital Projects:			
<i>Cross Tay Link Road; Perth City Hall; Perth High School Replacement; Blairgowrie Recreation Centre; North Muirton / Balhousie PS Replacement (existing budgets) - referred to as `30 September Projects` in pie chart in section 4.1</i>	213		32%
Other Approved Projects	82	295	12%
Total		671	100%

- 4.3 The current profiling of expenditure within the approved Capital Budget is heavily front-weighted in line with the anticipated delivery of projects. The graph below illustrates the profile of the Council's £671m Gross Capital Budget over the period 2020/21 to 2028/29 assuming all existing projects and programmes are approved and delivered as anticipated. It should, however, be noted that the budget profile is indicative only as it does not, at this time, fully reflect the impact of COVID19 on expenditure in the current year or the potential consequential impact upon project delivery in future years.



Updated Capital Budget 2020/21 to 2028/29

- 4.4 The Council's 2019/20 Audited Accounts were approved by the Audit Committee on 16 September 2020 (Report 20/ 162 refers). Based upon audited expenditure, approximately £3.9m of net resources have been carried forward from 2019/20 into the current and future financial years' Capital Budget.
- 4.5 Appendix 1 to the report shows the detailed breakdown of the Capital Budget by project and programme across financial years based upon current estimates. The impact of COVID-19 and the virtual shutdown of construction in Scotland from March 2020 until the summer has impacted upon the planned delivery of the Council's capital programme in 2020/21. Appendix 1 includes the re-profiling of budgeted expenditure in accordance with the latest contractor and project team estimates for the completion of each project and each element of the programme.
- 4.6 In addition to the reprofiling of existing budgets, Appendix 1 includes the transfer of £180,000 of remaining resources from the completed Alyth, Tulloch and Kinross Primary School projects back to the Investment in Learning Estate Programme. The budget for the Rattray Primary School Upgrade project has been increased by £744,000 to meet the required expenditure in upgrading the school's infrastructure and condition alongside the works to facilitate 1140 hours Early Learning & Childcare provision. This has been financed from the Investment in Learning Estate Programme, and the transfer of part of the contingency provision for the Letham Primary School Upgrade project which is progressing well.
- 4.7 Appendix 1 also includes an adjustment of £535,000 to the Rural Flood Mitigation Programme to include the cost of the Perth Flood Prevention Scheme, pump replacement project. This will be financed through the transfer of £107,000 in each of the next 5 years from 2021/22 from the Structural Maintenance programme.
- 4.8 The Gross Capital Budget has also been adjusted for additional Scottish Government Grant funding in 2020/21 of £614,000 to address digital exclusion amongst disadvantaged young people; for additional third-party contributions from the Forestry Commission of £385,000 for Strategic Timber Routes, representing 70% of the cost of the project, with the balance to be met from the Structural Maintenance budget in 2020/21 and for £40,000 of funding secured through the Scottish Forestry Walking In and About Town programme.
- 4.9 An update report on the Council's capital monitoring position will be submitted to the Strategy Policy and Resources Committee in October.
- 4.10 **Council is requested to approve Appendix 1 to the report as the updated Capital Budget for 2020/21 to 2028/29, subject to any decisions of this meeting of the Council.**

Financial Implications of Capital Projects Under Consideration

- 4.11 The financial implications, in terms of capital expenditure arising from the five projects highlighted for consideration by the Executive Officer Team are summarised in the table below. Further information is included within the report on each project (see Appendices 2-6).
- 4.12 Each of the following projects has an approved budget allocation within the overall Capital Budget as set out at Appendix 1 to the report. As design and specification work has progressed, in several cases, the revised cost of delivery now exceeds the approved budget and either a funding solution will require to be identified or the building design and specification revisited.

Project	External Funding	Total Approved Budget (Gross) Note	Latest Projection	Potential Funding Gap	Expenditure To Date (<i>including prior years</i>)
	£m	£m	£m	£m	£m
Cross Tay Link Road	(40.0)	118.0	118.0		5.2
Perth High School replacement		50.0	58.3	8.3	1.2
Perth City Hall	(10.0)	23.2	26.5	3.3	2.3
Blairgowrie Recreation Centre replacement		15.1	24.0	8.9	0.3
North Muirton / Balhousie PS replacement		16.0	16.4	0.4	0.4
Potential Funding Gap				20.9	

Note: The Gross Budget for these projects includes c £9m of activity which was budgeted for and incurred prior to 2020/21.

- 4.13 The latest projections for the Perth High School replacement; Blairgowrie Recreation Centre and North Muirton / Balhousie Primary School replacement projects are based upon delivering low-carbon energy efficient buildings, which are anticipated to be compliant with future Scottish Government standards. Further information on the design options are included within the reports on these projects, in the Appendices to this report.
- 4.14 In respect of the Cross Tay Link Road project, the Council has received a draft grant offer letter from Transport Scotland.
- 4.15 As part of the Perth Transport Futures Strategy approved by Council in 2012, the Council has agreed a developer contributions strategy. Under the strategy, developers will be required to contribute to the cost of the Cross Tay Link Road as a condition of planning consent for future housing developments

within the Local Development Plan, facilitated by the crossing and associated roads infrastructure. Although not reflected in the above table, it is prudently estimated that in the order of £17 million will be generated in developer contributions towards the cost of the Cross Tay Link Road over an extended time period of 20 -25 years as development progresses.

Tay Cities Deal

- 4.16 On 7 September 2020, the Tay Cities Joint Committee agreed to advance to signing the Tay Cities Deal and the Programme Management Office is currently engaged in confirming an official signing date. The Perth City Hall project has been allocated £10m of UK Government funding as part of the Tay Cities Deal. The project has recently received approval from the UK Treasury and Scottish Government to progress from Outline Business Case to Final Business Case, a significant step in the City Deal gateway review process. The Programme Management Office has confirmed that expenditure incurred on the project to date will not be recoverable from the Tay Cities Deal should Council determine not to progress with the project.

Learning Estate Investment Programme – Phase 2

- 4.17 As noted in section 2 of the report, the Scottish Government Learning Directorate has written to local authorities requesting an update on how each Council is developing its learning estate, and whether they have identified any priority projects for investment that are supported by an approved financial and political commitment.
- 4.18 The Learning Estate Investment Programme is predicated upon Councils' meeting the upfront capital cost of school projects. Projects approved for funding through the programme will then be eligible for **Revenue** grant funding equivalent to 50% of the capital cost of the project, payable over a period of 25 years to support maintaining the condition of the buildings concerned.
- 4.19 A prerequisite of securing support through the Investment Programme is, therefore, the inclusion of funding to deliver the project within the Capital Budget. Subject to approval to proceed with the Perth High School and North Muirton / Balhousie Primary School replacement projects, it is proposed to apply for financial support for these projects through Phase 2 of the Learning Estate Investment Programme.

Revenue Implications of Projects Under Consideration

- 4.20 The revenue costs of borrowing to support the delivery of the updated Capital Budget (Appendix 1) are reflected within the Council's 2020/21 Revenue Budget and provisional budgets for future years. No allowance has been made at this time for additional borrowing to meet the potential funding gap identified in the table at paragraph 4.12

- 4.21 The revenue costs associated with the maintenance and operation of the projects under consideration has been estimated, where possible, within the individual project reports (Appendices 2-6). It is, however, not possible, at this time, to provide a complete assessment of operating costs for facilities which are at early stage of development. At present, £500,000 is included within the Council's approved provisional Revenue budget for the operation of Perth City Hall. No additional revenue provision is included for any other project and any associated revenue costs will require to be considered as a pressure in future revenue budget considerations.

Potential Funding Gap

- 4.22 Subject to approval to progress all the projects set out above at the specifications highlighted in Appendices 2-6, there is a potential funding gap currently estimated at £20.9 million between the total approved budget for these projects and the latest projection of delivery costs.
- 4.23 It is important to note that all the construction costs reflected within this report and the separate project reports are estimates only and that actual tender costs may vary positively or negatively from these estimates. The potential funding gap of £20.9 million may, therefore, change accordingly.
- 4.24 External funding has already been confirmed for the Cross Tay Link Road and for the Perth City Hall project, subject to signing of the Tay Cities Deal. The Council may also be able to pursue additional revenue funding through the Scottish Government Learning Estate Investment Programme for the proposed school replacement projects.
- 4.25 Subject to a decision by Council on which capital projects are approved to progress, appropriate funding options will require to be identified for inclusion in the Capital Budget, to be considered by Council in 2021.

5. FUTURE CAPITAL INVESTMENT PRIORITIES

- 5.1 The capital projects highlighted within this report are part of a broad range of capital investment priorities linked to supporting local communities and the local economy through the Perth & Kinross Offer.
- 5.2 As noted in section 2 of the report, the development of an interim Investment Blueprint is intended to support elected members in their consideration of future capital budgets.
- 5.3 The impact of Covid 19 on local communities, individuals and businesses is significant and potentially long lasting. Any immediate capital investment requirements in the current financial year in support of Recovery and Renewal or Economic Wellbeing will be submitted to either Council or the Strategic Policy and Resources Committee for consideration.

Perth Leisure Vision “PH2O”

- 5.4 It is recognised that the identification of a financial solution for the Perth Leisure Vision “PH2O” project remains an outstanding action from the March meeting of the Council. The severe weather event in August has caused considerable flood damage to Perth Leisure Pool and remediation work is currently ongoing while the facility remains closed.
- 5.5 The Council has previously requested the development of a commercial income stream to contribute to the financial viability of the PH20 project. Given the anticipated scale of the project, the resultant project financing costs, together with operating costs and income, the likely operational deficit on the facility would not be sustainable by Live Active Leisure without an additional source of income.
- 5.6 The impact of Covid 19 is likely to make the development of such an option considerably more challenging, at least in the short term. The Chief Executive, in consultation with Live Active Leisure, will therefore provide elected members with an updated assessment of the construction and operational costs of the Perth Leisure Vision “PH2O” project in time for consideration of the capital budget in 2021.

Impact of Inflation on Programmes

- 5.7 The Council's planned expenditure on programmes of work to support the condition of its existing infrastructure and assets remains constant throughout the lifetime of the current nine-year Capital Budget. Adjusting for inflation, this means that the ability of the Council to invest in its existing asset base will reduce over time, compounding the backlog of work already identified within the capital programme.
- 5.8 Elected members will be provided with an update on the condition and recommended investment in the Council's programmes of work in advance of consideration of the capital budget in 2021.

6. CONCLUSION AND RECOMMENDATIONS

- 6.1 This report provides an update on the Council's Capital Budget position and approval is sought to update the Capital Budget 2020/21 -2028/29 as detailed at Appendix 1.
- 6.2 This report, together with the detailed individual reports appended, provide an overview of five specific projects which officers have identified as requiring decision/direction from Council given the nature and stage of each project.
- 6.3 The Council is requested to:
 - (i) note the content of the report and the appendices
 - (ii) note that whilst project costs are being continually monitored, the full impact on costs of COVID 19 to date or in the future is not yet known

- (iii) approve the updated Capital Budget 2020/21 -2028/29 as detailed at Appendix 1
- (iv) consider the risk assessment and detailed report in relation to the CTLR project (Appendix 2) and provide direction as to how officers are to proceed
- (v) consider the risk assessment and detailed report in relation to in relation to the Perth High School project (Appendix 3) and provide direction as to how officers are to proceed
- (vi) consider the risk assessment and detailed report in relation to the Perth City Hall Project (Appendix 4) and provide direction as to how officers are to proceed
- (vii) consider the risk assessment and detailed report in relation to in relation to the Blairgowrie Recreation Centre project (Appendix 5) and provide direction as to how officers are to proceed
- (viii) consider the risk assessment and detailed report in relation to in relation to the Balhousie/North Muirton PS project (Appendix 6) and provide direction as to how officers are to proceed
- (ix) note the position as regard PH2O and asks officers to explore funding options as part of the 2021 budget process for consideration by Council

Authors

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Approved

Name	Designation	Date
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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Corporate Plan

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

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

- 1.2 This report relates to all these objectives.

2. Resource Implications

Financial

- 2.1 The financial implications arising from this report are detailed in section 4 and Appendix 1 to the report.

Workforce

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

3. Assessments

Equality Impact Assessment

- 3.1 The information presented in this report was considered under the Corporate Equalities Assessment Framework and the determination was made that the items summarised in this report do not require further assessment as they do not have a direct impact on people's wellbeing.

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.
- 3.3 The matters presented in this report were considered under the Act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

4. Consultation

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

2. BACKGROUND PAPERS

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

3. APPENDICES

- 3.1 Appendix 1 - Updated Capital Budget 2020/21 to 2028/29
- 3.2 Appendix 2 – Report and Risk Assessment Cross Tay Link Road project
- 3.3 Appendix 3 - Report and Risk Assessment Perth High School project
- 3.4 Appendix 4 - Report and Risk Assessment Perth City Hall project
- 3.5 Appendix 5 - Report and Risk Assessment Blairgowrie Recreation Centre project
- 3.6 Appendix 6 - Report and Risk Balhousie /North Muirton PS project