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Council Building
2 High Street
Perth
PH1 5PH

Tuesday, 05 September 2017

A Meeting of the **Strategic Policy and Resources Committee** will be held in the **Council Chamber, 2 High Street, Perth, PH1 5PH** on **Wednesday, 13 September 2017 at 10:00.**

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

BERNADETTE MALONE
Chief Executive

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

Members:

Councillor Ian Campbell (Convener)
Councillor Peter Barrett (Vice-Convener)
Councillor Caroline Shiers (Vice-Convener)
Councillor Alasdair Bailey
Councillor Bob Band
Councillor Stewart Donaldson
Councillor Dave Doogan
Councillor Grant Laing
Councillor Murray Lyle
Councillor Roz McCall
Councillor Sheila McCole
Provost Dennis Melloy
Councillor Andrew Parrott
Councillor Callum Purves
Councillor Lewis Simpson
Councillor Colin Stewart

Strategic Policy and Resources Committee

Wednesday, 13 September 2017

AGENDA

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

- 1 WELCOME AND APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTES**
 - (i) MINUTE OF MEETING OF THE STRATEGIC POLICY AND RESOURCES COMMITTEE OF 21 JUNE 2017 FOR APPROVAL AND SIGNATURE 5 - 8**
 - (ii) MINUTE OF MEETING OF THE APPEALS SUB-COMMITTEE OF 23 MARCH 2017 FOR NOTING 9 - 10**
 - (iii) MINUTE OF MEETING OF THE APPEALS SUB-COMMITTEE OF 16 JUNE 2017 FOR NOTING 11 - 12**
- 4 REVENUE BUDGET 2017/18 - MONITORING REPORT NUMBER 1 13 - 38**

Report by Head of Finance (copy herewith 17/279)
- 5 COMPOSITE CAPITAL BUDGET 2017/23 & HOUSING INVESTMENT PROGRAMME 2017/22 - MONITORING REPORT NUMBER 1 39 - 72**

Report by Head of Finance (copy herewith 17/280)
- 6 ASSISTANCE TO BUSINESS OCCUPATION OF KEY VACANT PROPERTY IN PERTH & KINROSS THROUGH NON DOMESTIC RATES RELIEF 73 - 84**

Report by Depute Chief Executive and Chief Operating Officer (copy herewith 17/281)
- 7 ANNUAL EFFICIENCY STATEMENT 2016/17 85 - 98**

Report by Head of Finance (copy herewith 17/282)

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| 8 | SAVINGS ARISING FROM EARLY RETIREMENT DECISIONS
TAKEN IN 2016/17
Report by Head of Finance (copy herewith 17/283) | 99 - 106 |
| 9 | FOLLOWING THE PUBLIC POUND ANNUAL REPORT 2016/17
Report by Depute Chief Executive and Chief Operating Officer
(copy herewith 17/283) | 107 - 166 |
| 10 | TRANSFORMATION PROGRAMME 2015-2020 PROGRESS
UPDATE
Report by Depute Chief Executive and Chief Operating Officer
(copy herewith 17/285) | 167 - 200 |
| 11 | PERTH & KINROSS COUNCIL EQUALITY OUTCOMES AND
MAINSTREAMING REPORT
Report by Senior Depute Chief Executive (copy herewith 17/286) | 201 - 244 |
| 12 | ARMED FORCES COVENANT
Report by Corporate Human Resources Manager (copy herewith
17/287) | 245 - 254 |

***IT IS RECOMMENDED THAT THE PUBLIC AND PRESS SHOULD BE EXCLUDED
DURING CONSIDERATION OF THE FOLLOWING ITEM(S) 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**
Report by Director (Environment) (copy herewith 17/288)

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STRATEGIC POLICY AND RESOURCES COMMITTEE

Minute of meeting of the Strategic Policy and Resources Committee held in the Council Chamber, Council Building, 2 High Street, Perth on Wednesday 21 June 2017 at 10.00am.

Present: Councillors I Campbell, C Shiers, A Bailey, B Band, P Barrett, H Coates (substituting for L Simpson), S Donaldson, D Doogan, G Laing, M Lyle, R McCall, S McCole, Provost D Melloy, Councillors A Parrott, C Purves and C Stewart.

In Attendance: B Malone, Chief Executive; J Fyffe, Senior Deputy Chief Executive; J Valentine, Deputy Chief Executive; L Gowans, C Irons, K McNamara, M Mitchell, L Simpson, J Symon and G Taylor (all Corporate and Democratic Services); S Devlin, C Jolly, A Ogilvie and D Stokoe (all Education and Children's Services); B Renton, F Crofts and S MacKenzie, (all Environment Service) and B Atkinson, L Cameron, N Copland, K Fraser and A Taylor (all Housing and Community Safety)

Apology for Absence: Councillor L Simpson

Councillor I Campbell, Convener, Presiding.

. WELCOME AND APOLOGIES

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

. DECLARATIONS OF INTEREST

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

. MINUTE OF MEETING OF THE STRATEGIC POLICY AND RESOURCES COMMITTEE OF 19 APRIL 2017

The minute of meeting of the Strategic Policy and Resources Committee of 19 April 2017 (Arts. 219-228) was submitted, approved as a correct record and authorised for signature.

. ESTABLISHMENT OF SUB-COMMITTEES OF THE STRATEGIC POLICY AND RESOURCES COMMITTEE

(i) Executive Sub-Committee

The Executive Sub-Committee of the Strategic Policy and Resources Committee be re-established and Councillors P Barrett, I Campbell, C Shiers, D Doogan and G Laing be appointed.

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(ii) Executive Director Appointments Sub-Committee

The Executive Director Appointments Sub-Committee of the Strategic Policy and Resources Committee be re-established and Councillors I Campbell, C Shiers, D Doogan and G Laing together with the Convener of the appropriate Committee, be appointed.

(iii) Provost's Sub-Committee

The Provost's Sub-Committee of the Strategic Policy and Resources Committee be re-established and Provost D Melloy and Councillors M Lyle, R McCall, S Donaldson and A Parrot be appointed.

(iv) Appeals Sub-Committee

The Appeals Sub-Committee of the Strategic Policy and Resources Committee be re-established and the Sub-Committee comprise three members of the Council drawn from a pool of members trained to hear appeals by employees, and in the case of appeals by teachers, that the members should be members of the Lifelong Learning Committee.

RE-ESTABLISHMENT OF OTHER GROUPS

(i) Corporate Health, Safety and Wellbeing Consultative Committee

The Corporate Health, Safety and Wellbeing Consultative Committee be re-established and Councillors K Baird, P Barrett, E Drysdale and S McCole be appointed.

(ii) Employees Joint Consultative Committee

The Employees Joint Consultative Committee be re-established and Councillors I Campbell, M Lyle, H Anderson and S McCole be appointed.

(iii) Charitable and Public Trusts Administered by Perth and Kinross Council

The Charitable and Public Trusts Administered by Perth and Kinross Council be re-established and Councillors I Campbell and C Shiers as Convener and Vice-Convener of the Strategic Policy and Resources Committee and D Doogan as Leader of the Opposition, be appointed.

AUTHORITY TO WRITE OFF DEBTS AND OBSOLETE STOCK

There was submitted a report by the Head of Finance (17/218), seeking (1) approval to write off identified debts in respect of Sales Ledger, Council Tax (including Water & Waste charges); Non-Domestic Rates; Irrecoverable Rents;

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Housing Benefit Overpayments and Car Park Trading Account Income; and
(2) approval to write off obsolete stock and outstanding reconciliation items.

Resolved:

- (i) That all amounts as detailed in Section 2 of and in Appendices 1 to 5 to Report 17/218 be written off or written on for accounting purposes.
- (ii) It be noted 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 wherever possible.

PROCUREMENT ANNUAL REPORT 2016/17

There was submitted a report by the Depute Chief Executive and Chief Operating Officer (17/219), (1) detailing the progress made by Perth and Kinross Council in delivering the Procurement Strategy, published in December 2015; (2) documenting the achievement of the aims and objectives set out in the Strategy; and (3) demonstrating value through the purchasing decisions taken for the period. It was noted that Report 17/219 would be considered by the Scrutiny Committee later in the day.

Resolved:

The Procurement Annual Report as detailed in Appendix 1 to Report 17/219, and the progress made with the 2016/17 Action Plan, be noted.

TENDERS ACCEPTED BY THE TAYSIDE PROCUREMENT CONSORTIUM AND COUNCIL SERVICES 2016/17

There was submitted a report by the Depute Chief Executive and Chief Operating Officer (17/220), providing the Committee with information on tenders accepted by the Tayside Procurement Consortium and Council Services under delegated authority for the period 1 April 2016 – 31 March 2017.

Resolved:

The tenders accepted under delegated authority as detailed in Appendices 1 and 2 to Report 17/220 be noted.

TRANSFORMATION – EVOLVING OUR APPROACH

There was submitted a report by the Depute Chief Executive and Chief Operating Officer (17/221), (1) providing an update on the Council's Building Ambition Transformation Programme approved by the Council on 1 July 2015; and (2) seeking approval to commence a programme of wider modernisation to develop Council staff and prepare them for the future.

Resolved:

- (i) The progress related to the Transformation Programme, as detailed in Appendix 1 to Report 17/221, be noted.
- (ii) £200,000 be released from the earmarked Transformation Reserve and authority be delegated to the Chief Executive to determine the allocation of

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21 JUNE 2017

this funding to specifically support the people element of Transformation over the short term.

- (iii) A further report be submitted to the Committee in Autumn 2017 to provide an update on the bids approved, as detailed in Sections 2.6-2.8 of Report 17/221.

THE ROYAL NATIONAL MOD 2021

There was submitted a joint report by the Director (Environment) and the Senior Depute Chief Executive (17/222), advising on (1) the process to bid for the Royal National MOD 2021; (2) the anticipated outcomes of the event; and (3) the financial implications of hosting the event.

Resolved:

- (i) The progress made with the preparation of the formal bid to An Comunn Gaidhealach to host the Royal National Mod in Perth in 2021, be noted.
- (ii) The bid be approved in principle, with authority delegated to the Senior Depute Chief Executive and Director (Environment) to finalise the bid before submission.
- (iii) The subsequent expenditure to stage the Royal National Mod, including a fee to An Comunn Gaidhealach, of £180,000 from Council resources if the bid was successful, be approved.
- (iv) The appointment of a Modern Apprentice or Graduate Trainee be considered as part of the overall Council's contribution.
- (v) The Director (Environment) and the Senior Depute Chief Executive be instructed to seek other sources of funding to support the hosting of the Mod, if the bid is successful.
- (vi) Reports be submitted to future meetings of relevant Committees in respect of progress regarding the event.

VALEDICTORY

As this would be the last meeting of the Strategic Policy and Resources Committee for Bill Atkinson, Executive Director (Housing and Community Safety) and John Symon, Head of Finance, prior to their retiral, the Convener thanked them on behalf of the Committee and wished them well in the future.

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## APPEALS SUB-COMMITTEE

Minute of meeting of the Appeals Sub-Committee held in Room 415, Council Building, 2 High Street, Perth on Thursday 23 March 2017 at 1.00pm.

Present: Councillors H Anderson, B Band, and D Cuthbert.

In Attendance: Appellant; Appellant's Representative (D Maguire, Unite the Union); Service's Representative (S Devaney, Human Resources) and M McLaren, Legal and Governance Services.

### 1. APPOINTMENT OF CONVENER

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

Councillor Band took the chair

**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 (HR/20/037)

The Appeals Sub-Committee was convened to consider an appeal against dismissal by a member of staff from The Environment Service.

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

#### **Resolved:**

That the dismissal decision was unreasonable and that the appeal be upheld.

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APPEALS SUB-COMMITTEE

Minute of meeting of the Appeals Sub-Committee held in Room 415, Council Building, 2 High Street, Perth on Friday 16 June 2017 at 10.00am.

Present: Councillors H Anderson, B Band and M Lyle.

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

1. APPOINTMENT OF CONVENER

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

Councillor Band took the Chair.

2. PROCEDURE TO BE USED FOR DISMISSAL APPEALS

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. DISMISSAL APPEAL (C/HR/20/036)

The Appeals Sub-Committee was convened to consider an appeal by a member of staff from the Environment Service against dismissal.

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

Resolved:

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

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**PERTH AND KINROSS COUNCIL****Strategic Policy and Resources Committee – 13 September 2017****REVENUE BUDGET 2017/18 – MONITORING REPORT NUMBER 1****Report by the Head of Finance****PURPOSE OF REPORT**

This report provides an update on progress with the 2017/18 General Fund Revenue Budget based upon the June 2017 ledger, updated for any subsequent known material movements, and the projected financial position of the Housing Revenue Account.

The total net projected under spend on the 2017/18 General Fund Management Budget is £1,592,000 (see Appendix 1).

**1. BACKGROUND / MAIN ISSUES**

- 1.1. This is the first report updating the Committee on progress with the 2017/18 Revenue Budget. Appendix 1 to this report summarises the current projected year end (outturn) position for each Service based upon the June 2017 ledger, updated for any subsequent known material movements.
- 1.2. The budget total reflected in Column 1 of Appendix 1 to this report is that approved by the Council in setting the Final Revenue Budget for 2017/18 on 22 February 2017 (Report No. 17/47 refers). In addition, adjustments that were approved by the Council on 28 June 2017 (Report No. 17/236 refers) and the Strategic Policy and Resources Committee on 19 April 2017 (Report No. 17/152 refers) are reflected in Appendix 1 (Column 2).
- 1.3. The Council's Financial Regulations allow Service Directors to vire budgets up to £100,000 within their Service. Any virements between Services or in excess of £100,000 are either included in the body of the revenue monitoring report or in the appendices for approval.
- 1.4. This report details the latest projected outturns and proposed adjustments to the 2017/18 General Fund and Housing Revenue Account budgets.

**2. PROPOSALS****2.1 Service Budgets**

- 2.1.1 Details of variances against Service budgets are shown in Appendix 2 to this report with the most significant variances summarised below. The total net projected under spend on Service budgets, as set out in Appendix 1 to this report, is £1,592,000 which represents 0.50% of total net Service expenditure.

(In the corresponding report for financial year 2016/17 the projected under spend was £827,000 or 0.27%).

2.1.2 The utilisation of these Service under spends is considered throughout the financial year and may also be considered as part of the Revenue Budget strategy for future years.

2.1.3 **Education & Children's Services:** The projected outturn (excluding the Devolved School Management (DSM) and Pupil Equity Fund (PEF) budgets) is currently anticipated to be £144,000 less than budget.

2.1.4 This projected net under spend is made up as follows -

- There is a projected under spend on staff costs (£699,000) due to slippage across the Service in excess of budgeted levels.
- In Property Costs there is a projected under spend (£30,000) on non-domestic rates following the 2017 revaluation.
- Within Supplies and Services there is a projected under spend (£56,000) on early learning and childcare provision.
- There is a projected under spend on transport costs (£58,000) due to reduced care allowances and travel.
- In Third Party Payments there is a net projected under spend (£431,000) due, primarily, to reduced payments to partner providers and slippage on continuing care as young people make choices on their care.
- Due to the continued high levels of demand there are projected over spends for young people with Additional Support Needs (£146,000) who are educated outwith the Council's mainstream provision, young people covered by Looked After Children legislation (included secure schools) (£461,000) and Support in the Community (£49,000) which is partially offset by a projected under spend in foster care. (£225,000).
- There is a projected over spend on loan charges (£19,000) based on the latest estimates on land disposals.
- There is a projected net increase in income (£20,000) across a number of revenue streams.

2.1.5 The Council approved a review and remodelling of residential care (children and young people) on 16 August 2017 (Report No. 17/262 refers). Subject to the delivery of this overall projected underspend it is proposed that £300,000 be earmarked to support the delivery of the project. The Strategic Policy and Resources Committee has also previously approved the creation of an earmarked Reserve towards the set up costs of the new secondary school at Bertha Park (Report No. 15/395 refers). Again, subject to the delivery of this overall projected under spend it is proposed that £400,000 be transferred to the earmarked Reserve for Bertha Park.

2.1.6 There is a projected under spend of £709,000 on Devolved School Management budgets (DSM) due, mainly, to staff slippage and additional income. It is anticipated that, in line with the approved DSM scheme, the eventual over and under spends will be carried forward into 2018/19.

2.1.7 The projected carry forward of £709,000 represents 0.84% of the overall DSM budget.

2.1.8 At this stage of the academic year, expenditure from the Pupil Equity Fund is projected to be in line with the allocation from the Scottish Government of £1,608,000. Further updates will be provided to the Committee as expenditure plans are progressed with individual head teachers.

2.1.9 **Health & Social Care:** The projected outturn is currently anticipated to be £1,107,000 less than budget.

2.1.10 This projected net under spend is made up as follows –

- In Localities the accelerated delivery of approved savings in relation to care package costs is generating an under spend (£263,000).
- Within Early Intervention and Prevention there is a projected under spend (£316,000) due to staff slippage across this service.
- The accelerated delivery of approved savings in Care at Home is currently anticipated to deliver projected under spends (£252,000).
- Mental Health Services are projected to over spend (£71,000) due to the loss of income from clients who were previously chargeable to other Councils.
- There is a projected under spend in Transformation Projects (£95,000) in relation to mental health community care packages, older people day care and staff slippage.
- In Day Care there is a projected under spend (£85,000) due to staff slippage prior to completion of the review of future service delivery models.
- There is a net projected under spend (£26,000) at Parkdale and Beechgrove residential homes due to under and over spends on staff costs and levels of income.
- Within Management there is a projected over spend (£111,000) due, in the main, to procurement savings targets not yet being identified which is partially offset by additional income and staff slippage.
- Accelerated savings in relation to Housing with Additional Support (£90,000) and Shifting the Balance of Care (£162,000) are currently anticipated to deliver further projected under spends.

2.1.11 **Housing & Community Safety:** The projected outturn is currently anticipated to be £260,000 less than budget.

2.1.12 This net projected under spend is made up as follows -

- Within Housing (including temporary accommodation) there is a projected net over spend (£111,000) due, in the main, to the under recovery of income in Greyfriars, St Catherine's and other dispersed tenancies as a result of reduced occupancy levels.

- In Revenues and Benefits there is a projected net under spend (£51,000) on Sheriff Officers in relation to improved performance / reduced fees which is partially offset by staff slippage targets not being achieved.
- In terms of Housing Benefit Subsidy there is a net under spend (£29,000) due to improved overpayment recovery on rent rebates partially offset by reduced income in relation to rent allowances.
- The accelerated delivery of savings is currently projected to deliver an under spend in Resources & Business Support, Customer Service Centre and Management (£110,000).
- Within Strategic Planning and Commissioning there is a projected under spend (£138,000) due to the accelerated delivery of savings and reduced housing support costs partially offset by additional staff costs.
- In Mental Health there is a projected over spend (£7,000) due to the non-achievement of the slippage target as the function is fully staffed.
- Within Community Safety there is a projected under spend (£13,000) due to the accelerated delivery of approved savings.
- Learning and Development are projected to under spend (£37,000) due to staff slippage.

**2.1.13 The Environment Service:** The projected outturn is currently anticipated to be £50,000 in excess of budget.

**2.1.14** This projected net over spend is made up as follows –

- Projected shortfall in income at Perth Harbour (£50,000).
- Projected increase in electricity costs (£300,000) due to higher than anticipated price increases offset by projected savings in gas and oil (£130,000) due to lower than anticipated price increases.
- Unbudgeted energy costs associated with electric vehicle charging points (£60,000).
- Projected savings on Carbon Reduction Commitment payments due to reduced consumption (£100,000).
- Additional Renewable Heat Incentive income (£30,000)
- Projected savings on water costs (£100,000).

**2.1.15 Corporate and Democratic Services:** The projected outturn is currently anticipated to be £131,000 less than budget.

**2.1.16** The projected net under spend is made up as follows –

- Projected under spend of staff slippage (£125,000) due to a continued proactive approach to vacancy management.
- Projected additional income (£41,000) due to the cyclical nature of some of the revenue streams.
- Projected net over spend on other costs across the Service (£35,000) including software and licensing costs.



## 2.2 Issues Arising From Financial Year 2016/17

- 2.2.1 In completing the 2016/17 Unaudited Annual Accounts a number of issues have been identified which require adjustments to be made to the 2017/18 Management Budget.

### Devolved School Management Scheme (DSM)

- 2.2.2 In setting the 2017/18 Final Revenue Budget on 22 February 2017 (Report No. 17/47 refers) the Council approved a DSM carry forward of £598,000. However, the final under spend on the DSM scheme was £1,103,000, an increase of £505,000 mainly due to additional slippage and a rephasing of expenditure on IT hardware replacement to ensure schools received the most up to date equipment.
- 2.2.3 **ACTION:** The Committee is requested to allocate the additional under spend of £505,000 to Education and Children's Services to reflect the additional Devolved School Management scheme balances brought forward from 2016/17. This adjustment is reflected in Appendix 1 (Column 3) to this report and has no overall impact on the level of uncommitted Reserves.

### Revenue Grants

- 2.2.4 Accounting arrangements under International Accounting Standards require that, subject to certain conditions, revenue grants which were received by the Council in 2016/17 but not utilised by 31 March 2017 should be accounted for in Reserves at the end of the financial year. During 2016/17 £694,000 of revenue grants were received including Developing Scotland's Young Workforce, 1 & 2 Languages, Getting it Right for Every Child and Technology Enabled Care.
- 2.2.5 The 2017/18 Final Revenue Budget approved on 22 February 2017 (Report No. 17/47 refers) included £210,000 of these revenue grants and therefore approval is now sought to adjust the budgets of Education & Children's Services (£248,000), Health & Social Care (£72,000), Housing & Community Safety (£25,000) and the Environment Service (£139,000) for the additional grant funding of £484,000.
- 2.2.6 **ACTION:** The Committee is asked to approve the adjustments totalling £484,000, funded from Reserves, to the above Service budgets to reflect revenue grants received in 2016/17 in respect of expenditure which will not be incurred until 2017/18. These additional adjustments are reflected in Appendix 1 (Column 3) to this report and have no overall impact on the budgeted level of uncommitted Reserves.

### Perth Theatre Redevelopment Project

- 2.2.7 The 2016/17 Unaudited Annual Accounts approved by Council on 28 June 2017 included commentary on the proposed rephasing of the budgeted revenue contribution of £609,000 towards the redevelopment of Perth Theatre

(Report No. 17/236 refers). Formal approval is now sought to transfer this funding from Reserves to Culture & Leisure Services to allow the budgeted contribution to be made in 2017/18. The £609,000 formed part of the uncommitted Reserves as at 31 March 2017 included in the Unaudited Annual Accounts.

- 2.2.8 **ACTION:** The Committee is asked to approve the transfer of £609,000 to Culture & Leisure Services from uncommitted Reserves to reflect the rephasing of the revenue budget contribution to the redevelopment of Perth Theatre. These adjustments are reflected in Appendix 1 (Column 3) to the Report.

## 2.3 Movements in Funding

- 2.3.1 Since the 2017/18 Final Revenue Budget was updated by the Strategic Policy and Resources Committee on 19 April 2017 (Report No. 17/152 refers) notification has been received of additional resources in the current financial year from a number of sources as set out in paragraphs 2.3.2 and 2.3.4 and Appendix 3.

### Scottish Government Revenue Support Grant

- Teacher Induction Scheme: £129,221 (Education & Children's Services)
- 2.3.2 The Scottish Government has advised that the increase in Revenue Support Grant of £129,221 will be made through a redetermination of the Council's Revenue Support Grant. It is therefore necessary to adjust both the budget for Education & Children's Services and Revenue Support Grant.
- 2.3.3 **ACTION:** The Committee is asked to approve the adjustments set out at 2.3.2 above. These adjustments are reflected in Appendix 1 (Column 4) to this report.

### Other Funding (£718,163)

- 2.3.4 Other funding amounting to £718,163 will be paid outside the Revenue Support Grant mechanism as Other Grant income and is therefore cost neutral in terms of the budget summary. Details of this other funding are set out in Appendix 3.
- 2.3.5 **ACTION:** The Committee is asked to note the receipt of £718,163 of additional resources, with this funding being reflected within Service Revenue Budgets as additional grant income. The current projected outturn assumes that all of these additional resources will be fully expended in 2017/18 or will be carried forward in the Annual Accounts under proper accounting practice.

## 2.4 Virements

### Contribution to/from Capital Fund

- 2.4.1 In line with the strategy for managing the Council's Capital Programme over the medium term (as reported to Council on 22 June 2016 – Report No. 16/277 refers) it is recommended that the eventual over or under spend on Capital Financing Costs and Interest on Revenue Balances be transferred from or to the Capital Fund.
- 2.4.2 The latest monitoring indicates a reduction in the projected outturn for capital financing costs (loan charges) of £224,000 and a reduction in the level of projected income from Interest on Revenue Balances of £69,000. The variances reflect the increase in the loan charges budget approved in February 2017 for Perth High School that is not yet required and the low interest rates being received by the Council on General Fund balances.
- 2.4.3 **ACTION:** The Committee is requested to approve the virement of £224,000 from the Capital Financing Costs (Loan Charges) Budget and £69,000 to Interest on Revenue Balances with a net increase of £155,000 in the projected Contribution to the Capital Fund. These adjustments have been reflected in Appendix 1 (Column 5) to this report.

### Service Virements

- 2.4.4 In order to ensure that the 2017/18 Management Revenue Budget continues to reflect current Service needs the following Virements between budgets are required.
- School Estates – the Environment Service to Education & Children's Services – £735,000 to reflect consolidation of these budgets.
  - Building Ambition – Education & Children's Services (£29,000) and Culture & Leisure Services (£72,000) to Corporate & Democratic Services - to reflect operational management arrangements.
  - Gaelic Education – Corporate & Democratic Services to Education & Children's Services – (£104,000) and Culture & Leisure (£68,000) to reflect management of this function.
  - Transformation Funding – Corporate & Democratic Service to the Environment Service - £150,000 to reflect operational arrangements.
- 2.4.5 **ACTION:** The Committee is asked to approve the adjustments to Service Revenue Budgets listed in 2.4.4 above. These adjustments are reflected in Appendix 1 (Column 5) to this report.

## 2.5 Movements in Reserves

### Building Ambition

- 2.5.1 The Executive Sub-Committee of the Strategic Policy and Resources Committee of 26 January 2017 redesignated the Director – Education and

Children's Services as Executive Director and approved the associated increase in costs (Report No. 17/49 refers) and the Strategic Policy and Resources Committee of 17 June 2015 approved the additional costs of appointing a Chief Social Work Officer following the retirement of the previous post holder (Report No. 15/258 refers). Going forward this will be funded by an approved early retirement with the net saving contributing to future Revenue Budgets. Approval is therefore sought for an adjustment to the Revenue Budget for Education and Children's Services (increase of £20,000) to reflect these organisational changes.

- 2.5.2 **ACTION:** The Committee is asked to approve the adjustment to the Revenue Budget for Education and Children's Services which is reflected in Appendix 1 (Column 6) to the report.

#### Corporate Transformation Programme

- 2.5.3 The Strategic Policy and Resources Committee of 15 June 2016 approved the business case for a Corporate Digital Platform (Report No. 16/268 refers). This business case was predicated on a transfer of resources from the Environment Service (Perth Office Programme Revenue Budget) to the earmarked Reserve for Transformation (including Workforce Management and Organisational Development) Reserves of £66,000, £67,000 and £67,000 in 2017/18, 2018/19 and 2019/20 respectively.
- 2.5.4 Approval is now sought for the transfer of £66,000 in the current financial year from the Environment Service to Reserves. The adjustments in 2018/19 and 2019/20 will be included in future years' Revenue Budgets.
- 2.5.5 **ACTION:** The Committee is asked to approve the transfer of £66,000 from the Environment Service to the earmarked Reserve for Transformation (including Workforce Management and Organisational Development). This adjustment is reflected in Appendix 1 (Column 6) to the report.

#### Environmental Improvements

- 2.5.6 The 2016/17 Unaudited Annual Accounts includes £212,000 towards environmental improvements (Report No. 17/236 refers) which was originally approved in the Reserves Strategy approved by the Council on 11 February 2016 (Report No. 16/52 refers). Of this funding £150,000 was included in the 2017/18 Final Revenue Budget approved by Council on 22 February 2017 (Report No. 17/47 refers).
- 2.5.7 Following an intensive consultation with the local community in North Muirton, approval is now sought to draw down the balance of £62,000 towards these improvement works.
- 2.5.8 The total funding of £212,000 will support play areas (£153,000), maintenance (£25,000) and paths and lighting (£34,000). The funding towards paths and lighting will also attract match funding of £34,000 from Sustrans.

- 2.5.9 **ACTION:** The Committee is asked to approve the transfer of £62,000 from the earmarked Reserve for environmental improvements to the Environment Service. This adjustment is reflected in Appendix 1 (Column 6) to the report and has no impact on the level of uncommitted Reserves.

#### Fairness Commission

- 2.5.10 At the Council meeting on 18 May 2016 funding of £15,000 was approved towards supporting the work of the Fairness Commission (Report No. 16/218 refers). Approval is sought to draw down £5,000 in 2017/18 to begin progressing the recommendations of the Commission.

- 2.5.11 **ACTION:** The Committee is asked to approve the transfer of £5,000 from the earmarked Reserve for Transformation (including Workforce Management and Organisational Development) to Corporate & Democratic Services. This adjustment is reflected in Appendix 1 (Column 6) to the report and has no impact on the level of uncommitted Reserves.

#### 2017/18 Pay Award

- 2.5.12 On 19 July 2017 and 3 August 2017 the Scottish Joint Council for Local Government Employees issued pay circulars SJ/51 and CO/149 for single status staff and chief officers and CS/55 for craft workers on the 2017/18 pay settlements. For single status and craft worker grades the increase is £350 per annum up to £35,000 and 1% for grades beyond this. For Chief Officers the increase is 1%. At the time of writing this report there was no further information on teachers.
- 2.5.13 The 2017/18 Final Revenue Budget that was approved by Council on 22 February 2017 (Report No. 17/47 refers) included £2,292,000 towards the anticipated cost of the pay award in that year for all staff groups (including teachers). This allocation included £605,000 for teachers and £1,687,000 for all other staff groups.
- 2.5.14 Based on the allocations for pay awards discussed at 2.5.13 above there is excess resources of £122,000 across all Council Services. Given that the teacher's negotiations have not yet concluded, approval is sought to transfer this funding to Reserves pending the final outcome. In the event that these resources are not required then they will be factored into future Revenue Budgets for consideration by the Council.
- 2.5.15 **ACTION:** The Committee is asked to approve the transfer of £3,000 from Education & Children's Services, £39,000 from Health & Social Care, £40,000 from the Environment Service and £40,000 from Corporate & Democratic Services pending the outcome of teachers pay negotiations. These adjustments are reflected in Appendix 1 (Column 6) to the report.

## Further Transformation and Organisational Development Earmarked Reserve

2.5.16 The Reserves Strategy approved by Council on 22 February 2017 (Report No. 17/48 refers) included £2,000,000 towards further transformation and organisational change in an earmarked Reserve. The Strategic Policy and Resources Committee of 21 June 2017 approved an initial allocation from this earmarked Reserve to allow Services to progress projects that met the criteria for this funding.

2.5.17 Services have since come forward with a number of proposals which the Executive Officer Team has now had the opportunity to review and has endorsed the following projects totalling £252,217.

### Professional Development Award in Supported Employment – £6,000

- Supported employment services provide individualised support to enable individuals to secure a sustainable paid job in the open market for people with disabilities, long term conditions, and multiple barriers to work. The Professional Development Award in Supported Employment Practice at SCQF Level 7 is designed primarily for staff who are involved in face to face delivery of employment/work placement opportunities for clients with additional needs.

### Principal Teacher Leadership Development – £4,820

- This proposal will build the leadership capacity of a cohort of Principal Teachers across secondary and primary schools in Perth and Kinross. Up to thirty Principal Teachers will work with a leadership consultant over 6 days to explore the key features of middle leadership through engagement in high quality professional learning, enquiry and collaboration.

### Adult Learning Conference – £2,000

- The conference is an opportunity to share information and best practice amongst all those involved in Adult Learning activities across the area. The conference will be a starting point to connect adult learning workers across localities - full and part time workers, paid and volunteer tutors, Perth and rural area based workers, public and third sector, so commonalities can be explored and different approaches compared.

### New Ways of Working in Care Homes - £33,674

- The review of residential care services may significantly change the way that services are delivered. As part of this staff roles may change and they will be expected to move towards new ways of working. The provision of funding support for staff shadowing opportunities will enable staff to explore and experience different roles. Staff will learn new things, gain confidence in their abilities and this will provide support for them to realise their potential.

#### Supporting Professional Development in Social Work, Social Care and Housing - £44,814

- This proposal is to provide sponsorship for staff to undertake professional qualifications in social work, social care and housing to assist with recruitment into these areas.

#### Protecting People: Resourcing Getting it Right in Perth and Kinross - £20,109

- This will involve the entire Council workforce participating in a targeted and coordinated programme of staff learning and development opportunities, aimed at Getting it Right in P&K – Protecting People. It moves away from the current reliance on on-line training for all staff towards opportunities to share experiences and learn together to shift our culture by building solid connections, effective communication and a professional curiosity to see beyond. It will also support sound professional judgement and decision making.

#### Active Learning Programme - £33,800

- Changing how the Council works with and develops its communities is a critical activity that all Services need to consider to meet the challenges both now and in the future. This funding will support the work of the Stronger Communities team increasing opportunities for staff to gain qualifications, confidence and experience.

#### Strategic Commissioning - £55,000

- This funding will support learning opportunities for officers involved in the decision making and delivery of commissioned services to enhance organisational capacity to create innovative service provision with our community planning partners.

#### Digital Workplace Programme - £52,000

- This project will support managers across the Council to change existing work practices by developing increased digital confidence so they are better placed to adopt technology enabled change.

**2.5.18 ACTION:** The Committee is asked to approve the transfer of £252,217 from the earmarked Reserve for further transformation and organisational change to Services to support the projects listed at 2.5.17 above. These adjustments are reflected in Appendix 1 (Column 6) to the report.

#### The Royal National MOD

**2.5.19** The Council has submitted a bid to An Comunn Gàidhealach to host the Royal National Mod in Perth in 2021 (Report No. 17/222 refers). A bid document was produced, in both English and Gaelic which was submitted to An Comunn Gàidhealach on 30 June 2017. Approval is sought to transfer £4,000 from the

earmarked Reserve for Financial Assistance to fund the bid document which included translation from English to Gaelic and graphic designing and printing.

- 2.5.20 **ACTION:** The Committee is asked to approve the transfer £4,000 from the earmarked Reserve for Financial Assistance to Corporate & Democratic Services to fund the bid for the 2021 National Mod. This adjustment is reflected in Appendix 1 (Column 6) to the report.

### **3. CORPORATE BUDGETS**

#### Contributions to Tayside Valuation Joint Board

- 3.1 The Treasurer of the Tayside Valuation Joint Board is currently projecting that expenditure is in line with budget.

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

- 4.1 The Interim Director of Housing & Community Safety is currently projecting a break even position on the Housing Revenue Account. Within this projection there are a number of variances which are set out below.

- Within Improvements and South there is a projected under spend (£23,000) due to slippage in excess of budgeted levels.
- There is a projected over spend (£34,000) in Letham and North due to over spends on sheriff officer fees, agency costs and overtime which is partially offset by savings on property costs.
- In Perth City and Specialist there is a projected under spend (£19,000) due in the main to additional income and staff slippage.
- There is a projected under spend (£70,000) within Housing Management due to interim management arrangements.
- In Administration there is a projected under spend (£80,000) due to reduced loan charges and property recharges.
- In relation to income there is a projected shortfall (£45,000) due to reduced Interest on Revenue Balances.

- 4.2 The net projected under spends described above result in an increase in the projected contribution to Capital Financed from Current Revenue (CFCR) (£113,000) available for the HRA Capital Programme.

- 4.3 Full details of the movement against the HRA Revenue Budget are set out in Appendix 4.

### **5. CONCLUSION AND RECOMMENDATIONS**

- 5.1. The total net projected under spend on the General Fund net expenditure, as set out in Appendix 1 to this report, is £1,592,000.



- 5.2. Additionally the projected planned under spend on Devolved School Management Budgets currently stands at £709,000 and expenditure from the Pupil Equity Fund is in line with the overall allocation.
- 5.3. The Interim Director of Housing & Community Safety is currently projecting a break even position on the Housing Revenue Account.
- 5.4. The Committee is requested to:
- Note the contents of the report;
  - Approve the adjustments to the 2017/18 Management Revenue Budget detailed in Appendix 1 and Section 2 above;
  - Approve 2017/18 Service virements summarised in Appendices 2 and 4;

#### Author(s)

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

#### Approved

| Name              | Designation                                        | Date           |
|-------------------|----------------------------------------------------|----------------|
| Stewart Mackenzie | Head of Finance                                    | 30 August 2017 |
| Jim Valentine     | Depute Chief Executive and Chief Operating Officer | 30 August 2017 |

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## ANNEX

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

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

#### 1. Strategic Implications

##### 1.1. Corporate Plan

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

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

- 1.1.2 This report relates to all of these objectives.

#### 2. Resource Implications

##### 2.1. Financial

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

## 2.2. Workforce

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

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

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

## 3. **Assessments**

### 3.1. Equality Impact Assessment

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

### 3.2 Strategic Environmental Assessment

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

### 3.3 Sustainability

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

## **4. Consultation**

### **4.1 Internal**

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

## **2. BACKGROUND PAPERS**

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

## **3. APPENDICES**

|              |                                                           |
|--------------|-----------------------------------------------------------|
| Appendix 1 – | General Fund 2017/18 Revenue Budget - Summary             |
| Appendix 2 – | General Fund 2017/18 Projected Outturn – Service Analysis |
| Appendix 3 – | Other 2017/18 Funding                                     |
| Appendix 4 – | Housing Revenue Account 2017/18 Projected Outturn         |

**PERTH & KINROSS COUNCIL GENERAL FUND  
2017/18 REVENUE BUDGET - SUMMARY**

|                                                                                           | (1)                                                | (2)                                            | (3)                                  | (4)                        | (5)       | (6)                         | (7)                                 | (8)                  | (9)                                        | (10)                                            |
|-------------------------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------|--------------------------------------|----------------------------|-----------|-----------------------------|-------------------------------------|----------------------|--------------------------------------------|-------------------------------------------------|
|                                                                                           | 2017/18<br>Council<br>Approved<br>Budget<br>Feb-17 | Previously<br>Approved<br>Adjustments<br>(Net) | Issues<br>Arising<br>From<br>2016/17 | Movements<br>in<br>Funding | Virements | Movements<br>in<br>Reserves | 2017/18<br>Revised<br>Mgt<br>Budget | Projected<br>Outturn | Variance<br>to<br>Revised<br>Mgt<br>Budget | Variance<br>to<br>Revised<br>Mgt<br>Budget<br>% |
|                                                                                           | £'000                                              | £'000                                          | £'000                                | £'000                      | £'000     | £'000                       | £'000                               | £'000                | £'000                                      | %                                               |
| <i>Reference: Section in Report</i>                                                       |                                                    |                                                |                                      |                            |           |                             |                                     |                      |                                            |                                                 |
| <b>SERVICE</b>                                                                            |                                                    |                                                |                                      |                            |           |                             |                                     |                      |                                            |                                                 |
| <b>Education &amp; Children's Services</b>                                                | 157,553                                            | 996                                            | 753                                  | 129                        | 810       | 22                          | 160,263                             | 160,119              | (144)                                      | (0.09%)                                         |
| <b>Health &amp; Social Care</b>                                                           | 49,409                                             | 1,156                                          | 72                                   |                            |           | 21                          | 50,658                              | 49,551               | (1,107)                                    | (2.19%)                                         |
| <b>Housing &amp; Community Safety</b>                                                     | 15,793                                             | 643                                            | 25                                   |                            |           | 79                          | 16,540                              | 16,280               | (260)                                      | (1.57%)                                         |
| <b>The Environment Service</b>                                                            | 58,793                                             | 1,211                                          | 139                                  |                            | (585)     | (44)                        | 59,514                              | 59,564               | 50                                         | 0.08%                                           |
| <b>Corporate &amp; Democratic Services</b>                                                | 16,924                                             | 1,235                                          | 609                                  |                            | (221)     | 78                          | 18,016                              | 17,885               | (131)                                      | (0.73%)                                         |
| <b>Culture &amp; Leisure Services</b>                                                     | 9,814                                              |                                                |                                      |                            | (4)       |                             | 10,419                              | 10,419               | 0                                          | 0.00%                                           |
| <b>Sub - Total: Service Budgets</b>                                                       | <b>308,286</b>                                     | <b>5,241</b>                                   | <b>1,598</b>                         | <b>129</b>                 | <b>0</b>  | <b>156</b>                  | <b>315,410</b>                      | <b>313,818</b>       | <b>(1,592)</b>                             | <b>(0.50%)</b>                                  |
| <b>Corporate Budgets</b>                                                                  |                                                    |                                                |                                      |                            |           |                             |                                     |                      |                                            |                                                 |
| Contribution to Valuation Joint Board                                                     | 1,145                                              |                                                |                                      |                            |           |                             | 1,145                               | 1,145                | 0                                          | 0.00%                                           |
| Capital Financing Costs                                                                   | 16,348                                             |                                                |                                      |                            | (224)     |                             | 16,124                              | 16,124               | 0                                          | 0.00%                                           |
| Interest on Revenue Balances                                                              | (200)                                              |                                                |                                      |                            | 69        |                             | (131)                               | (131)                | 0                                          | 0.00%                                           |
| Net Contribution to/(from) Capital Fund                                                   | 1,626                                              |                                                |                                      |                            | 155       |                             | 1,781                               | 1,781                | 0                                          | 0.00%                                           |
| Contribution to/(from) Insurance Fund                                                     | 200                                                |                                                |                                      |                            |           |                             | 200                                 | 200                  | 0                                          | 0.00%                                           |
| Contribution to/(from) Renewal and Repair Fund                                            | (258)                                              |                                                |                                      |                            |           |                             | (258)                               | (258)                | 0                                          | 0.00%                                           |
| Trading Operations Surplus                                                                | (350)                                              |                                                |                                      |                            |           |                             | (350)                               | (350)                | 0                                          | 0.00%                                           |
| Support Service External Income                                                           | (1,888)                                            |                                                |                                      |                            |           |                             | (1,888)                             | (1,888)              | 0                                          | 0.00%                                           |
| Un-Funded Pension Costs                                                                   | 1,508                                              |                                                |                                      |                            |           |                             | 1,508                               | 1,508                | 0                                          | 0.00%                                           |
| Apprenticeship Levy                                                                       | 680                                                |                                                |                                      |                            |           |                             | 680                                 | 680                  | 0                                          | 0.00%                                           |
| Council Tax Reduction Scheme                                                              | 6,499                                              |                                                |                                      |                            |           |                             | 6,499                               | 6,499                | 0                                          | 0.00%                                           |
| Discretionary Relief                                                                      | 150                                                |                                                |                                      |                            |           |                             | 150                                 | 150                  | 0                                          | 0.00%                                           |
| <b>Net Expenditure (General Fund)</b>                                                     | <b>333,746</b>                                     | <b>5,241</b>                                   | <b>1,598</b>                         | <b>129</b>                 | <b>0</b>  | <b>156</b>                  | <b>340,870</b>                      | <b>339,278</b>       | <b>(1,592)</b>                             | <b>(0.47%)</b>                                  |
| <b>Financed By:</b>                                                                       |                                                    |                                                |                                      |                            |           |                             |                                     |                      |                                            |                                                 |
| Revenue Support Grant                                                                     | (187,802)                                          | (613)                                          |                                      |                            |           |                             | (188,544)                           | (188,544)            | 0                                          | 0.00%                                           |
| Ring Fenced Grant                                                                         | (3,350)                                            | (621)                                          |                                      | (129)                      |           |                             | (3,971)                             | (3,971)              | 0                                          | 0.00%                                           |
| Non Domestic Rate Income                                                                  | (50,864)                                           |                                                |                                      |                            |           |                             | (50,864)                            | (50,864)             | 0                                          | 0.00%                                           |
| Council Tax Income                                                                        | (82,240)                                           | (205)                                          |                                      |                            |           |                             | (82,240)                            | (82,240)             | 0                                          | 0.00%                                           |
| Capital Grant                                                                             | (1,500)                                            |                                                |                                      |                            |           |                             | (1,705)                             | (1,705)              | 0                                          | 0.00%                                           |
| <b>Total Financing</b>                                                                    | <b>(325,756)</b>                                   | <b>(1,439)</b>                                 | <b>0</b>                             | <b>(129)</b>               | <b>0</b>  | <b>0</b>                    | <b>(327,324)</b>                    | <b>(327,324)</b>     | <b>0</b>                                   | <b>0.00%</b>                                    |
| <b>Financed from/(returned to) Reserves<br/>including use of Budget Flexibility b/fwd</b> | <b>7,990</b>                                       | <b>3,802</b>                                   | <b>1,598</b>                         | <b>0</b>                   | <b>0</b>  | <b>156</b>                  | <b>13,546</b>                       | <b>11,954</b>        | <b>(1,592)</b>                             |                                                 |



**PERTH AND KINROSS COUNCIL - GENERAL FUND 2017/18 PROJECTED OUTTURN - SERVICE ANALYSIS**  
**(Based on Expenditure to 30 June 2017)**

| SERVICE                                                 | Variance<br>£'000 | Variance<br>£'000 | Summary of Service Variances                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------|-------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>Education &amp; Children's Services (ECS)</u></b> |                   |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Total                                                   | (144)             |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                         |                   |                   | <b><u>Devolved School Management (DSM)</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                         |                   | (549)             | <b>Staff Costs</b><br>Teachers salaries are projected under spend by £1,910,000 due to staff turnover. Single Status staff are projected to under spend by £336,000 also due to staff turnover. This is offset by a slippage target for 2017/2018 of £1,697,000. This is an estimated position based on the historical information as Head teachers have still to confirm their spending plans for 2017/18 academic year due to school holidays.                                      |
|                                                         |                   | (160)             | <b>Income</b><br>Projected additional income of £160,000 offsets additional expenditure on staff costs included above for secondments and SQA work.                                                                                                                                                                                                                                                                                                                                   |
|                                                         |                   | 709               | The projected DSM carry forward for 2017/18 is £709,000 which is a reduction of £393,000 on the balance brought forward from 2016/17. This level of carry forward represents approximately 0.84% of the overall DSM budget.                                                                                                                                                                                                                                                           |
|                                                         |                   |                   | <b><u>Pupil Equity Fund</u></b><br>The majority of schools within Perth and Kinross Council have been allocated a share of £1,608,000 of Pupil Equity Funding from the Scottish Government as a ring fenced grant. The funding covers the school academic year (i.e. to 30 June 2018) but at this early stage in the academic year there is no projected carry forward into 2018/19.                                                                                                  |
|                                                         |                   |                   | <b><u>Other Education &amp; Children's Services Sectors:</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                         |                   | (699)             | <b>Staff Costs</b><br>This projected under spend is made up of movements across all sectors and cost centres and is after recognising a slippage target of £746,000.                                                                                                                                                                                                                                                                                                                  |
|                                                         |                   | (1,453)           | Virement to third party payments to reflect transfer of facilities management function to Tayside Contracts.                                                                                                                                                                                                                                                                                                                                                                          |
|                                                         |                   | (30)              | <b>Property Costs</b><br>Projected under spend in relation to Non-Domestic Rates for 2017/18 based on the latest valuations.                                                                                                                                                                                                                                                                                                                                                          |
|                                                         |                   | (56)              | <b>Supplies and Services</b><br>Projected under spend in Early Learning and Childcare provision .                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                         |                   | (58)              | <b>Transport Costs</b><br>Projected under spend on car allowances and travel.                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                         |                   | (431)             | <b>Third Party Payments</b><br>There is a projected under spend due to Partner Providers (£281,000) less places than budgeted for and in Continuing Care (£238,000) due to delays in young people choosing this option for care at this time. These are partially offset by projected over spends within Children Young People and Families, Supporting Young People (£49,000), Direct Payments and Personal Home Care (£11,000) and Unaccompanied Asylum Seeking Children (£28,000). |
|                                                         |                   | 1,453             | Virement from staff costs to reflect transfer of facilities management function to Tayside Contracts.                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                         |                   | 618               | Expenditure on design fees to progress Bertha Park project to Stage 2                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                         |                   | (618)             | Recovery of design fee expenditure that will be received on financial close (anticipated by 30/9/17)                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                         |                   |                   | <b><u>Residential Schools/Foster Care and Kinship Care:</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                         |                   | 146               | The budget for young people with Additional Support Needs (ASN) who are educated out with the Council's mainstream school provision is projected to over spend in the current financial year based on the number of known placements at this time.                                                                                                                                                                                                                                    |
|                                                         |                   | 461               | The budget for young people with complex behavioural issues which includes a number of pupils placed within secure schools is projected to over spend based on current activity levels.                                                                                                                                                                                                                                                                                               |
|                                                         |                   | 49                | Support in the Community is projected to over spend based on the existing number of placements.                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                         |                   | (225)             | The foster care / kinship care budget is projected to under spend (£225,000) based on current levels of activity.                                                                                                                                                                                                                                                                                                                                                                     |
|                                                         |                   |                   | <b><u>Loan Charges</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                         |                   | 19                | Projected over spend on prudential borrowing loan charges due to revised projections for land disposals.                                                                                                                                                                                                                                                                                                                                                                              |
|                                                         |                   | (20)              | <b>Income</b><br>Projected additional income from Out of School Kids Clubs (£32,000); recharging other authorities for Fosterarer Placements (£18,000); Secondment to Education Scotland (£9,000); Wellbank House rents (£2,000) and recharging school's Pupil Equity Fund grant for additional psychology support (£12,000). This additional income is partially offset by reduced income from breakfast clubs (£53,000).                                                            |

**PERTH AND KINROSS COUNCIL - GENERAL FUND 2017/18 PROJECTED OUTTURN - SERVICE ANALYSIS**  
**(Based on Expenditure to 30 June 2017)**

| SERVICE                       | Variance<br>£'000 | Variance<br>£'000 | Summary of Service Variances                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------|-------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                               |                   | 300               | <b>Transfer to Earmarked Reserves</b><br>The Council approved a review and remodelling of residential care (children and young people) on 16 August 2017 (Report No. 17/262 refers). Subject to the delivery of this overall projected underspend this amount will be earmarked to support the delivery of the project.                                                |
|                               |                   | 400               | The Strategic Policy and Resources Committee has previously approved the creation of an earmarked Reserve towards the set up costs of the new secondary school at Bertha Park (Report No. 15/395 refers). Subject to the delivery of this overall projected under spend this amount will be transferred to the earmarked Reserve for Bertha Park.                      |
| <b>Health and Social Care</b> |                   |                   |                                                                                                                                                                                                                                                                                                                                                                        |
| Total                         | (1,107)           |                   |                                                                                                                                                                                                                                                                                                                                                                        |
|                               |                   | (263)             | <b>Localities</b><br><b>Accelerated Savings</b><br>This projected under spend relates to the partial accelerated delivery of approved 2018/19 savings for Reduction in Care Package Costs.                                                                                                                                                                             |
|                               |                   | (316)             | <b>Early Intervention and Prevention</b><br><b>Early Intervention and Prevention</b><br>There are various projected under spends on staff costs due to vacancies across the teams including Reablement with the balance due to the implementation of the new locality structure and staff turnover.                                                                    |
|                               |                   | (252)             | <b>Internal Care at Home</b><br>The projected under spend relates to the partial accelerated delivery of approved 2018/19 savings for Care at Home.                                                                                                                                                                                                                    |
|                               |                   | 71                | <b>Mental Health Services</b><br>The projected over spend relates to the loss of income for clients no longer in placement who were previously recharged to other local authorities.                                                                                                                                                                                   |
|                               |                   | (95)              | <b>Transformation Projects</b><br><b>Transformation Projects</b><br>The projected under spend relates to the partial delivery of approved 2018/19 savings for Mental Health Community Care Packages (£66,000), Older People Day Care (£10,000) and the Learning Disability Transformation Team (£19,000) due to staff turnover.                                        |
|                               |                   | (85)              | <b>Day Care</b><br>There is staff slippage due to vacancies as a consequence of under occupancy of the centres prior to the conclusion of the review of models of service delivery (£96,000) which is partially offset by a loss of income (£11,000).                                                                                                                  |
|                               |                   | (26)              | <b>Local Authority Residential Homes</b><br>There is a projected under spend at Parkdale due to reduced staff costs (£24,000) and an over-recovery of income (£74,000) which is partially offset by a projected over spend within Beechgrove due to a additional staff costs (£4,000) and a projected shortfall in income (£68,000) based on current occupancy levels. |
|                               |                   | 111               | <b>Management</b><br><b>Management</b><br>The projected over spend is due to the non identification of procurement savings at this time (£179,000) which is partially offset by projected under spends on staff costs (£17,000) and additional contributions income (£51,000).                                                                                         |
|                               |                   | (252)             | <b>Accelerated Savings</b><br>The projected under spend relates to the accelerated delivery of approved 2018/19 savings for Housing with Additional Support (£90,000) and partial delivery of the approved 2018/19 Shifting the Balance of Care savings (£162,000) which has been achieved due to actual placement activity over the last few months.                  |



**PERTH AND KINROSS COUNCIL - GENERAL FUND 2017/18 PROJECTED OUTTURN - SERVICE ANALYSIS**  
**(Based on Expenditure to 30 June 2017)**

| SERVICE                                    | Variance<br>£'000 | Variance<br>£'000 | Summary of Service Variances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------|-------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>Housing and Community Safety</u></b> |                   |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Total                                      | (260)             | 111               | <p><b><u>Housing (including Homeless Temporary Accommodation)</u></b></p> <p>There is a projected over spend in Greyfriars (£114,000), St Catherine's (£6,000) and Dispersed Tenancies (£14,000) due to an under-recovery of income as a consequence of reduced occupancy levels, a projected over spend in RIO (£18,000) due to loan charges and property costs and a projected over spend (£31,000) due to an additional Co-ordinator in post in the Care &amp; Repair Team pending the outcome of a review by December 2017. These projected over spends are partially offset by a projected under spend in Bed &amp; Breakfast placements (£19,000), on staff costs within the Private Sector Access Team (£20,000) and Housing Management (£33,000) due to vacancies.</p> |
|                                            |                   | (51)              | <p><b><u>Finance and Support Services</u></b></p> <p><b><u>Revenues and Benefits</u></b></p> <p>There is a projected over recovery of income (£39,000) due to improved Sherriff Officer performance and a projected reduction in expenditure on Sherriff Officers fees (£28,000). This is partially offset by a projected over spend on staff costs in Local Taxes (£16,000) due to the non-achievement of the slippage target.</p>                                                                                                                                                                                                                                                                                                                                            |
|                                            |                   | (29)              | <p><b><u>Housing Benefits Subsidy</u></b></p> <p>There is a projected increase in the level of overpayment recoveries on rent rebates (£73,000). This is partially offset by increased housing benefit subsidy loss for clients in supported / exempt accommodation (£28,000) following a determination by the rent officer and overpayment recoveries on rent allowances is less than budget (£16,000).</p>                                                                                                                                                                                                                                                                                                                                                                   |
|                                            |                   | (110)             | <p><b><u>Resources &amp; Business Support, Customer Service Centre and Management</u></b></p> <p>The accelerated delivery of approved savings will deliver a projected under spend in the current financial year (£110,000).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                            |                   | (138)             | <p><b><u>Strategic Planning &amp; Commissioning, Customer &amp; Community Engagement</u></b></p> <p>The accelerated delivery of approved housing support savings (£78,000) and a further projected under spend (£74,000) in housing support costs due to lower than anticipated costs for contract levels. These are partially offset by projected over spends on staff costs (£13,000) due to additional support for the Fairness Commission and a change to the leaving dates for approved Voluntary Severance Scheme departures.</p>                                                                                                                                                                                                                                        |
|                                            |                   | 7                 | <p><b><u>Mental Health Officers (Community Mental Health Teams)</u></b></p> <p>There is a projected over spend across all teams due to staff slippage targets not being met as all posts are currently filled.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                            |                   | (13)              | <p><b><u>Community Safety</u></b></p> <p>Projected under spend in relation to part delivery of approved accelerated savings.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                            |                   | (37)              | <p><b><u>Learning &amp; Development</u></b></p> <p>There is a projected underspend due to staff slippage.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b><u>The Environment Service</u></b>      |                   |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Total                                      | 50                | 50                | <p><b><u>Planning and Regeneration</u></b></p> <p>Projected shortfall in income at Perth Harbour</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                            |                   | 134<br>(134)      | <p><b><u>Car Parking</u></b></p> <p>Investment in infrastructure at Mill Street</p> <p>Contribution from Car Park Reserves.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                            |                   | 100<br>(100)      | <p><b><u>Property</u></b></p> <p>Projected increase in energy costs due to higher than anticipated price increase in electricity (c£300,000) and costs of Electric Vehicle Charging points (c£60,000) offset by lower than anticipated price increase in gas and oil (c£130,000), savings on Carbon Reduction Commitment payments due to reduced energy consumption (c£100,000) and additional Renewable Heat Incentive income (c£30,000).</p> <p>Projected saving on water costs.</p>                                                                                                                                                                                                                                                                                         |

**PERTH AND KINROSS COUNCIL - GENERAL FUND 2017/18 PROJECTED OUTTURN - SERVICE ANALYSIS**  
**(Based on Expenditure to 30 June 2017)**

| SERVICE                                         | Variance<br>£'000 | Variance<br>£'000 | Summary of Service Variances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------|-------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>Corporate and Democratic Services</u></b> |                   |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Total                                           | (131)             |                   | <p><b><u>Core Costs</u></b></p> <p>(6) Projected net under spend on staff costs due to slippage.</p> <p><b><u>Legal Services</u></b></p> <p>(57) Projected under spend on staff costs due to vacancies.</p> <p>55 Projected over spend on other costs across the Division, primarily publications and photocopying.</p> <p>(41) Projected additional income due to the cyclical nature of a number of the income streams.</p> <p><b><u>Finance</u></b></p> <p>(5) Projected net under spend primarily due to staff slippage in excess of budgeted levels.</p> <p><b><u>Human Resources</u></b></p> <p>(6) Various net projected under spends across staff costs, supplies and services, third party payments and transport costs</p> <p><b><u>IT</u></b></p> <p>(14) Projected over recovery of income</p> <p><b><u>Strategic Commissioning &amp; Organisational Development</u></b></p> <p>(70) Projected net under spend primarily due to staff slippage in excess of budgeted levels.</p> <p>13 Projected over spend on third party payments and supplies and services</p> |
| <b>TOTAL</b>                                    | <b>(1,592)</b>    |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

## Other 2017/18 Funding

|                                                                                                     |                 |
|-----------------------------------------------------------------------------------------------------|-----------------|
| Scottish Government – Opportunities for All (Education & Children’s Services – ECS)                 | <b>£114,387</b> |
| Life Changes Trust – Champions Board (ECS)                                                          | <b>£77,470</b>  |
| NHS Tayside – ASSIST: A Stop Smoking in Schools Trial (ECS)                                         | <b>£14,163</b>  |
| Education Scotland – National Numeracy and Mathematics Hub Champions (ECS)                          | <b>£6,500</b>   |
| Department of Work and Pensions (DWP) – Right Benefit Initiative (Housing & Community Safety – HCS) | <b>£15,288</b>  |
| DWP – Benefit Cap (HCS)                                                                             | <b>£6,826</b>   |
| DWP – Discretionary Housing Payment Admin (HCS)                                                     | <b>£3,451</b>   |
| DWP – Changes to Work-related Activity Group Payments in Employment and Support Allowance (HCS)     | <b>£2,582</b>   |
| DWP – Single Fraud Investigation Service (HCS)                                                      | <b>£2,447</b>   |
| DWP – Real Time Information Bulk Data Matching Initiative (HCS)                                     | <b>£1,585</b>   |
| DWP – Bedroom Tax Admin (HCS)                                                                       | <b>£1,506</b>   |
| DWP – Limitation to 2 Children (HCS)                                                                | <b>£1,039</b>   |
| DWP – Migrants Access to Benefits (HCS)                                                             | <b>£897</b>     |
| DWP – Reduce Temporary Absence Outside GB (HCS)                                                     | <b>£893</b>     |
| DWP – Removal of Assessed Income Period (HCS)                                                       | <b>£857</b>     |
| DWP – Universal Support Grant Funding Payment (HCS)                                                 | <b>£812</b>     |
| DWP – Bereavement Support Payments (HCS)                                                            | <b>£541</b>     |
| Scottish Government - ChargePlace Scotland Network (The Environment Service – TES)                  | <b>£138,000</b> |
| Scottish Government – Air Quality Action Plan (TES)                                                 | <b>£78,000</b>  |
| Scottish Government – Local Air Quality Management (TES)                                            | <b>£54,000</b>  |
| Sainsbury’s – Waste Less, Save More (TES)                                                           | <b>£46,739</b>  |
| Tactran – Active Travel Grant Award (TES)                                                           | <b>£34,200</b>  |
| SUSTRANS - Contribution to Environmental Improvements                                               | <b>£34,000</b>  |
| Food Standards Scotland – Food and Feed Primary Production Enforcement (TES)                        | <b>£4,980</b>   |
| Sport Scotland – School Sports Competition (Culture Services - CS)                                  | <b>£52,000</b>  |
| Sport Scotland – Community Sports Hubs (CS)                                                         | <b>£25,000</b>  |
| <b>TOTAL</b>                                                                                        | <b>£718,163</b> |



**PERTH AND KINROSS COUNCIL - HOUSING REVENUE ACCOUNT 2017/18 PROJECTED OUTTURN**  
**(Based on Expenditure to 30 June 2017)**

| £'000 | Summary of Service Variances                                                                                                                                                                                                                                                        |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (23)  | <b>Improvements and South</b><br>Various projected under spends on staff costs across a number of teams                                                                                                                                                                             |
| 34    | <b>Letham and North</b><br>Projected over spend in relation to increased Sheriff Officer fees, agency fees, and overtime costs in Internal Trades teams to cover long term sickness. These projected over spends are partially offset by a projected under spend on property costs. |
| (19)  | <b>Perth City and Specialist</b><br>Increased income from Common Housing Register recharges and various projected under spends on staff costs. These are partially offset by a projected over spend on property costs and supplies & services in City Team.                         |
| (70)  | <b>Housing Management</b><br>Projected under spend on staff costs due to interim management arrangements and other staff costs and a small projected under spend on property costs budgets.                                                                                         |
| (80)  | <b>Administration</b><br>Projected under spend due to lower than anticipated loan charges and on property costs in relation to reduced property insurance recharges                                                                                                                 |
| 45    | <b>Income</b><br>Projected under recovery of income from Interest on Revenue Balances.                                                                                                                                                                                              |
| 113   | <b>Capital Financed from Current Revenue</b><br>As a result of the projected net under spends highlighted above, this is the additional amount available to invest in the HRA capital programme.                                                                                    |
| 0     |                                                                                                                                                                                                                                                                                     |



## PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee – 13 September 2017

**COMPOSITE CAPITAL BUDGET 2017/23 & HOUSING INVESTMENT PROGRAMME 2017/22 – MONITORING REPORT NUMBER No.1**

Report by the Head of Finance

**PURPOSE OF REPORT**

This report provides a summary position to date for the Composite Capital Programme for 2017/18 to 2022/23 and the Housing Investment Programme 2017/18 to 2021/22, and seeks approval for adjustments to the programmes.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 At its meeting on 19 April 2017, this Committee approved a revised Gross Composite Capital Budget for 2016/17 to 2022/23 totalling £558,524,000 and a revised Housing Investment Programme for 2016/17 to 2020/21 totalling £76,164,000 (report 17/153 refers).
- 1.2 In addition, the then Housing & Health Committee on 25 January 2017 approved a five year Housing Investment Programme for the period from 2017/18 to 2021/22 (report 17/34 refers). This included £25,478,000 of expenditure for 2021/22, which has now been incorporated into the current monitoring report.
- 1.3 This report advises on the impact of the final outturn expenditure in 2016/17 on the programmes; expenditure to 31 July 2017, and the latest estimate of the projected outturn for each of the years to 2022/23 for the Composite Programme and to 2021/22 for the Housing Investment Programme.
- 1.4 The Capital Programme Exceptions Report (Appendix V) provides summary information on the latest position for individual projects reported within Sections 3 and 4 of this report.

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

- 2.1 The current estimated total gross capital resources available over the six years 2017/18 to 2022/23 amount to £492,011,000. Movements from the revised Composite Capital Budget approved on 19 April 2017 are summarised in the table below, and the constituent elements for each year are summarised at Appendix I.

| Total Composite Capital Resources |                           |                     |            |
|-----------------------------------|---------------------------|---------------------|------------|
|                                   | Approved<br>19 April 2017 | Current<br>Estimate | Movement   |
|                                   | £'000                     | £'000               | £'000      |
| 2017/18                           | 88,903                    | 101,246             | 12,343     |
| 2018/19                           | 78,537                    | 68,468              | (10,069)   |
| 2019/20                           | 98,139                    | 62,088              | (36,051)   |
| 2020/21                           | 95,837                    | 88,491              | (7,346)    |
| 2021/22                           | 88,102                    | 103,524             | 15,422     |
| 2022/23                           | 41,771                    | 68,194              | 26,423     |
| <b>Total</b>                      | <b>491,289</b>            | <b>492,011</b>      | <b>722</b> |

- 2.2 The report on 19 April 2017 also included estimated net expenditure for 2016/17 of £59,052,000. The final outturn (subject to audit) was £59,780,000, and is included at Appendix II in order to determine the adjustment required to budgets between 2016/17 and 2017/18 on each project.
- 2.3 The only movement in the **General Capital Grant** for 2017/18 is in respect of Private Sector Housing Grants (PSHG) which is funded from the Capital Grant within the Revenue Budget. The assumed PSHG expenditure in 2016/17 was £164,000 more than anticipated, so reducing the amount of Grant applied to the Capital Programme. Consequently, it is proposed that this movement is adjusted in 2017/18, and that the General Capital Grant within the 2017/18 Capital Budget is increased by this amount. This adjustment is neutral over the 2 years, and is reflected in Appendices I and II. In addition, the Council has been allocated a **ring-fenced Capital Grant** of £887,000 in 2017/18 from the Scottish Government in respect of Early Learning & Childcare (Section 3.3.5), and this has been added to the Budget at Appendices I and II.
- 2.4 Actual **Third Party Contributions** in 2016/17 were £643,000 less than anticipated and it is therefore proposed to carry-forward this amount to the current year to reflect the difference in the timing of the receipts. Further, there is an additional £3,270,000 in anticipated Third Party Contributions over the 6-year programme. This increase is mainly due to a contribution of £1,479,000 from the Forestry Commission towards Strategic Timber Routes (see section 3.4.2), an anticipated £1,485,000 from the Cities Investment Fund and Tay City Deal bid towards the cost of the Creative Exchange (Section 3.4.6) and £129,000 from a landowner towards the cost of the A9/A85 Road Junction Improvements (Section 3.4.3). Other smaller contributions have also been included in Appendices I and II. Total **Revenue Contributions** in 2016/17 were £632,000 less than anticipated. Within this total, £57,000 related to a contribution for Perth Theatre, however, these costs were met from the Revenue Budget in 2016/17, and are therefore no longer required within the Capital Budget. It is proposed to carry forward the remaining contributions to 2017/18. There are also several small adjustments to the contributions in 2017/18 amounting to an increase of £58,000. All movements in Third Party and Revenue Contributions have been included in Appendices I and II.
- 2.5 Actual **General Fund Property Disposal** receipts in 2016/17 were £19,000 lower than anticipated and it is therefore proposed to increase the current year budget by this amount to reflect the difference in the timing of these receipts.



There has also been an increase in sales expenses of £3,000, which reduces the total estimated net receipts available. In addition, a receipt budgeted in 2017/18 is not now being concluded and the property disposal concerned is being renegotiated and re-phased into later years. Actual receipts on the **Commercial Property Investment Programme** in 2016/17 were exactly in line with the budget. However, estimated receipts in the current programme have increased by £105,000. With an increase of £255,000 in expenditure on the Commercial Investment Programme (see Section 3.4.8), the estimated **receipts carried forward to future years** have reduced by £150,000 by the end of the 6-year Programme. These movements are summarised at Appendix I.

- 2.6 The projected **Borrowing Requirement** in 2017/18, which is effectively the balancing item for resources, is £67,812,000, which is £7,801,000 higher than the previous Borrowing Requirement approved by this Committee on 19 April 2017. This includes a £969,000 reduction in borrowing in 2017/18 relating to the various amounts carried forward from 2016/17. The total Borrowing Requirement in the subsequent years 2018/19 to 2022/23 has decreased by £13,008,000 to £276,247,000, resulting in an overall decrease of **£5,207,000** across the whole six year programme.
- 2.7 After allowing for the borrowing brought-forward from 2016/17, this equates to a reduction of £4,238,000 in **new borrowing** in the six year programme. This comprises reduced Prudential Borrowing within The Environment Service of £4,226,000 (see Section 3.4.9 and 3.4.10) and a £15,000 reduction in borrowing on the EDRMS Project (see Section 3.6.1) within the core programme, offset by reduced receipts of £3,000 (see Section 2.5).
- 2.8 All movements in the Borrowing Requirement are shown in the Proposed Budget Adjustment column within Appendix II, and summarised in the table below:

|                                                                                                                         | 2017/18      | 2018/19         | 2019/20         | Later Years   | Total          |
|-------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|-----------------|---------------|----------------|
|                                                                                                                         | £'000        | £'000           | £'000           | £'000         | £'000          |
| Reduced Borrowing Requirement brought forward from 2016/17 (Section 3.1.2)                                              | (969)        | 0               | 0               | 0             | (969)          |
| Reduced Capital Receipts (Section 2.5)                                                                                  | 3            | 0               | 0               | 0             | 3              |
| Reduction in Borrowing on the EDRMS Project (Section 3.6.1)                                                             | (15)         | 0               | 0               |               | (15)           |
| Increase/(Reduction) in Borrowing on The Environment Services Prudential Borrowing Programme (Section 3.4.9 and 3.4.10) | 274          | (3,500)         | (1,000)         | 0             | (4,226)        |
| Movements arising from re-phasing of other expenditure and receipts (Appendix II)                                       | 8,508        | (7,663)         | (35,311)        | 34,466        | 0              |
| <b>Increase/(Decrease) in Borrowing Requirement</b>                                                                     | <b>7,801</b> | <b>(11,163)</b> | <b>(36,311)</b> | <b>34,466</b> | <b>(5,207)</b> |

### 3. COMPOSITE CAPITAL PROGRAMME – EXPENDITURE

#### 3.1 Total Expenditure for the Year Ended 31 March 2017

- 3.1.1 Total unaudited expenditure (net of grants and contributions) for the year ended 31 March 2017 on the Composite Capital Programme amounted to £59,780,000, as detailed at Appendix II. This expenditure, as compared to the original 2016/17 budget approved by the Council on 22 June 2016, can be summarised as follows:

|                                   | <b>2016/17<br/>Approved<br/>Budget<br/>22 June 2016</b> | <b>Actual<br/>Expenditure<br/>to 31 March<br/>2017</b> | <b>Percentage<br/>of original<br/>Budget</b> |
|-----------------------------------|---------------------------------------------------------|--------------------------------------------------------|----------------------------------------------|
|                                   | <b>£'000</b>                                            | <b>£'000</b>                                           |                                              |
| Education and Children's Services | 14,662                                                  | 19,978                                                 | 136%                                         |
| The Environment Service           | 39,737                                                  | 37,428                                                 | 94%                                          |
| Housing and Community Safety      | 1,852                                                   | 630                                                    | 34%                                          |
| Corporate & Democratic Services   | 2,936                                                   | 1,744                                                  | 59%                                          |
| <b>Total</b>                      | <b>59,187</b>                                           | <b>59,780</b>                                          | <b>101%</b>                                  |

- 3.1.2 An analysis of the whole programme has been undertaken to compare the actual final capital expenditure for 2016/17 included in the unaudited final accounts against the Revised Budget in Monitoring Report No. 4 approved by this Committee on 19 April 2017. This has highlighted that £728,000 of net expenditure and £210,000 of receipts has moved between financial years. After allowing for movement in receipts carried forward of £451,000, this gives a movement of £969,000 in borrowing between the years. The effect of this type of slippage on the six-year Capital Budget is neutral, and accordingly it is proposed that the budget in these circumstances is adjusted in 2017/18. These movements are detailed at Appendix II.

#### 3.2 Total Expenditure and Proposed Budget Adjustments to the Current Programme

- 3.2.1 Total expenditure (net of grants and contributions) in the current year to 31 July 2017 on the Composite Capital Programme amounts to £23,991,000, which is detailed at Appendix II and can be summarised as follows:

|                                   | <b>Net Expenditure<br/>to 31 July 2017</b> |
|-----------------------------------|--------------------------------------------|
|                                   | <b>£'000</b>                               |
| Education and Children's Services | 5,405                                      |
| The Environment Service           | 18,013                                     |
| Health and Social Care            | 12                                         |
| Housing and Community Safety      | 122                                        |
| Corporate & Democratic Services   | 439                                        |
| <b>Total</b>                      | <b>23,991</b>                              |

- 3.2.2 In addition, General Capital Grant received to 31 July 2017 amounts to £6,158,000 and capital receipts amount to £689,000. Therefore, the borrowing

requirement to 31 July 2017, after allowing for the movement in receipts brought forward and carried forward of £444,000, totals £17,588,000.

- 3.2.3 A comprehensive monitoring exercise has been carried out, which is detailed at Appendix II. The most significant features are discussed below.

### 3.3 Education and Children's Services

- 3.3.1 The Executive Director (Education & Children's Services) has reviewed the current programme and proposes various budget adjustments, the most significant of which are described below.

- 3.3.2 In conjunction with the Head of Property Services, it is proposed to transfer some of the school compliance and infrastructure budgets from Property Services to Education & Children's Services. These relate to:

- Perth High School Internal Services & Refurbishment (£3,912,000),
- Perth Academy Infrastructure Upgrade Phase 3 (£1,750,000),
- The Fire Audit Works at Perth Academy and Perth High School (£1,000,000), and
- The Life Expired Building Replacement Programme budget uncommitted balance (£1,048,000).

The total amount proposed to be transferred over the six years amounts to £7,710,000.

- 3.3.3 It is proposed that the Life Expired Building Replacement Programme is combined with the Modernising Primaries Programme, and allocated to individual projects in line with the Service's School Estate priorities
- 3.3.4 For Perth High School, it is proposed that the Upgrade Project and the Fire Audit Works are combined with the existing Internal Services & Refurbishment project at the school, with the proposed works being undertaken as a single programme.
- 3.3.5 For Perth Academy it is also proposed to combine the Infrastructure Upgrade project and Fire Audit Works with the existing Refurbishment programme. It is further proposed to allocate £1,673,000 from the Modernising Secondaries Programme to the Perth Academy Refurbishments project in 2021/22. In addition, it is also proposed to allocate £777,000 from Modernising Secondaries to the Perth Academy New Sports Facilities in 2018/19 (£627,000) and 2019/20 (£150,000). It is further proposed to rephase £298,000 of the New Sports Facilities budget from 2017/18 to 2018/19.
- 3.3.6 There is also rephasing of expenditure in later years proposed for Perth Grammar Upgrade Programme Phase 3 and the Blairgowrie Recreation Centre Replacement, to better reflect the anticipated delivery of the projects.
- 3.3.7 The Scottish Government has now allocated its 2017/18 Early Learning & Childcare – 1140 Hours Expansion budget. Consequently, the Council has

been allocated £887,000 of funding for 2017/18 as a ring-fenced Capital Grant, which is to be used to provide infrastructure improvements to expand capacity for Early Learning and Childcare. It is proposed that this will be used for expanding the early learning provision in Kinross, Tulloch and Alyth as part of the current Capital projects. This has been included in Appendix I and II, along with the associated expenditure in 2017/18.

- 3.3.8 All of the above adjustments, including some smaller adjustments to reflect the closing position in 2016/17 and rephasing of future years expenditure, are reflected in Appendices I and II.

### 3.4 The Environment Service

- 3.4.1 The Director (Environment) has reviewed the current programme and proposes various budget adjustments. Many of the proposed adjustments relate to minor movements to match the carry forward of budgets between 2016/17 and 2017/18. The most significant of the remaining proposed adjustments are described below.
- 3.4.2 The Council has been awarded a grant of £1,479,000 from the Forestry Commission under the Strategic Timber Transport Scheme. This is for the Council to provide additional passing places and road strengthening on parts of the rural road network which are strategic timber routes. This work has been included within the 2017/18 Structural Maintenance budget, together with a further contribution of £22,000 towards the Beaulieu to Denny power line. As a result of the additional strategic timber route works and associated temporary road closures, it is proposed to defer other planned work in the area of £130,000 to 2018/19 to minimise travel disruption. The Council has also been awarded £16,000 from Sustrans in 2017/18 towards the Cycling Walking & Safer Streets programme, and it is proposed to increase the expenditure by this amount. A contribution of £26,000 has also been allocated by Network Rail in 2017/18 for proposed works within the Road Safety Barriers programme. It is proposed to increase the expenditure accordingly to match the additional funding from Network Rail.
- 3.4.3 The works being undertaken on the A9/A85 Road junctions Improvement are progressing well, and are ahead of the original timetable. Accordingly, the contractor has issued a revised expenditure profile in line with the revised anticipated programme of works. This reflects an increase in expenditure of £9,372,000 in 2017/18 which it is proposed to accelerate from 2018/19. In addition, there is a contribution of £129,000 towards the works as a result of selling part of the land purchased which was required to allow access for the works, and it is also proposed to increase the budget by this amount. It is also proposed to rephase the Perth Transport Futures budget to reflect the incurrance of fees, design costs and survey works only in the initial years, with the works now anticipated to commence in 2020/21 and be completed in 2022/23.
- 3.4.4 The works on Contract 2 of the Almondbank Flood Protection Scheme are progressing well with nearly 50% of the project complete on site. In accordance with the contract terms a series of compensation events have

been submitted by the main contractor estimated at £1,100,000 for issues and items not included within the original scope of works. In addition, statutory utility works (Scottish Water) have increased by £1,000,000 due to issues around the original work programming assumptions, timescales for delivery and subsequent cost estimates being higher than anticipated. Further cost increases of £600,000 have also been incurred in respect of private land owner compensation for loss of business during the period of works, contaminated land remediation, private utility diversion works and road closure bus diversion costs. With approximately 50% of the project still to deliver, predominantly over the winter period, there is still the potential for construction risk due to inclement weather over the next 8 months. Accordingly, it is proposed to include a contingency of £300,000 (approximately 1.3% of the total scheme cost). Therefore, this gives an estimated shortfall of £3,000,000 in the Project budget to enable the works to be completed.

- 3.4.5 It is proposed that the additional estimated cost of £3,000,000 is funded from the existing 6 year Structural Maintenance programme, with £1,000,000 from each of the years 2020/21, 2021/22 and 2022/23. The total Structural Maintenance budget between 2017/18 and 2022/23 now totals £42,876,000.
- 3.4.6 Following the development of the full specification and scope of work required for the Creative Exchange project, the anticipated cost has increased by £1,485,000. There is also an increase in Third Party Contributions of £485,000 from the Cities Investment Fund, and the balance of the funding amounting to £1,000,000 is subject to the Tay City Deal bid. It is proposed that the budget for the Creative Exchange is increased by £1,485,000, and that the Third Party Contributions are increased by a corresponding amount, in lieu of the outcome of the bid being known.
- 3.4.7 Within the 2017/18 Community Greenspace works programmes, a Third Party Contribution of £76,000 has been allocated to the Play Area Improvement Strategy from the Blackford Improvement Group. It is proposed that the expenditure budget is increased by £68,000, reflecting that the balance of the proposed works being funded from the contribution has already been budgeted. In addition, £18,000 of other works in the Play Area Improvements programme is proposed to be re-profiled to 2018/19.
- 3.4.8 Within Property Services, it is proposed that various school improvements works are transferred to the Education & Children's Services budget as outlined in Section 3.3.2 above. An additional Third Party Contribution of £25,000 has been awarded by Salix Finance towards Energy Conservation works which is required to be match-funded by a Revenue Contribution from the Council's Central Energy Efficiency Fund (CEEF). There is also some proposed re-profiling of expenditure between years within the Property Services programme. In addition, it is proposed to increase the scope of work being undertaken at the North Muirton Food & Drink by £252,000, in order to sub-divide 2 of the new units and install solar panels. This expenditure will be funded from the use of receipts within the Commercial Property Investment Programme which have been brought forward from previous years.

- 3.4.9 Within the Prudential Borrowing programme, it is proposed to reprofile budgets from 2018/19 into 2017/18 to reflect progress being made on various projects. This relates to £48,000 of work under the Smart Cities Waste programme, together with £19,000 of related Third Party Contributions. It is further proposed to re-profile £330,000 of Vehicle Replacements, including £26,000 estimated vehicle disposals. In addition, there has been an overall increase of £274,000 in the final costs on various Prudential Borrowing projects which were completed in 2016/17, and consequently the Borrowing Requirement within the overall programme has increased by this amount.
- 3.4.10 It is proposed to remove the Tay Heat Pump & District Heat Network from the Prudential Borrowing programme at this time, which reduces the current Borrowing Requirement in 2018/19 by £3,500,000 and a further £1,000,000 in 2019/20. As part of the Tay Cities Deal a revised approach to renewable energy promotion is currently being developed and will be brought forward in due course.
- 3.4.11 All the above proposed adjustments have been reflected in Appendices I and II.

### 3.5 Housing and Community Safety

- 3.5.1 The Director (Housing & Community Safety) has reviewed the current programme. The only proposal at this stage is to transfer £624,000 from the Letham Wellbeing Hub from 2017/18 to 2018/19. This reflects the main works contract starting in February 2018, with only minor works being undertaken in advance of the main contract starting.
- 3.5.2 The above proposed adjustment, together with the tidying up of carry forward balances from 2016/17 within the Health & Social Care and Housing & Community Safety programmes, has been reflected in Appendices I and II.

### 3.6 Corporate & Democratic Services

- 3.6.1 The Corporate IT Manager has reviewed the current programme. The hardware costs for the Electronic Data Record Management System (EDRMS) project were incurred in 2016/17, with no further capital expenditure anticipated. Therefore, it is proposed that the balance of £15,000 is removed from the programme, which accordingly reduces the borrowing requirement. Within the Prudential Borrowing projects, there has been some rephasing of expenditure to reflect the current status of the programme.
- 3.6.2 The above proposed adjustments have been reflected in Appendices I and II.

## 4. **HOUSING INVESTMENT PROGRAMME**

- 4.1 An analysis of the whole programme has been undertaken to compare the actual final expenditure for 2016/17 included in the unaudited final accounts against the revised budgets in Monitoring Report No.4 (report No. 17/153 refers). This has highlighted that net expenditure for the year ended 31 March

2017 was £21,334,000, which is £1,736,000 less than anticipated. Capital Receipts arising from the sale of property and other sales were £42,000 less than anticipated and the Capital Funded from Current Revenue (CFCR) contribution was £253,000 more than forecast. The combined effect of reduced net expenditure and increased income has therefore reduced the 2016/17 Housing Investment programme borrowing requirement by £1,947,000.

- 4.2 The majority of the reduction in the 2016/17 net expenditure is attributed to the Council House New Build Future Developments programme, which was still to be allocated to specific projects. All the carry forward budget movements are detailed within Appendix III and the Director (Housing and Community Safety) proposes that the budgets for these movements are adjusted in 2017/18.
- 4.3 Net expenditure for 2017/18 to 31 July 2017 amounts to £6,672,000 and receipts amount to £240,000, giving a borrowing requirement of £6,432,000 for the year to date. The current estimated net expenditure over the six years 2017/18 to 2021/22 amounts to £80,308,000. This includes the £1,736,000 brought forward from 2016/17. The Director (Housing & Community Safety) proposes to make several adjustments to the programme approved on 19 April 2017, and these have been included at Appendix III. The most significant adjustments are described below.
- 4.4 It is proposed to transfer a total of £879,000 from the New Build Future Development budget in 2017/18 to individual schemes. This includes a new development at Lynn Road, Stanley with an estimated cost of £1,376,000. It is proposed that £200,000 will be funded from Council Tax Second Home Income and £570,000 by Scottish Government grant, leaving £606,000 to be funded from the Future Developments budget. The remaining proposed allocations from the Future Developments budget relate to smaller movements to align the budgets with updated cost estimates for additional Greenspace works at Balbeggie (£10,000), demolition costs at Crieff Road (£94,000), soil remediation works and other costs at Glenearn Road (£151,000) and additional car parking facilities at Cairns Crescent (£18,000).
- 4.5 The Scottish Government has awarded the Council £840,000 in 2017/18 towards the Increase in Council House Stock programme to support buying-back former Council houses. Accordingly, it is also proposed to increase the expenditure budget by this amount.
- 4.6 Following good progress made on the Central Heating & Rewiring Works, Triple Glazing and Energy Efficiency works last year, it is proposed to further accelerate the programme of works on these schemes in 2017/18. Therefore, it is proposed to accelerate £750,000 from 2018/19 and £1,000,000 from 2019/20 to the 2017/18 Central Heating & Rewiring programme. Similarly, it is proposed to accelerate £100,000 from 2018/19 and £300,000 from 2019/20 into the 2017/18 Triple Glazing programme. It is further proposed that £800,000 is accelerated from the 2018/19 Energy Efficiency programme to 2017/18, of which £550,000 is to be transferred to the Triple Glazing budget reflecting the nature of the energy efficiency works being undertaken.

- 4.7 As a result of the ongoing work on the Bathroom Modernisation Programme it is proposed to increase the budget by £287,000 in 2017/18 to be funded from savings in the Lock Ups and Garage Sites work programme (£150,000) and by allocating the balance on the General Capital works budget (£137,000) in 2017/18. It also proposed to accelerate £79,000 of the Kitchen Modernisation budget from 2020/21 into 2017/18.
- 4.8 The current scope and specification of the work programme on Multi Storey flats is being reviewed. Accordingly, it is proposed to transfer £2,000,000 from 2017/18 into 2018/19 pending the outcome of this review. In addition, it is proposed to accelerate £300,000 of the Fire Precaution Measures budget from 2018/19 to the current year in order to undertake planned fire safety works.
- 4.9 Capital Receipts have also been revised in line with current estimates. The Right to Buy programme ended on 31 July 2016, with only applications received by that date being able to be considered. However, there remain some applications still being processed in the current year. It is therefore proposed to increase the estimated Receipts by £199,000 in line with actual sales anticipated to conclude. In addition, the current estimated contribution from the Revenue Budget (CFCR) is £2,970,000, which represents an increase of £366,000 from the last estimate, and accordingly reduces the amount of borrowing. There is also a reduction of £1,000 relating to Other Income carried forward from 2016/17.
- 4.10 As a result of all the proposed adjustments, including amounts carried forward from 2016/17, the total Housing Investment Programme borrowing requirement over the five year period to 31 March 2022 has reduced by £564,000, which relates to the additional receipts and CFCR identified in Section 4.9 above.

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

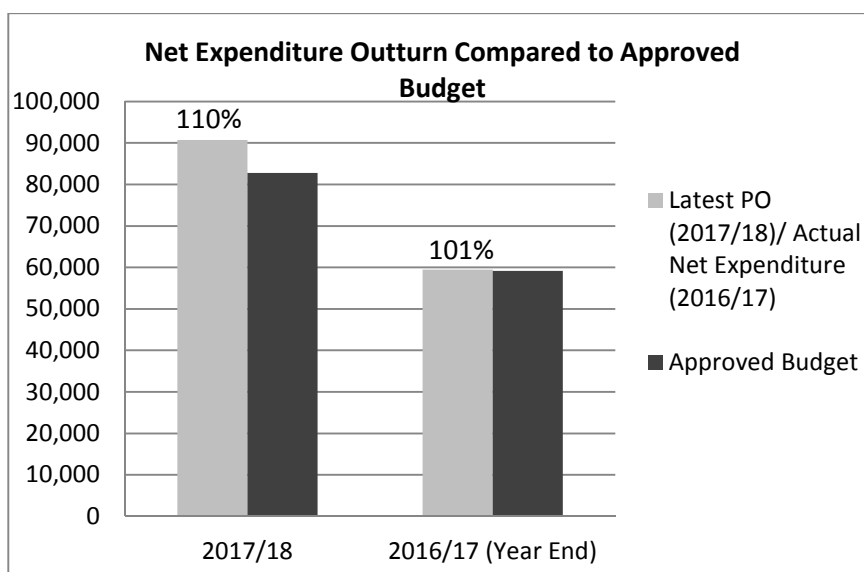
- 5.1 Detailed at Appendix IV is the 2017/18 proposed budget and the projected outturn for the Renewal & Repair Fund.
- 5.2 The Council's revenue budget includes a contribution from the Renewal & Repair Fund of £258,000. The projected outturn for this has been increased by £5,000 to reflect the increased opening balance with a view to reducing the balance on the Renewal & Repair Fund to nil by the end of the financial year.

## **6. BUDGET OVERVIEW**

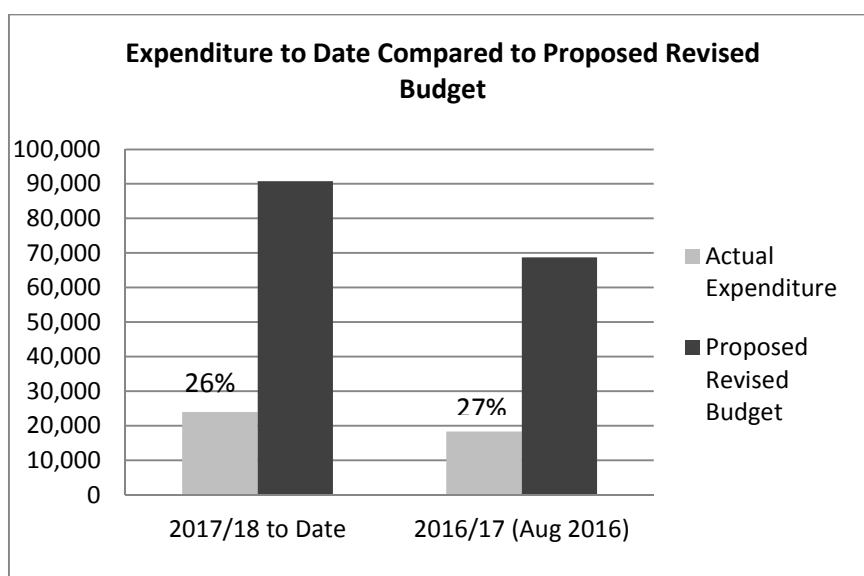
- 6.1 The Composite Capital Budget approved by this Committee on 19 April 2017 has been reviewed and updated to reflect the latest monitoring.



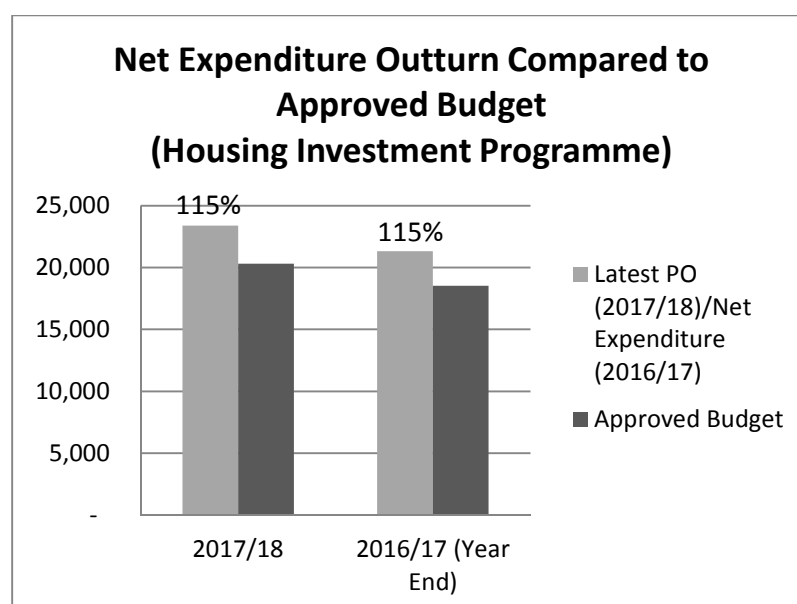
- 6.2 The latest projected 2017/18 net expenditure outturn for the Composite Capital Programme represents 110% of the 2017/18 budget approved on 19 April 2017:



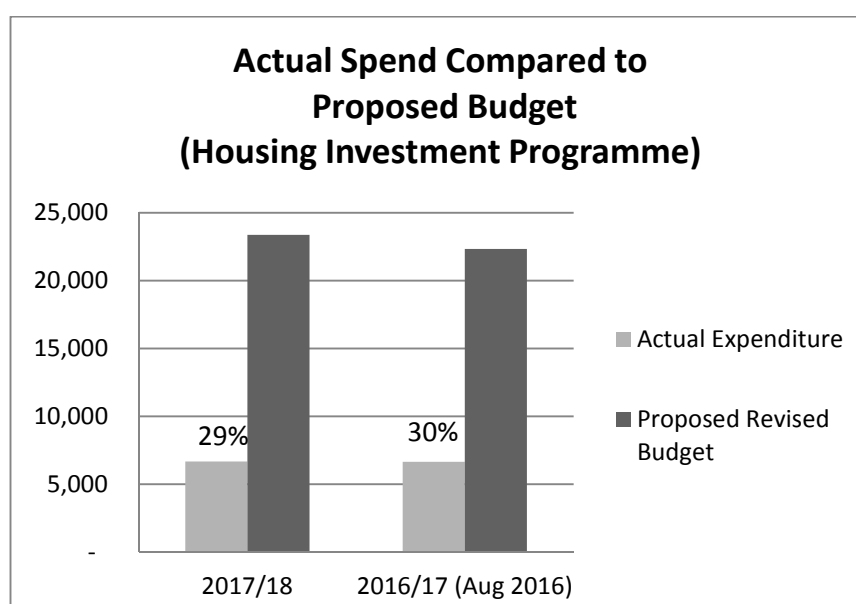
- 6.3 This difference is a result of the proposed budget adjustments included within this report (an increase of £8,729,000, less a £728,000 reduction brought forward from 2016/17). The most significant adjustments relate to the rephasing of the A9/A85 Road Junction Improvement project (see Section 3.4.3) and increased expenditure on the Almondbank Flood Prevention Scheme (see Section 3.4.4).
- 6.4 Movements in proposed net expenditure on the Composite Capital Programme and the subsequent impact upon the Council's Borrowing Requirement will continue to be managed through the Council's Treasury function. Actual net expenditure to 31 July 2017 on the programme represents 26% of the proposed revised 2017/18 budget:



- 6.5 The latest projected gross expenditure outturn for the Housing Investment Programme represents 115% of the 2017/18 budget approved by this Committee on 19 April 2017:



- 6.6 Actual net expenditure at 31 July 2017 on the Housing Investment Programme represents 29% of the proposed revised 2017/18 budget:



- 6.7 This report identifies revised projected expenditure and proposed budget movements on a number of Capital projects and Programmes. As detailed in Section 2.6 to 2.8, the proposed borrowing requirement on the 6-year Composite Programme has decreased by £5,207,000. Proposed movements on the Housing Investment Programme are detailed at Section 4, and show a reduction in the borrowing requirement of £564,000 over the 5-year budget.

## 7. RECOMMENDATIONS

7.1 It is recommended that the Committee:

- (i) Notes the contents of this report.
- (ii) Approves the proposed budget adjustments to the six year Composite Capital Budget 2017/18 to 2022/23 set out in Sections 2 and 3 of this report and summarised at Appendices I and II.
- (iii) Approves the proposed budget and monitoring adjustments to the Housing Investment Programme Budget 2017/18 to 2021/22 set out in Section 4 of this report and summarised at Appendix III.
- (iv) Approves the proposed Budget and notes the revised outturn for the Renewal & Repair Fund as detailed in Section 5 and Appendix IV of this report.

### Author(s)

| Name              | Designation       | Contact Details                                                  |
|-------------------|-------------------|------------------------------------------------------------------|
| John Jennings     | Senior Accountant | <a href="mailto:CHXFinance@pkc.gov.uk">CHXFinance@pkc.gov.uk</a> |
| Stewart MacKenzie | Head of Finance   |                                                                  |

### Approved

| Name          | Designation                                        | Date           |
|---------------|----------------------------------------------------|----------------|
| Jim Valentine | Depute Chief Executive and Chief Operating Officer | 30 August 2017 |

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

### 1. Strategic Implications

#### 1.1. Corporate Plan

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

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

1.1.2 This report relates to all of these objectives.

### 2. Resource Implications

#### 2.1. Financial

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

## 2.2. Workforce

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

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

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

# 3. **Assessments**

## 3.1. Equality Impact Assessment

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

## 3.2 Strategic Environmental Assessment

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

## 3.3 Sustainability

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

# 4. **Consultation**

## 4.1 Internal

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

## **5. BACKGROUND PAPERS**

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

## **6. APPENDICES**

Appendix I – Composite Capital Programme - Estimated Capital Resources 2017/18 to 2022/23

Appendix II – Composite Capital Programme - Summary of Capital Resources and Expenditure 2017/18 to 2022/23

Appendix III – Housing Investment Programme – Summary of Capital Resources and Expenditure 2017/18 to 2021/22

Appendix IV – Renewal & Repair Fund Budget 2017/18

Appendix V – Capital Programme Exceptions Report 2017/18

**PERTH AND KINROSS COUNCIL**  
**COMPOSITE CAPITAL PROGRAMME**  
*Estimated Capital Resources 2017/18 to 2022/23*

**APPENDIX I**

|                                                              | Capital<br>Resources<br>2017/18<br>(£'000)<br>Revised<br>Budget | Capital<br>Resources<br>2018/19<br>(£'000)<br>Revised<br>Budget | Capital<br>Resources<br>2019/20<br>(£'000)<br>Revised<br>Budget | Capital<br>Resources<br>2020/21<br>(£'000)<br>Revised<br>Budget | Capital<br>Resources<br>2021/22<br>(£'000)<br>Revised<br>Budget | Capital<br>Resources<br>2022/23<br>(£'000)<br>Revised<br>Budget | Capital<br>Resources<br>TOTAL<br>(£'000)<br>Revised<br>Budget |
|--------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------|
| <b><u>Capital Grants</u></b>                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                               |
| Cycling, Walking & Safer Streets (CWSS)                      | 205                                                             | 221                                                             | 221                                                             | 200                                                             | 200                                                             | 200                                                             | 1,247                                                         |
| Early Learning & Childcare                                   | 887                                                             | 0                                                               | 0                                                               | 0                                                               | 0                                                               | 0                                                               | 887                                                           |
| Infrastructure Grant - Bleaton Hallet Bridge                 | 0                                                               | 0                                                               | 0                                                               | 0                                                               | 0                                                               | 0                                                               | 0                                                             |
| General Capital Grant                                        | 16,211                                                          | 14,655                                                          | 11,625                                                          | 23,886                                                          | 22,936                                                          | 12,852                                                          | 102,165                                                       |
| <b>Total Capital Grants</b>                                  | <b>17,303</b>                                                   | <b>14,876</b>                                                   | <b>11,846</b>                                                   | <b>24,086</b>                                                   | <b>23,136</b>                                                   | <b>13,052</b>                                                   | <b>104,299</b>                                                |
| <b><u>General Capital Receipts</u></b>                       |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                               |
| General Fund - Capital Receipts                              | 1,490                                                           | 196                                                             | 260                                                             | 207                                                             | 250                                                             | 500                                                             | 2,903                                                         |
| General Fund - Housing Receipts                              | 5                                                               | 3                                                               | 3                                                               | 3                                                               | 3                                                               | 0                                                               | 17                                                            |
| General Fund - Ring Fenced Receipts                          | 317                                                             | 296                                                             | 268                                                             | 256                                                             | 221                                                             | 354                                                             | 1,712                                                         |
| <b>Total General Capital Receipts</b>                        | <b>1,812</b>                                                    | <b>495</b>                                                      | <b>531</b>                                                      | <b>466</b>                                                      | <b>474</b>                                                      | <b>854</b>                                                      | <b>4,632</b>                                                  |
| <b><u>Commercial Property Receipts</u></b>                   |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                               |
| Capital Receipts brought-forward                             | 1,326                                                           | 908                                                             | 594                                                             | 83                                                              | 167                                                             | 484                                                             | 1,326                                                         |
| Commercial Property Capital Receipts                         | 1,685                                                           | 1,724                                                           | 510                                                             | 84                                                              | 317                                                             | 308                                                             | 4,628                                                         |
| Capital Receipts carried-forward                             | (908)                                                           | (594)                                                           | (83)                                                            | (167)                                                           | (484)                                                           | (792)                                                           | (792)                                                         |
| <b>Total Commercial Property Receipts Applied</b>            | <b>2,103</b>                                                    | <b>2,038</b>                                                    | <b>1,021</b>                                                    | <b>0</b>                                                        | <b>0</b>                                                        | <b>0</b>                                                        | <b>5,162</b>                                                  |
| <b><u>Contributions</u></b>                                  |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                                 |                                                               |
| Third Party Contributions                                    | 8,297                                                           | 3,413                                                           | 5,000                                                           | 3,500                                                           | 0                                                               | 0                                                               | 20,210                                                        |
| Developer Contributions                                      | 3,146                                                           | 1,810                                                           | 1,810                                                           | 1,810                                                           | 2,010                                                           | 2,020                                                           | 12,606                                                        |
| Revenue Budget Contributions                                 | 773                                                             | 90                                                              | 180                                                             | 0                                                               | 0                                                               | 0                                                               | 1,043                                                         |
| <b>Total Contributions</b>                                   | <b>12,216</b>                                                   | <b>5,313</b>                                                    | <b>6,990</b>                                                    | <b>5,310</b>                                                    | <b>2,010</b>                                                    | <b>2,020</b>                                                    | <b>33,859</b>                                                 |
| <b>Capital Borrowing Requirement</b>                         | <b>67,812</b>                                                   | <b>45,746</b>                                                   | <b>41,700</b>                                                   | <b>58,629</b>                                                   | <b>77,904</b>                                                   | <b>52,268</b>                                                   | <b>344,059</b>                                                |
| <b>TOTAL CAPITAL RESOURCES/<br/>GROSS BUDGET EXPENDITURE</b> | <b>101,246</b>                                                  | <b>68,468</b>                                                   | <b>62,088</b>                                                   | <b>88,491</b>                                                   | <b>103,524</b>                                                  | <b>68,194</b>                                                   | <b>492,011</b>                                                |

**PERTH AND KINROSS COUNCIL**  
**COMPOSITE CAPITAL PROGRAMME**  
*Estimated Capital Resources 2017/18 to 2022/23*

**Movements in Resources from Approved Budget - 19th April 2017**

|                                                             | <b>Report<br/>Section</b> | <b>Revised<br/>Budget<br/>2017/18<br/>£'000</b> | <b>Revised<br/>Budget<br/>2018/19<br/>£'000</b> | <b>Revised<br/>Budget<br/>2019/20<br/>£'000</b> | <b>Revised<br/>Budget<br/>2020/21<br/>£'000</b> | <b>Revised<br/>Budget<br/>2021/22<br/>£'000</b> | <b>Revised<br/>Budget<br/>2022/23<br/>£'000</b> | <b>Revised<br/>Budget<br/>TOTAL<br/>£'000</b> |
|-------------------------------------------------------------|---------------------------|-------------------------------------------------|-------------------------------------------------|-------------------------------------------------|-------------------------------------------------|-------------------------------------------------|-------------------------------------------------|-----------------------------------------------|
| Increase/(Decrease) in Capital Receipts - General Fund      | 2.5                       | (277)                                           | 0                                               | 260                                             | 33                                              | 0                                               | 0                                               | 16                                            |
| Increase/(Decrease) in Capital Receipts - Comm Property     | 2.5                       | (668)                                           | 773                                             | 0                                               | 0                                               | 0                                               | 0                                               | 105                                           |
| Increase/(Decrease) in Capital Receipts - Housing Receipts  | Appendix II               | 1                                               | 0                                               | 0                                               | 0                                               | 0                                               | 0                                               | 1                                             |
| Increase/(Decrease) in Capital Receipts - Ring Fenced       | 3.4.7                     | 29                                              | (26)                                            | 0                                               | 0                                               | 0                                               | 0                                               | 3                                             |
| Increase/(Decrease) in Capital Grants:                      |                           |                                                 |                                                 |                                                 |                                                 |                                                 |                                                 |                                               |
| Early Learning & Childcare                                  | 2.3                       | 887                                             | 0                                               | 0                                               | 0                                               | 0                                               | 0                                               | 887                                           |
| General Capital Grant                                       | 2.3                       | 164                                             | 0                                               | 0                                               | 0                                               | 0                                               | 0                                               | 164                                           |
| Increase/(Decrease) in Third Party Contributions            | 2.4                       | 2,793                                           | 1,120                                           | 0                                               | 0                                               | 0                                               | 0                                               | 3,913                                         |
| Increase/(Decrease) in Revenue Contributions                | 2.4                       | 633                                             | 0                                               | 0                                               | 0                                               | 0                                               | 0                                               | 633                                           |
| Increase/(Decrease) in Developer Contributions              | Appendix II               | (394)                                           | 0                                               | 0                                               | 0                                               | 0                                               | 0                                               | (394)                                         |
| Increase/(Decrease) in Resources b/f                        | 2.5                       | 451                                             | (923)                                           | (150)                                           | (150)                                           | (150)                                           | (150)                                           | 451                                           |
| (Increase)/Decrease in Resources c/f to future years        | 2.5                       | 923                                             | 150                                             | 150                                             | 150                                             | 150                                             | 150                                             | 150                                           |
| Increase/(Decrease) in Borrowing Requirement                | 2.6 to 2.8                | 7,801                                           | (11,163)                                        | (36,311)                                        | (7,379)                                         | 15,422                                          | 26,423                                          | (5,207)                                       |
| <b>Total Increase/(Decrease) in Resources</b>               |                           | <b>12,343</b>                                   | <b>(10,069)</b>                                 | <b>(36,051)</b>                                 | <b>(7,346)</b>                                  | <b>15,422</b>                                   | <b>26,423</b>                                   | <b>722</b>                                    |
| Approved Resources per SP&R - 19 April 2017 (report 17/153) |                           | 88,903                                          | 78,537                                          | 98,139                                          | 95,837                                          | 88,102                                          | 41,771                                          | 491,289                                       |
| <b>Revised Resources</b>                                    |                           | <b>101,246</b>                                  | <b>68,468</b>                                   | <b>62,088</b>                                   | <b>88,491</b>                                   | <b>103,524</b>                                  | <b>68,194</b>                                   | <b>492,011</b>                                |



**PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2017/18 to 2022/23**

|                                                                                | Approved<br>Budget<br>19-Apr-17<br><br>2016/17<br>(£'000) | Actual<br>Expenditure<br><br>2016/17<br>(£'000) | Proposed<br>Carry<br>Forward<br>to<br>2017/18<br>(£'000) | Approved<br>Budget<br>19-Apr-17<br><br>2017/18<br>(£'000) | Proposed<br>Brought<br>Forward<br>from<br>2016/17<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 1<br>2017/18<br>(£'000) | Revised<br>Budget<br><br>Report 1<br>2017/18<br>(£'000) | Actuals<br>to<br>31-Jul-17<br><br>2017/18<br>(£'000) | Projected<br>Outturn<br><br>2017/18<br>(£'000) |
|--------------------------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------|------------------------------------------------------|------------------------------------------------|
| EDUCATION AND CHILDREN'S SERVICES                                              | 19,153                                                    | 19,978                                          | (825)                                                    | 21,705                                                    | (825)                                                        | (997)                                                              | 19,883                                                  | 5,405                                                | 19,883                                         |
| THE ENVIRONMENT SERVICES                                                       | 37,364                                                    | 37,428                                          | (64)                                                     | 56,337                                                    | (64)                                                         | 11,038                                                             | 67,311                                                  | 18,013                                               | 67,311                                         |
| HEALTH AND SOCIAL CARE                                                         | 303                                                       | 273                                             | 30                                                       | 530                                                       | 30                                                           | 18                                                                 | 578                                                     | 12                                                   | 578                                            |
| HOUSING AND COMMUNITY SAFETY                                                   | 429                                                       | 357                                             | 72                                                       | 1,152                                                     | 72                                                           | (660)                                                              | 564                                                     | 122                                                  | 564                                            |
| CORPORATE AND DEMOCRATIC SERVICES                                              | 1,803                                                     | 1,744                                           | 59                                                       | 3,042                                                     | 59                                                           | (670)                                                              | 2,431                                                   | 439                                                  | 2,431                                          |
| <b>TOTAL NET EXPENDITURE</b>                                                   | <b>59,052</b>                                             | <b>59,780</b>                                   | <b>(728)</b>                                             | <b>82,766</b>                                             | <b>(728)</b>                                                 | <b>8,729</b>                                                       | <b>90,767</b>                                           | <b>23,991</b>                                        | <b>90,767</b>                                  |
| (NET OF GRANTS, REVENUE AND 3RD PARTY CONTRIBUTIONS, AND RING FENCED RECEIPTS) |                                                           |                                                 |                                                          |                                                           |                                                              |                                                                    |                                                         |                                                      |                                                |
| GENERAL CAPITAL GRANT                                                          | (12,472)                                                  | (12,308)                                        | (164)                                                    | (16,047)                                                  | (164)                                                        | 0                                                                  | (16,211)                                                | (6,158)                                              | (16,211)                                       |
| DEVELOPER CONTRIBUTIONS                                                        | 0                                                         | (394)                                           | 394                                                      | (3,540)                                                   | 394                                                          | 0                                                                  | (3,146)                                                 | 0                                                    | (3,146)                                        |
| CAPITAL RECEIPTS                                                               | (995)                                                     | (975)                                           | (20)                                                     | (4,124)                                                   | (20)                                                         | 964                                                                | (3,180)                                                 | (689)                                                | (3,180)                                        |
| ANNUAL BORROWING REQUIREMENT                                                   | <b>45,585</b>                                             | <b>46,103</b>                                   | <b>(518)</b>                                             | <b>59,055</b>                                             | <b>(518)</b>                                                 | <b>9,693</b>                                                       | <b>68,230</b>                                           | <b>17,144</b>                                        | <b>68,230</b>                                  |
| CAPITAL RECEIPTS BROUGHT FORWARD                                               | (1,788)                                                   | (1,788)                                         | 0                                                        | (875)                                                     | 0                                                            | (451)                                                              | (1,326)                                                 | (1,326)                                              | (1,326)                                        |
| CAPITAL RECEIPTS CARRIED FORWARD                                               | 875                                                       | 1,326                                           | (451)                                                    | 1,831                                                     | (451)                                                        | (472)                                                              | 908                                                     | 1,770                                                | 908                                            |
| <b>TOTAL NET BORROWING REQUIREMENT</b>                                         | <b>44,672</b>                                             | <b>45,641</b>                                   | <b>(969)</b>                                             | <b>60,011</b>                                             | <b>(969)</b>                                                 | <b>8,770</b>                                                       | <b>67,812</b>                                           | <b>17,588</b>                                        | <b>67,812</b>                                  |

**PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2017/18 to 2022/23**

|                                                                                | Approved<br>Budget<br>19-Apr-17<br><br>2018/19<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 1<br>2018/19<br>(£'000) | Revised<br>Budget<br><br>Report 1<br>2018/19<br>(£'000) | Approved<br>Budget<br>19-Apr-17<br><br>2019/20<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 1<br>2019/20<br>(£'000) | Revised<br>Budget<br><br>Report 1<br>2019/20<br>(£'000) | Approved<br>Budget<br>19-Apr-17<br><br>2020/21<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 1<br>2020/21<br>(£'000) | Revised<br>Budget<br><br>Report 1<br>2020/21<br>(£'000) |
|--------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------|
| EDUCATION AND CHILDREN'S SERVICES                                              | 15,368                                                    | (442)                                                              | 14,926                                                  | 38,718                                                    | (16,754)                                                           | 21,964                                                  | 22,100                                                    | 7,470                                                              | 29,570                                                  |
| THE ENVIRONMENT SERVICES                                                       | 53,803                                                    | (12,018)                                                           | 41,785                                                  | 51,311                                                    | (19,297)                                                           | 32,014                                                  | 67,416                                                    | (14,816)                                                           | 52,600                                                  |
| HEALTH AND SOCIAL CARE                                                         | 1,163                                                     | 0                                                                  | 1,163                                                   | 250                                                       | 0                                                                  | 250                                                     | 250                                                       | 0                                                                  | 250                                                     |
| HOUSING AND COMMUNITY SAFETY                                                   | 2,130                                                     | 642                                                                | 2,772                                                   | 130                                                       | 0                                                                  | 130                                                     | 130                                                       | 0                                                                  | 130                                                     |
| CORPORATE AND DEMOCRATIC SERVICES                                              | 3,147                                                     | 655                                                                | 3,802                                                   | 2,061                                                     | 0                                                                  | 2,061                                                   | 1,985                                                     | 0                                                                  | 1,985                                                   |
| <b>TOTAL NET EXPENDITURE</b>                                                   | <b>75,611</b>                                             | <b>(11,163)</b>                                                    | <b>64,448</b>                                           | <b>92,470</b>                                             | <b>(36,051)</b>                                                    | <b>56,419</b>                                           | <b>91,881</b>                                             | <b>(7,346)</b>                                                     | <b>84,535</b>                                           |
| (NET OF GRANTS, REVENUE AND 3RD PARTY CONTRIBUTIONS, AND RING FENCED RECEIPTS) |                                                           |                                                                    |                                                         |                                                           |                                                                    |                                                         |                                                           |                                                                    |                                                         |
| GENERAL CAPITAL GRANT                                                          | (14,655)                                                  | 0                                                                  | (14,655)                                                | (11,625)                                                  | 0                                                                  | (11,625)                                                | (23,886)                                                  | 0                                                                  | (23,886)                                                |
| DEVELOPER CONTRIBUTIONS                                                        | (1,810)                                                   | 0                                                                  | (1,810)                                                 | (1,810)                                                   | 0                                                                  | (1,810)                                                 | (1,810)                                                   | 0                                                                  | (1,810)                                                 |
| CAPITAL RECEIPTS                                                               | (1,150)                                                   | (773)                                                              | (1,923)                                                 | (513)                                                     | (260)                                                              | (773)                                                   | (261)                                                     | (33)                                                               | (294)                                                   |
| ANNUAL BORROWING REQUIREMENT                                                   | <b>57,996</b>                                             | <b>(11,936)</b>                                                    | <b>46,060</b>                                           | <b>78,522</b>                                             | <b>(36,311)</b>                                                    | <b>42,211</b>                                           | <b>65,924</b>                                             | <b>(7,379)</b>                                                     | <b>58,545</b>                                           |
| CAPITAL RECEIPTS BROUGHT FORWARD                                               | (1,831)                                                   | 923                                                                | (908)                                                   | (744)                                                     | 150                                                                | (594)                                                   | (233)                                                     | 150                                                                | (83)                                                    |
| CAPITAL RECEIPTS CARRIED FORWARD                                               | 744                                                       | (150)                                                              | 594                                                     | 233                                                       | (150)                                                              | 83                                                      | 317                                                       | (150)                                                              | 167                                                     |
| <b>TOTAL NET BORROWING REQUIREMENT</b>                                         | <b>56,909</b>                                             | <b>(11,163)</b>                                                    | <b>45,746</b>                                           | <b>78,011</b>                                             | <b>(36,311)</b>                                                    | <b>41,700</b>                                           | <b>66,008</b>                                             | <b>(7,379)</b>                                                     | <b>58,629</b>                                           |

**PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2017/18 to 2022/23**

|                                                                                | Approved<br>Budget<br>19-Apr-17<br><br>2021/22<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 1<br>2021/22<br>(£'000) | Revised<br>Budget<br><br>Report 1<br>2021/22<br>(£'000) | Approved<br>Budget<br>19-Apr-17<br><br>2022/23<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 1<br>2022/23<br>(£'000) | Revised<br>Budget<br><br>Report 1<br>2022/23<br>(£'000) | Revised<br>Budget<br><br>Report 1<br>TOTAL<br>(£'000) |
|--------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------|
| EDUCATION AND CHILDREN'S SERVICES                                              | 23,773                                                    | 11,723                                                             | 35,496                                                  | 18,678                                                    | 0                                                                  | 18,678                                                  | 140,517                                               |
| THE ENVIRONMENT SERVICES                                                       | 61,207                                                    | 3,699                                                              | 64,906                                                  | 19,426                                                    | 26,423                                                             | 45,849                                                  | 304,465                                               |
| HEALTH AND SOCIAL CARE                                                         | 250                                                       | 0                                                                  | 250                                                     | 250                                                       | 0                                                                  | 250                                                     | 2,741                                                 |
| HOUSING AND COMMUNITY SAFETY                                                   | 195                                                       | 0                                                                  | 195                                                     | 70                                                        | 0                                                                  | 70                                                      | 3,861                                                 |
| CORPORATE AND DEMOCRATIC SERVICES                                              | 2,256                                                     | 0                                                                  | 2,256                                                   | 2,793                                                     | 0                                                                  | 2,793                                                   | 15,328                                                |
| <b>TOTAL NET EXPENDITURE</b>                                                   | <b>87,681</b>                                             | <b>15,422</b>                                                      | <b>103,103</b>                                          | <b>41,217</b>                                             | <b>26,423</b>                                                      | <b>67,640</b>                                           | <b>466,912</b>                                        |
| (NET OF GRANTS, REVENUE AND 3RD PARTY CONTRIBUTIONS, AND RING FENCED RECEIPTS) |                                                           |                                                                    |                                                         |                                                           |                                                                    |                                                         |                                                       |
| GENERAL CAPITAL GRANT                                                          | (22,936)                                                  | 0                                                                  | (22,936)                                                | (12,852)                                                  | 0                                                                  | (12,852)                                                | (102,165)                                             |
| DEVELOPER CONTRIBUTIONS                                                        | (2,010)                                                   | 0                                                                  | (2,010)                                                 | (2,020)                                                   | 0                                                                  | (2,020)                                                 | (12,606)                                              |
| CAPITAL RECEIPTS                                                               | (570)                                                     | 0                                                                  | (570)                                                   | (808)                                                     | 0                                                                  | (808)                                                   | (7,548)                                               |
| ANNUAL BORROWING REQUIREMENT                                                   | <b>62,165</b>                                             | <b>15,422</b>                                                      | <b>77,587</b>                                           | <b>25,537</b>                                             | <b>26,423</b>                                                      | <b>51,960</b>                                           | <b>344,593</b>                                        |
| CAPITAL RECEIPTS BROUGHT FORWARD                                               | (317)                                                     | 150                                                                | (167)                                                   | (634)                                                     | 150                                                                | (484)                                                   | (1,326)                                               |
| CAPITAL RECEIPTS CARRIED FORWARD                                               | 634                                                       | (150)                                                              | 484                                                     | 942                                                       | (150)                                                              | 792                                                     | 792                                                   |
| <b>TOTAL NET BORROWING REQUIREMENT</b>                                         | <b>62,482</b>                                             | <b>15,422</b>                                                      | <b>77,904</b>                                           | <b>25,845</b>                                             | <b>26,423</b>                                                      | <b>52,268</b>                                           | <b>344,059</b>                                        |

PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2017/18 to 2022/23

|                                                             | Approved<br>Budget<br>19-Apr-17 | Actual<br>Expenditure | Proposed<br>Carry<br>Forward<br>to | Approved<br>Budget<br>19-Apr-17 | Proposed<br>Brought<br>Forward | Proposed<br>Budget<br>Adjustment | Revised<br>Budget              | Actuals<br>to<br>31-Jul-17 | Projected<br>Outturn | Approved<br>Budget<br>19-Apr-17 | Proposed<br>Budget<br>Adjustment<br>Report 1 | Approved<br>Budget<br>Report 1 | Revised<br>Budget            |
|-------------------------------------------------------------|---------------------------------|-----------------------|------------------------------------|---------------------------------|--------------------------------|----------------------------------|--------------------------------|----------------------------|----------------------|---------------------------------|----------------------------------------------|--------------------------------|------------------------------|
|                                                             | 2016/17<br>(£'000)              | 2016/17<br>(£'000)    | 2017/18<br>(£'000)                 | 2017/18<br>(£'000)              | 2016/17<br>(£'000)             | 2017/18<br>(£'000)               | Report 1<br>2017/18<br>(£'000) | 2017/18<br>(£'000)         | 2017/18<br>(£'000)   | Future Years<br>(£'000)         | Future Years<br>(£'000)                      | Future Years<br>(£'000)        | Report 1<br>TOTAL<br>(£'000) |
| <b>EDUCATION AND CHILDREN'S SERVICES</b>                    |                                 |                       |                                    |                                 |                                |                                  |                                |                            |                      |                                 |                                              |                                |                              |
| Accessibility Programme                                     | 146                             | 159                   | (13)                               | 134                             | (13)                           | 0                                | 121                            | 17                         | 121                  | 555                             | 0                                            | 555                            | 676                          |
| Arts Strategy Phase 1 - Redevelopment of Perth Theatre      | 7,600                           | 7,432                 | 168                                | 7,346                           | 168                            | (57)                             | 7,457                          | 2,432                      | 7,457                | 186                             | 0                                            | 186                            | 7,643                        |
| Third Party Contributions                                   | (1,850)                         | (1,343)               | (507)                              | (4,839)                         | (507)                          | 0                                | (5,346)                        | (1,842)                    | (5,346)              | (200)                           | 0                                            | (200)                          | (5,546)                      |
| Revenue Contribution from Reserves                          | (666)                           | 0                     | (666)                              | 0                               | (666)                          | 57                               | (609)                          | 0                          | (609)                | 0                               | 0                                            | 0                              | (609)                        |
| MIS - Procurement & Integration                             | 44                              | 35                    | 9                                  | 46                              | 9                              | 0                                | 55                             | 0                          | 55                   | 220                             | 0                                            | 220                            | 275                          |
| Campus Online Booking System                                | 50                              | 45                    | 5                                  | 95                              | 5                              | (100)                            | 0                              | 0                          | 0                    | 0                               | 100                                          | 100                            | 100                          |
| Blairgowrie Recreation Centre - Replacement                 | 0                               | 10                    | (10)                               | 100                             | (10)                           | 0                                | 90                             | 0                          | 90                   | 17,600                          | 0                                            | 17,600                         | 17,690                       |
| Inspiring Learning Spaces                                   | 300                             | 298                   | 2                                  | 0                               | 2                              | 0                                | 2                              | 1                          | 2                    | 0                               | 0                                            | 0                              | 2                            |
| Third Party Contributions                                   | (300)                           | (300)                 | 0                                  | 0                               | 0                              | 0                                | 0                              | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                            |
| Early Learning & Childcare                                  | 9                               | 14                    | (5)                                | 0                               | (5)                            | 887                              | 882                            | 0                          | 882                  | 2,232                           | 0                                            | 2,232                          | 3,114                        |
| Scottish Government Grant                                   | 0                               | 0                     | 0                                  | 0                               | 0                              | (887)                            | (887)                          | (887)                      | (887)                | 0                               | 0                                            | 0                              | (887)                        |
| Life Expired Building Replacement Programme                 | 0                               | 0                     | 0                                  | 90                              | 0                              | (90)                             | 0                              | 0                          | 0                    | 958                             | (958)                                        | 0                              | 0                            |
| <b><u>Schools Modernisation Programme</u></b>               |                                 |                       |                                    |                                 |                                |                                  |                                |                            |                      |                                 |                                              |                                |                              |
| Modernising Primaries Programme                             | 31                              | 31                    | 0                                  | 250                             | 0                              | (2)                              | 248                            | 7                          | 248                  | 14,862                          | 1,087                                        | 15,949                         | 16,197                       |
| Alyth Primary School Upgrade Project                        | 6,101                           | 6,145                 | (44)                               | 1,682                           | (44)                           | 0                                | 1,638                          | 428                        | 1,638                | 0                               | 0                                            | 0                              | 1,638                        |
| Revenue Contribution                                        | (18)                            | (18)                  | 0                                  | 0                               | 0                              | 0                                | 0                              | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                            |
| Blackford Primary School (Developer Contribution)           | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                | 0                              | 0                          | 0                    | 173                             | 0                                            | 173                            | 173                          |
| Kinross Primary School Upgrade Project                      | 3,798                           | 3,810                 | (12)                               | 7,988                           | (12)                           | 0                                | 7,976                          | 3,121                      | 7,976                | 300                             | 0                                            | 300                            | 8,276                        |
| Third Party Contributions from Developers                   | (459)                           | (459)                 | 0                                  | 0                               | 0                              | 0                                | 0                              | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                            |
| Tulloch Primary School Upgrade Project                      | 3,408                           | 3,411                 | (3)                                | 6,801                           | (3)                            | 0                                | 6,798                          | 1,938                      | 6,798                | 500                             | 0                                            | 500                            | 7,298                        |
| Third Party Contributions from Developers                   | (727)                           | (727)                 | 0                                  | 0                               | 0                              | 0                                | 0                              | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                            |
| Crieff Primary School - School Upgrade Project              | 10                              | 12                    | (2)                                | 0                               | (2)                            | 2                                | 0                              | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                            |
| Errol Primary School - School Upgrade Project               | 1,275                           | 1,252                 | 23                                 | 0                               | 23                             | (23)                             | 0                              | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                            |
| Revenue Contribution                                        | 0                               | (16)                  | 16                                 | 0                               | 16                             | (16)                             | 0                              | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                            |
| Sustrans Contribution towards footpath                      | (22)                            | (22)                  | 0                                  | 0                               | 0                              | 0                                | 0                              | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                            |
| Inchture Primary School MUGA                                | 199                             | 132                   | 67                                 | 0                               | 67                             | (25)                             | 42                             | 0                          | 42                   | 0                               | 0                                            | 0                              | 42                           |
| Developer Contribution                                      | (112)                           | (87)                  | (25)                               | 0                               | (25)                           | 25                               | 0                              | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                            |
| Invergowrie Primary School Upgrade Project                  | 4                               | 0                     | 4                                  | 0                               | 4                              | 0                                | 4                              | 0                          | 4                    | 0                               | 0                                            | 0                              | 4                            |
| Oudenarde - New Primary School Development                  | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                | 0                              | 0                          | 0                    | 4,617                           | 0                                            | 4,617                          | 4,617                        |
| Third Party Contribution from Developers                    | 0                               | 0                     | 0                                  | (500)                           | 0                              | 0                                | (500)                          | 0                          | (500)                | 0                               | 0                                            | 0                              | (500)                        |
| Oakbank Primary School Upgrade Project                      | 101                             | 22                    | 79                                 | 0                               | 79                             | 0                                | 79                             | 1                          | 79                   | 0                               | 0                                            | 0                              | 79                           |
| North/West Perth - New Primary School                       | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                | 0                              | 0                          | 0                    | 9,000                           | 0                                            | 9,000                          | 9,000                        |
| North Perth - Primary School Replacement                    | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                | 0                              | 0                          | 0                    | 16,000                          | 0                                            | 16,000                         | 16,000                       |
| Pitlochry Primary School - Replacement                      | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                | 0                              | 0                          | 0                    | 13,800                          | 0                                            | 13,800                         | 13,800                       |
| Modernising Secondaries Programme                           | 35                              | 84                    | (49)                               | 614                             | (49)                           | (442)                            | 123                            | 2                          | 123                  | 2,310                           | (1,980)                                      | 330                            | 453                          |
| Technology Upgrades                                         | 50                              | 18                    | 32                                 | 625                             | 32                             | 0                                | 657                            | 180                        | 657                  | 1,825                           | 0                                            | 1,825                          | 2,482                        |
| Perth Academy - New Sports Facilities                       | 0                               | 9                     | (9)                                | 423                             | (9)                            | (298)                            | 116                            | 6                          | 116                  | 500                             | 1,075                                        | 1,575                          | 1,691                        |
| Perth Academy - Refurbishments                              | 25                              | 6                     | 19                                 | 125                             | 19                             | 0                                | 144                            | 0                          | 144                  | 11,137                          | 3,923                                        | 15,060                         | 15,204                       |
| Perth Academy - Infrastructure Upgrade (Phase 3)            | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                | 0                              | 0                          | 0                    | 1,750                           | (1,750)                                      | 0                              | 0                            |
| Perth Grammar School - Infrastructure/Practical Areas Upgra | 50                              | 22                    | 28                                 | 0                               | 28                             | (28)                             | 0                              | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                            |
| Perth Grammar School - Upgrade Programme Phase 3            | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                | 0                              | 0                          | 0                    | 6,900                           | 0                                            | 6,900                          | 6,900                        |
| Perth Grammar School - New Reception Area                   | 0                               | 0                     | 0                                  | 150                             | 0                              | 0                                | 150                            | 0                          | 150                  | 0                               | 0                                            | 0                              | 150                          |
| Perth High School - Internal Services & Refurbishment       | 0                               | 0                     | 0                                  | 500                             | 0                              | 143                              | 643                            | 1                          | 643                  | 3,412                           | 500                                          | 3,912                          | 4,555                        |
| Perth High School Upgrade Project                           | 71                              | 3                     | 68                                 | 75                              | 68                             | (143)                            | 0                              | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                            |
| Perth High School - New School Investment                   | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                | 0                              | 0                          | 0                    | 10,000                          | 0                                            | 10,000                         | 10,000                       |
| <b>Sub-Total</b>                                            | <b>19,153</b>                   | <b>19,978</b>         | <b>(825)</b>                       | <b>21,705</b>                   | <b>(825)</b>                   | <b>(997)</b>                     | <b>19,883</b>                  | <b>5,405</b>               | <b>19,883</b>        | <b>118,637</b>                  | <b>1,997</b>                                 | <b>120,634</b>                 | <b>140,517</b>               |
| <b>TOTAL: EDUCATION AND CHILDREN'S SERVICES</b>             | <b>19,153</b>                   | <b>19,978</b>         | <b>(825)</b>                       | <b>21,705</b>                   | <b>(825)</b>                   | <b>(997)</b>                     | <b>19,883</b>                  | <b>5,405</b>               | <b>19,883</b>        | <b>118,637</b>                  | <b>1,997</b>                                 | <b>120,634</b>                 | <b>140,517</b>               |

PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2017/18 to 2022/23

|                                                        | Approved<br>Budget<br>19-Apr-17 | Actual<br>Expenditure | Proposed<br>Carry<br>Forward<br>to | Approved<br>Budget<br>19-Apr-17 | Proposed<br>Brought<br>Forward | Proposed<br>Budget<br>Adjustment<br>Report 1 | Revised<br>Budget<br>Report 1 | Actuals<br>to<br>31-Jul-17 | Projected<br>Outturn | Approved<br>Budget<br>19-Apr-17 | Proposed<br>Budget<br>Adjustment<br>Report 1 | Approved<br>Budget<br>Report 1 | Revised<br>Budget<br>Report 1 |
|--------------------------------------------------------|---------------------------------|-----------------------|------------------------------------|---------------------------------|--------------------------------|----------------------------------------------|-------------------------------|----------------------------|----------------------|---------------------------------|----------------------------------------------|--------------------------------|-------------------------------|
|                                                        | 2016/17<br>(£'000)              | 2016/17<br>(£'000)    | 2017/18<br>(£'000)                 | 2017/18<br>(£'000)              | 2016/17<br>(£'000)             | 2017/18<br>(£'000)                           | 2017/18<br>(£'000)            | 2017/18<br>(£'000)         | 2017/18<br>(£'000)   | Future Years<br>(£'000)         | Future Years<br>(£'000)                      | Future Years<br>(£'000)        | TOTAL<br>(£'000)              |
| <b>THE ENVIRONMENT SERVICE</b>                         |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| <u>Traffic &amp; Road Safety</u>                       |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| Road Safety Initiatives (20mph Zones etc..)            | 88                              | 84                    | 4                                  | 75                              | 4                              | 8                                            | 87                            | 0                          | 87                   | 250                             | 0                                            | 250                            | 337                           |
| Road Safety Initiatives                                | 0                               | 0                     | 0                                  | 721                             | 0                              | 0                                            | 721                           | 44                         | 721                  | 720                             | 0                                            | 720                            | 1,441                         |
| Vehicle Activation Signs                               | 0                               | 0                     | 0                                  | 180                             | 0                              | 0                                            | 180                           | 1                          | 180                  | 0                               | 0                                            | 0                              | 180                           |
| Cycling Walking & Safer Streets (CWSS)                 | 163                             | 163                   | 0                                  | 205                             | 0                              | 16                                           | 221                           | 0                          | 221                  | 1,042                           | 0                                            | 1,042                          | 1,263                         |
| Scottish Government Grant - CWSS                       | (163)                           | (163)                 | 0                                  | (205)                           | 0                              | 0                                            | (205)                         | 0                          | (205)                | (1,042)                         | 0                                            | (1,042)                        | (1,247)                       |
| Third Party Contribution                               | 0                               | 0                     | 0                                  | 0                               | 0                              | (16)                                         | (16)                          | 0                          | (16)                 | 0                               | 0                                            | 0                              | (16)                          |
| Car Parking - Additional Capital Grant                 | 0                               | 0                     | 0                                  | 250                             | 0                              | 0                                            | 250                           | 0                          | 250                  | 0                               | 0                                            | 0                              | 250                           |
| <b>Sub-Total</b>                                       | <b>88</b>                       | <b>84</b>             | <b>4</b>                           | <b>1,226</b>                    | <b>4</b>                       | <b>8</b>                                     | <b>1,238</b>                  | <b>45</b>                  | <b>1,238</b>         | <b>970</b>                      | <b>0</b>                                     | <b>970</b>                     | <b>2,208</b>                  |
| <u>TACTRAN Projects</u>                                |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| Bus Stop Infrastructure                                | 0                               | (1)                   | 1                                  | 0                               | 1                              | (1)                                          | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| <b>Sub-Total</b>                                       | <b>0</b>                        | <b>(1)</b>            | <b>1</b>                           | <b>0</b>                        | <b>1</b>                       | <b>(1)</b>                                   | <b>0</b>                      | <b>0</b>                   | <b>0</b>             | <b>0</b>                        | <b>0</b>                                     | <b>0</b>                       | <b>0</b>                      |
| <u>Asset Management - Roads &amp; Lighting</u>         |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| Structural Maintenance                                 | 8,573                           | 8,512                 | 61                                 | 8,848                           | 61                             | 1,415                                        | 10,324                        | 2,414                      | 10,324               | 35,422                          | (2,870)                                      | 32,552                         | 42,876                        |
| Third Party Contribution                               | (315)                           | (354)                 | 39                                 | 0                               | 39                             | (1,540)                                      | (1,501)                       | (22)                       | (1,501)              | 0                               | 0                                            | 0                              | (1,501)                       |
| Street Lighting Renewals - Upgrading/Unlit Areas       | 168                             | 169                   | (1)                                | 155                             | (1)                            | 0                                            | 154                           | 80                         | 154                  | 472                             | 0                                            | 472                            | 626                           |
| Traffic Signal Renewals - Upgrading                    | 232                             | 226                   | 6                                  | 81                              | 6                              | 0                                            | 87                            | 2                          | 87                   | 325                             | 0                                            | 325                            | 412                           |
| Unadopted Roads & Footways (Match Funding)             | 164                             | 180                   | (16)                               | 154                             | (16)                           | (4)                                          | 134                           | 16                         | 134                  | 0                               | 0                                            | 0                              | 134                           |
| Third Party Contributions                              | (36)                            | (36)                  | 0                                  | (37)                            | 0                              | 4                                            | (33)                          | (7)                        | (33)                 | 0                               | 0                                            | 0                              | (33)                          |
| Footways                                               | 466                             | 443                   | 23                                 | 461                             | 23                             | 0                                            | 484                           | 106                        | 484                  | 2,175                           | 0                                            | 2,175                          | 2,659                         |
| Road Safety Barriers                                   | 0                               | 0                     | 0                                  | 50                              | 0                              | 26                                           | 76                            | 0                          | 76                   | 100                             | 0                                            | 100                            | 176                           |
| Third Party Contribution                               | 0                               | 0                     | 0                                  | 0                               | 0                              | (26)                                         | (26)                          | 0                          | (26)                 | 0                               | 0                                            | 0                              | (26)                          |
| <b>Sub-Total</b>                                       | <b>9,252</b>                    | <b>9,140</b>          | <b>112</b>                         | <b>9,712</b>                    | <b>112</b>                     | <b>(125)</b>                                 | <b>9,699</b>                  | <b>2,589</b>               | <b>9,699</b>         | <b>38,494</b>                   | <b>(2,870)</b>                               | <b>35,624</b>                  | <b>45,323</b>                 |
| <u>Asset Management - Bridges</u>                      |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| Port Na Craig Footbridge - Assess & Strengthening      | 0                               | 0                     | 0                                  | 18                              | 0                              | 0                                            | 18                            | 0                          | 18                   | 0                               | 0                                            | 0                              | 18                            |
| Revenue Contribution                                   | 0                               | 0                     | 0                                  | (5)                             | 0                              | 0                                            | (5)                           | 0                          | (5)                  | 0                               | 0                                            | 0                              | (5)                           |
| Bridge Refurbishment Programme                         | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 1,587                           | 0                                            | 1,587                          | 1,587                         |
| - Lair/Cray                                            | 0                               | (2)                   | 2                                  | 0                               | 2                              | (2)                                          | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Bleaton Hallet Bridge                                  | 1,147                           | 1,146                 | 1                                  | 0                               | 1                              | (1)                                          | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Severe Weather Capital Grant                           | (1,028)                         | (1,028)               | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Short Span Bridge Replacement Programme                | 0                               | 0                     | 0                                  | 89                              | 0                              | (89)                                         | 0                             | 0                          | 0                    | 122                             | (69)                                         | 53                             | 53                            |
| Thorster Bridge Culvert                                | 113                             | 114                   | (1)                                | 0                               | (1)                            | 1                                            | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| West of Fearnan Culvert                                | 24                              | 25                    | (1)                                | 170                             | (1)                            | 160                                          | 329                           | 13                         | 329                  | 0                               | 0                                            | 0                              | 329                           |
| Vehicular Bridge Parapets Programme - Assess & Upgrade | 15                              | 14                    | 1                                  | 74                              | 1                              | 0                                            | 75                            | 0                          | 75                   | 100                             | 0                                            | 100                            | 175                           |
| <b>Sub-Total</b>                                       | <b>271</b>                      | <b>269</b>            | <b>2</b>                           | <b>346</b>                      | <b>2</b>                       | <b>69</b>                                    | <b>417</b>                    | <b>13</b>                  | <b>417</b>           | <b>1,809</b>                    | <b>(69)</b>                                  | <b>1,740</b>                   | <b>2,157</b>                  |
| <u>Improvement Schemes</u>                             |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| New Rural Footways                                     | 0                               | 0                     | 0                                  | 53                              | 0                              | 0                                            | 53                            | 18                         | 53                   | 0                               | 0                                            | 0                              | 53                            |
| Broich Road - Salt Storage                             | 21                              | 22                    | (1)                                | 0                               | (1)                            | 1                                            | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| A9/A85 Road Junction Improvements                      | 9,387                           | 10,187                | (800)                              | 13,027                          | (800)                          | 9,372                                        | 21,599                        | 9,372                      | 21,599               | 17,406                          | (9,243)                                      | 8,163                          | 29,762                        |
| Third Party Contribution                               | 0                               | 0                     | 0                                  | 0                               | 0                              | (129)                                        | (129)                         | (129)                      | (129)                | 0                               | 0                                            | 0                              | (129)                         |
| Gleneagles Station - Road Access Improvement Scheme    | 0                               | (3)                   | 3                                  | 0                               | 3                              | (3)                                          | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Kenmore Retaining Wall                                 | 3                               | 3                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Revenue Contribution                                   | (3)                             | (3)                   | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Road Improvements due to A9 Dualling                   | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 750                             | 0                                            | 750                            | 750                           |
| Perth Transport Futures                                | 10                              | 10                    | 0                                  | 2,225                           | 0                              | (1,183)                                      | 1,042                         | 56                         | 1,042                | 75,765                          | 1,183                                        | 76,948                         | 77,990                        |
| A977 Upgrades                                          | 5                               | 6                     | (1)                                | 95                              | (1)                            | 0                                            | 94                            | 0                          | 94                   | 500                             | 0                                            | 500                            | 594                           |
| <b>Sub-Total</b>                                       | <b>9,423</b>                    | <b>10,222</b>         | <b>(799)</b>                       | <b>15,400</b>                   | <b>(799)</b>                   | <b>8,058</b>                                 | <b>22,659</b>                 | <b>9,317</b>               | <b>22,659</b>        | <b>94,421</b>                   | <b>(8,060)</b>                               | <b>86,361</b>                  | <b>109,020</b>                |

PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2017/18 to 2022/23

|                                                          | Approved<br>Budget<br>19-Apr-17 | Actual<br>Expenditure | Proposed<br>Carry<br>Forward<br>to | Approved<br>Budget<br>19-Apr-17 | Proposed<br>Brought<br>Forward | Proposed<br>Budget<br>Adjustment<br>Report 1 | Revised<br>Budget<br>Report 1 | Actuals<br>to<br>31-Jul-17 | Projected<br>Outturn | Approved<br>Budget<br>19-Apr-17 | Proposed<br>Budget<br>Adjustment<br>Report 1 | Approved<br>Budget<br>Report 1 | Revised<br>Budget<br>Report 1 |
|----------------------------------------------------------|---------------------------------|-----------------------|------------------------------------|---------------------------------|--------------------------------|----------------------------------------------|-------------------------------|----------------------------|----------------------|---------------------------------|----------------------------------------------|--------------------------------|-------------------------------|
|                                                          | 2016/17<br>(£'000)              | 2016/17<br>(£'000)    | 2017/18<br>(£'000)                 | 2017/18<br>(£'000)              | 2016/17<br>(£'000)             | 2017/18<br>(£'000)                           | 2017/18<br>(£'000)            | 2017/18<br>(£'000)         | 2017/18<br>(£'000)   | Future Years<br>(£'000)         | Future Years<br>(£'000)                      | Future Years<br>(£'000)        | TOTAL<br>(£'000)              |
| <u>Rural Flood Mitigation Schemes</u>                    |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| Almondbank Flood Prevention Scheme                       | 5,079                           | 5,045                 | 34                                 | 11,690                          | 34                             | 3,000                                        | 14,724                        | 3,681                      | 14,724               | 0                               | 0                                            | 0                              | 14,724                        |
| Third Party Contribution                                 | (104)                           | 0                     | (104)                              | 0                               | (104)                          | 0                                            | (104)                         | 0                          | (104)                | 0                               | 0                                            | 0                              | (104)                         |
| Comrie Flood Prevention Scheme                           | 0                               | 0                     | 0                                  | 475                             | 0                              | 0                                            | 475                           | 6                          | 475                  | 24,130                          | 0                                            | 24,130                         | 24,605                        |
| Milnathort Flood Prevention Scheme                       | 0                               | 0                     | 0                                  | 85                              | 0                              | 0                                            | 85                            | 0                          | 85                   | 1,694                           | 0                                            | 1,694                          | 1,779                         |
| South Kinross Flood Prevention                           | 0                               | 0                     | 0                                  | 145                             | 0                              | 0                                            | 145                           | 0                          | 145                  | 3,017                           | 0                                            | 3,017                          | 3,162                         |
| Score Flood Prevention                                   | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 645                             | 0                                            | 645                            | 645                           |
| Lows weir, Almondbank                                    | 2                               | 0                     | 2                                  | 0                               | 2                              | (2)                                          | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| <b>Sub-Total</b>                                         | <b>4,977</b>                    | <b>5,045</b>          | <b>(68)</b>                        | <b>12,395</b>                   | <b>(68)</b>                    | <b>2,998</b>                                 | <b>15,325</b>                 | <b>3,687</b>               | <b>15,325</b>        | <b>29,486</b>                   | <b>0</b>                                     | <b>29,486</b>                  | <b>44,811</b>                 |
| <u>Planning Conservation</u>                             |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| Conservation of Built Heritage                           | 150                             | 142                   | 8                                  | 60                              | 8                              | 5                                            | 73                            | 0                          | 73                   | 620                             | (5)                                          | 615                            | 688                           |
| Third Party Contribution                                 | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | (100)                           | 0                                            | (100)                          | (100)                         |
| Kinross Town Centre Improvements                         | 37                              | 29                    | 8                                  | 0                               | 8                              | (8)                                          | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| <b>Sub-Total</b>                                         | <b>187</b>                      | <b>171</b>            | <b>16</b>                          | <b>60</b>                       | <b>16</b>                      | <b>(3)</b>                                   | <b>73</b>                     | <b>0</b>                   | <b>73</b>            | <b>520</b>                      | <b>(5)</b>                                   | <b>515</b>                     | <b>588</b>                    |
| <u>City Centre Projects</u>                              |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| Perth City Centre Project                                | 0                               | 0                     | 0                                  | 82                              | 0                              | 0                                            | 82                            | 0                          | 82                   | 2,100                           | 0                                            | 2,100                          | 2,182                         |
| Revenue Contribution                                     | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | (270)                           | 0                                            | (270)                          | (270)                         |
| Mill Street Environmental Improvements                   | 1,867                           | 1,705                 | 162                                | 1,050                           | 162                            | 10                                           | 1,222                         | 541                        | 1,222                | 0                               | 0                                            | 0                              | 1,222                         |
| Revenue Contribution (Car Parking)                       | (225)                           | (226)                 | 1                                  | (135)                           | 1                              | 0                                            | (134)                         | 0                          | (134)                | 0                               | 0                                            | 0                              | (134)                         |
| Third Party Contribution                                 | (25)                            | (25)                  | 0                                  | 0                               | 0                              | (10)                                         | (10)                          | (10)                       | (10)                 | 0                               | 0                                            | 0                              | (10)                          |
| <u>Perth &amp; Kinross Place-making:</u>                 |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| - Pontoons                                               | 80                              | 79                    | 1                                  | 0                               | 1                              | (1)                                          | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| - St Paul's Church                                       | 167                             | 128                   | 39                                 | 505                             | 39                             | (119)                                        | 425                           | 148                        | 425                  | 1,928                           | 120                                          | 2,048                          | 2,473                         |
| - Perth City Hall/Vennels                                | 0                               | 0                     | 0                                  | 50                              | 0                              | 0                                            | 50                            | 0                          | 50                   | 500                             | 0                                            | 500                            | 550                           |
| - Auchterarder                                           | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 300                             | 0                                            | 300                            | 300                           |
| - Perth City Centre Golden Route (Rail Station)          | 0                               | 0                     | 0                                  | 100                             | 0                              | 0                                            | 100                           | 0                          | 100                  | 500                             | 0                                            | 500                            | 600                           |
| - Green Network Routes                                   | 0                               | 0                     | 0                                  | 100                             | 0                              | 0                                            | 100                           | 0                          | 100                  | 400                             | 0                                            | 400                            | 500                           |
| - Tay Street, Perth                                      | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 1,870                           | 0                                            | 1,870                          | 1,870                         |
| - Mill St, Perth (Phase 3) - Shared Space at Bus Station | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 600                             | 0                                            | 600                            | 600                           |
| - South Street, Perth - Transport Hub                    | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 1,100                           | 0                                            | 1,100                          | 1,100                         |
| Perth & Kinross Lighting Action Plan                     | 6                               | 0                     | 6                                  | 494                             | 6                              | 13                                           | 513                           | 0                          | 513                  | 4,500                           | (13)                                         | 4,487                          | 5,000                         |
| <b>Sub-Total</b>                                         | <b>1,870</b>                    | <b>1,661</b>          | <b>209</b>                         | <b>2,246</b>                    | <b>209</b>                     | <b>(107)</b>                                 | <b>2,348</b>                  | <b>679</b>                 | <b>2,348</b>         | <b>13,528</b>                   | <b>107</b>                                   | <b>13,635</b>                  | <b>15,983</b>                 |
| <u>Other Planning Projects</u>                           |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| Creative Exchange (former St. John's Primary School)     | 100                             | 28                    | 72                                 | 230                             | 72                             | 116                                          | 418                           | 0                          | 418                  | 2,470                           | 1,369                                        | 3,839                          | 4,257                         |
| Third Party Contribution                                 | 0                               | (26)                  | 26                                 | 0                               | 26                             | (361)                                        | (335)                         | (24)                       | (335)                | (350)                           | (1,124)                                      | (1,474)                        | (1,809)                       |
|                                                          | <b>100</b>                      | <b>2</b>              | <b>98</b>                          | <b>230</b>                      | <b>98</b>                      | <b>(245)</b>                                 | <b>83</b>                     | <b>(24)</b>                | <b>83</b>            | <b>2,120</b>                    | <b>245</b>                                   | <b>2,365</b>                   | <b>2,448</b>                  |
| <u>Community Greenspace</u>                              |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| Play Areas - Improvements Implementation Strategy        | 348                             | 321                   | 27                                 | 458                             | 27                             | 42                                           | 527                           | 0                          | 527                  | 0                               | 18                                           | 18                             | 545                           |
| Third Party Contribution                                 | 0                               | 0                     | 0                                  | 0                               | 0                              | (76)                                         | (76)                          | 0                          | (76)                 | 0                               | 0                                            | 0                              | (76)                          |
| Friends of Park Development - MacRosty Park, Crieff      | 12                              | 0                     | 12                                 | 18                              | 12                             | 0                                            | 30                            | 0                          | 30                   | 0                               | 0                                            | 0                              | 30                            |
| Third Party Contribution                                 | (24)                            | (24)                  | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Countryside Sites                                        | 40                              | 41                    | (1)                                | 0                               | (1)                            | 1                                            | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Third Party Contribution                                 | (13)                            | (13)                  | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Community Greenspace Sites                               | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 2,351                           | 0                                            | 2,351                          | 2,351                         |
| Third Party Contributions                                | 0                               | 0                     | 0                                  | (8)                             | 0                              | 8                                            | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Small Parks                                              | 3                               | 15                    | (12)                               | 120                             | (12)                           | 12                                           | 120                           | 5                          | 120                  | 0                               | 0                                            | 0                              | 120                           |
| Community Greenspace Bridges                             | 38                              | 27                    | 11                                 | 26                              | 11                             | 3                                            | 40                            | 0                          | 40                   | 0                               | 0                                            | 0                              | 40                            |
| Core Path Implementation                                 | 68                              | 64                    | 4                                  | 42                              | 4                              | 5                                            | 51                            | 1                          | 51                   | 0                               | 0                                            | 0                              | 51                            |
| Revenue Contributions                                    | (6)                             | (6)                   | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Pittochry Recreation Park                                | 105                             | 121                   | (16)                               | 132                             | (16)                           | (1)                                          | 115                           | 95                         | 115                  | 0                               | 0                                            | 0                              | 115                           |
| Third Party Contributions                                | (88)                            | (46)                  | (42)                               | 0                               | (42)                           | 0                                            | (42)                          | (40)                       | (42)                 | 0                               | 0                                            | 0                              | (42)                          |
| Alyth Environmental Improvements                         | 0                               | 0                     | 0                                  | 31                              | 0                              | 0                                            | 31                            | 1                          | 31                   | 410                             | 0                                            | 410                            | 441                           |
| Third Party Contributions                                | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | (33)                            | 0                                            | (33)                           | (33)                          |
| Parks Development - Riverside Masterplan                 | 118                             | 103                   | 15                                 | 5                               | 15                             | (12)                                         | 8                             | 6                          | 8                    | 0                               | 0                                            | 0                              | 8                             |
| Cemetery Extensions                                      | 0                               | 0                     | 0                                  | 55                              | 0                              | 0                                            | 55                            | 0                          | 55                   | 445                             | 0                                            | 445                            | 500                           |
| <b>Sub-Total</b>                                         | <b>601</b>                      | <b>603</b>            | <b>(2)</b>                         | <b>879</b>                      | <b>(2)</b>                     | <b>(18)</b>                                  | <b>859</b>                    | <b>68</b>                  | <b>859</b>           | <b>3,173</b>                    | <b>18</b>                                    | <b>3,191</b>                   | <b>4,050</b>                  |

PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2017/18 to 2022/23

|                                                                                                                                                                                                                                                        | Approved<br>Budget<br>19-Apr-17 | Actual<br>Expenditure | Proposed<br>Carry<br>Forward<br>to | Approved<br>Budget<br>19-Apr-17 | Proposed<br>Brought<br>Forward | Proposed<br>Budget<br>Adjustment<br>Report 1 | Revised<br>Budget<br>Report 1 | Actuals<br>to<br>31-Jul-17 | Projected<br>Outturn | Approved<br>Budget<br>19-Apr-17 | Proposed<br>Budget<br>Adjustment<br>Report 1 | Approved<br>Budget<br>Report 1 | Revised<br>Budget<br>Report 1 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-----------------------|------------------------------------|---------------------------------|--------------------------------|----------------------------------------------|-------------------------------|----------------------------|----------------------|---------------------------------|----------------------------------------------|--------------------------------|-------------------------------|
|                                                                                                                                                                                                                                                        | 2016/17<br>(£'000)              | 2016/17<br>(£'000)    | 2017/18<br>(£'000)                 | 2017/18<br>(£'000)              | 2016/17<br>(£'000)             | 2017/18<br>(£'000)                           | 2017/18<br>(£'000)            | 2017/18<br>(£'000)         | 2017/18<br>(£'000)   | Future Years<br>(£'000)         | Future Years<br>(£'000)                      | Future Years<br>(£'000)        | TOTAL<br>(£'000)              |
| <b>Waste Strategy</b>                                                                                                                                                                                                                                  |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| Ladywell Landfill & Blairgowrie Transfer Station (Regulatory V                                                                                                                                                                                         | 133                             | 133                   | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 117                             | 0                                            | 117                            | 117                           |
| <b>Sub-Total</b>                                                                                                                                                                                                                                       | <b>133</b>                      | <b>133</b>            | <b>0</b>                           | <b>0</b>                        | <b>0</b>                       | <b>0</b>                                     | <b>0</b>                      | <b>0</b>                   | <b>0</b>             | <b>117</b>                      | <b>0</b>                                     | <b>117</b>                     | <b>117</b>                    |
| <b>Support Services</b>                                                                                                                                                                                                                                |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| <b>PC Replacement &amp; IT Upgrades</b>                                                                                                                                                                                                                |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| Hardware                                                                                                                                                                                                                                               | 68                              | 73                    | (5)                                | 106                             | (5)                            | 0                                            | 101                           | 51                         | 101                  | 478                             | 0                                            | 478                            | 579                           |
| Licenses                                                                                                                                                                                                                                               | 135                             | 137                   | (2)                                | 118                             | (2)                            | 0                                            | 116                           | 155                        | 116                  | 571                             | 0                                            | 571                            | 687                           |
| <b>Sub-Total</b>                                                                                                                                                                                                                                       | <b>203</b>                      | <b>210</b>            | <b>(7)</b>                         | <b>224</b>                      | <b>(7)</b>                     | <b>0</b>                                     | <b>217</b>                    | <b>206</b>                 | <b>217</b>           | <b>1,049</b>                    | <b>0</b>                                     | <b>1,049</b>                   | <b>1,266</b>                  |
| <b>Property Services</b>                                                                                                                                                                                                                               |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| DDA Adaptation & Alteration Works Programme                                                                                                                                                                                                            | 298                             | 272                   | 26                                 | 298                             | 26                             | 0                                            | 324                           | 111                        | 324                  | 1,150                           | 0                                            | 1,150                          | 1,474                         |
| Crematorium                                                                                                                                                                                                                                            | 60                              | 60                    | 0                                  | 500                             | 0                              | 0                                            | 500                           | 0                          | 500                  | 0                               | 0                                            | 0                              | 500                           |
| Property Compliance Works Programme                                                                                                                                                                                                                    | 189                             | 176                   | 13                                 | 862                             | 13                             | (30)                                         | 845                           | 107                        | 845                  | 3,500                           | 30                                           | 3,530                          | 4,375                         |
| Capital Improvement Projects Programme                                                                                                                                                                                                                 | 1,039                           | 1,064                 | (25)                               | 609                             | (25)                           | (35)                                         | 549                           | 38                         | 549                  | 9,515                           | 47                                           | 9,562                          | 10,111                        |
| Revenue Contribution (DSM)                                                                                                                                                                                                                             | (32)                            | (44)                  | 12                                 | 0                               | 12                             | (12)                                         | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Life Expired Building Replacement Programme                                                                                                                                                                                                            | 19                              | 17                    | 2                                  | 132                             | 2                              | 0                                            | 134                           | 9                          | 134                  | 0                               | 0                                            | 0                              | 134                           |
| Fire Audit Works - Robert Douglas Memorial school                                                                                                                                                                                                      | 84                              | 84                    | 0                                  | 396                             | 0                              | (366)                                        | 30                            | 1                          | 30                   | 1,000                           | (634)                                        | 366                            | 396                           |
| Pitlochry High School - Upgrade Programme                                                                                                                                                                                                              | 0                               | 0                     | 0                                  | 304                             | 0                              | 0                                            | 304                           | 0                          | 304                  | 2,510                           | 0                                            | 2,510                          | 2,814                         |
| <b>City Centre Developments - Cultural Attractions:</b>                                                                                                                                                                                                |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| - City Hall                                                                                                                                                                                                                                            | 65                              | 80                    | (15)                               | 400                             | (15)                           | 0                                            | 385                           | 0                          | 385                  | 19,535                          | 0                                            | 19,535                         | 19,920                        |
| - Perth Museum & Art Gallery (PMAG)                                                                                                                                                                                                                    | 0                               | 3                     | (3)                                | 300                             | (3)                            | 0                                            | 297                           | 0                          | 297                  | 6,200                           | 0                                            | 6,200                          | 6,497                         |
| - Collections Store                                                                                                                                                                                                                                    | 0                               | 10                    | (10)                               | 300                             | (10)                           | 0                                            | 290                           | 0                          | 290                  | 3,200                           | 0                                            | 3,200                          | 3,490                         |
| Third Party Contributions*                                                                                                                                                                                                                             | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | (10,000)                        | 0                                            | (10,000)                       | (10,000)                      |
| Salix Expenditure Programme                                                                                                                                                                                                                            | 124                             | 113                   | 11                                 | 0                               | 11                             | 39                                           | 50                            | 0                          | 50                   | 0                               | 0                                            | 0                              | 50                            |
| Revenue Contribution (CEEF)                                                                                                                                                                                                                            | (64)                            | (53)                  | (11)                               | 0                               | (11)                           | (14)                                         | (25)                          | 0                          | (25)                 | 0                               | 0                                            | 0                              | (25)                          |
| Third Party Contributions (Salix)                                                                                                                                                                                                                      | (60)                            | (60)                  | 0                                  | 0                               | 0                              | (25)                                         | (25)                          | 0                          | (25)                 | 0                               | 0                                            | 0                              | (25)                          |
| <b>Sub Total</b>                                                                                                                                                                                                                                       | <b>1,722</b>                    | <b>1,722</b>          | <b>0</b>                           | <b>4,101</b>                    | <b>0</b>                       | <b>(443)</b>                                 | <b>3,658</b>                  | <b>266</b>                 | <b>3,658</b>         | <b>36,610</b>                   | <b>(557)</b>                                 | <b>36,053</b>                  | <b>39,711</b>                 |
| * The Third Party income is shown above to show the overall budget position of the project, however, under the approved governance of the project, securing the external funding remains the responsibility of the Senior Depute Chief Executive, ECS. |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| <b>Commercial Property Investment Programme</b>                                                                                                                                                                                                        |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| Fonab Business Park, Pitlochry - Site Servicing & Provision o                                                                                                                                                                                          | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 626                             | 0                                            | 626                            | 626                           |
| North Muirton Industrial Estate - Site Servicing & Provision of                                                                                                                                                                                        | 728                             | 303                   | 425                                | 1,397                           | 425                            | 255                                          | 2,077                         | 246                        | 2,077                | 1,341                           | 0                                            | 1,341                          | 3,418                         |
| Western Edge, Kinross - Relief Road                                                                                                                                                                                                                    | 2                               | 2                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Western Edge, Kinross - Site Servicing                                                                                                                                                                                                                 | 200                             | 174                   | 26                                 | 0                               | 26                             | 0                                            | 26                            | 0                          | 26                   | 0                               | 0                                            | 0                              | 26                            |
| Crieff - Employment Land/Advance Unit Provision                                                                                                                                                                                                        | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 792                             | 0                                            | 792                            | 792                           |
| Additional Infrastructure Investment - Broxden                                                                                                                                                                                                         | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 50                              | 0                                            | 50                             | 50                            |
| Creative Industries Land/Advance Units                                                                                                                                                                                                                 | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 250                             | 0                                            | 250                            | 250                           |
| <b>Sub-Total</b>                                                                                                                                                                                                                                       | <b>930</b>                      | <b>479</b>            | <b>451</b>                         | <b>1,397</b>                    | <b>451</b>                     | <b>255</b>                                   | <b>2,103</b>                  | <b>246</b>                 | <b>2,103</b>         | <b>3,059</b>                    | <b>0</b>                                     | <b>3,059</b>                   | <b>5,162</b>                  |
| <b>Prudential Borrowing Projects</b>                                                                                                                                                                                                                   |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| Wheeled Bin Replacement Programme - Domestic Bins                                                                                                                                                                                                      | 195                             | 202                   | (7)                                | 144                             | (7)                            | 13                                           | 150                           | 70                         | 150                  | 510                             | 0                                            | 510                            | 660                           |
| Wheeled Bin Replacement Programme - Commercial Bins                                                                                                                                                                                                    | 22                              | 15                    | 7                                  | 12                              | 7                              | (13)                                         | 6                             | 0                          | 6                    | 57                              | 0                                            | 57                             | 63                            |
| Wheeled Bin Replacement Programme - 140L Bins                                                                                                                                                                                                          | 461                             | 461                   | 0                                  | 167                             | 0                              | 0                                            | 167                           | 76                         | 167                  | 0                               | 0                                            | 0                              | 167                           |
| Recycling Containers, Oil Banks & Battery Banks Replaceme                                                                                                                                                                                              | 53                              | 52                    | 1                                  | 89                              | 1                              | (29)                                         | 61                            | 14                         | 61                   | 300                             | 30                                           | 330                            | 391                           |
| Capital Receipts - Disposals                                                                                                                                                                                                                           | (2)                             | (2)                   | 0                                  | 0                               | 0                              | (1)                                          | (1)                           | (1)                        | (1)                  | 0                               | 0                                            | 0                              | (1)                           |
| Litter Bins                                                                                                                                                                                                                                            | 10                              | 10                    | 0                                  | 40                              | 0                              | 0                                            | 40                            | 20                         | 40                   | 100                             | 0                                            | 100                            | 140                           |
| Smart Cities - Smart Waste                                                                                                                                                                                                                             | 0                               | 0                     | 0                                  | 102                             | 0                              | 48                                           | 150                           | 151                        | 150                  | 103                             | (48)                                         | 55                             | 205                           |
| Third Party Contribution (EDRF)                                                                                                                                                                                                                        | 0                               | 0                     | 0                                  | (41)                            | 0                              | (19)                                         | (60)                          | (15)                       | (60)                 | (42)                            | 19                                           | (23)                           | (83)                          |
| Vehicle Replacement Programme                                                                                                                                                                                                                          | 1,242                           | 1,001                 | 241                                | 2,888                           | 241                            | 330                                          | 3,459                         | 53                         | 3,459                | 14,205                          | (330)                                        | 13,875                         | 17,334                        |
| Capital Receipts - Vehicle Disposals                                                                                                                                                                                                                   | (170)                           | (168)                 | (2)                                | (288)                           | (2)                            | (26)                                         | (316)                         | (30)                       | (316)                | (1,421)                         | 26                                           | (1,395)                        | (1,711)                       |
| Third Party Contribution                                                                                                                                                                                                                               | (10)                            | (10)                  | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Energy Conservation & Carbon Reduction - Waste Reduction                                                                                                                                                                                               | 27                              | 0                     | 27                                 | 6                               | 27                             | (33)                                         | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Energy Conservation & Carbon Reduction Programme                                                                                                                                                                                                       | 85                              | 79                    | 6                                  | 429                             | 6                              | 29                                           | 464                           | 0                          | 464                  | 590                             | 0                                            | 590                            | 1,054                         |
| Installation of Photovoltaic Units                                                                                                                                                                                                                     | (1)                             | (1)                   | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Corporate Asset Management - SNAPPI                                                                                                                                                                                                                    | 167                             | 173                   | (6)                                | 150                             | (6)                            | 0                                            | 144                           | 1                          | 144                  | 0                               | 0                                            | 0                              | 144                           |

PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2017/18 to 2022/23

|                                                              | Approved<br>Budget<br>19-Apr-17 | Actual<br>Expenditure | Proposed<br>Carry<br>Forward<br>to | Approved<br>Budget<br>19-Apr-17 | Proposed<br>Brought<br>Forward | Proposed<br>Budget<br>Adjustment<br>Report 1 | Revised<br>Budget<br>Report 1 | Actuals<br>to<br>31-Jul-17 | Projected<br>Outturn | Approved<br>Budget<br>19-Apr-17 | Proposed<br>Budget<br>Adjustment<br>Report 1 | Approved<br>Budget<br>Report 1 | Revised<br>Budget<br>Report 1 |
|--------------------------------------------------------------|---------------------------------|-----------------------|------------------------------------|---------------------------------|--------------------------------|----------------------------------------------|-------------------------------|----------------------------|----------------------|---------------------------------|----------------------------------------------|--------------------------------|-------------------------------|
|                                                              | 2016/17<br>(£'000)              | 2016/17<br>(£'000)    | 2017/18<br>(£'000)                 | 2017/18<br>(£'000)              | 2016/17<br>(£'000)             | 2017/18<br>(£'000)                           | 2017/18<br>(£'000)            | 2017/18<br>(£'000)         | 2017/18<br>(£'000)   | Future Years<br>(£'000)         | Future Years<br>(£'000)                      | Future Years<br>(£'000)        | TOTAL<br>(£'000)              |
| POP - 2 High Street Essential Compliance & Improvement Works | 3,651                           | 3,921                 | (270)                              | 0                               | (270)                          | 270                                          | 0                             | 1                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Revenue Contribution (CEEf)                                  | (202)                           | (200)                 | (2)                                | 0                               | (2)                            | 2                                            | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| POP - IT HUB, Carpenter House Essential & Improvements V     | 0                               | (22)                  | 22                                 | 18                              | 22                             | (22)                                         | 18                            | 0                          | 18                   | 0                               | 0                                            | 0                              | 18                            |
| Canal Street Car Park Improvements                           | 1,808                           | 1,836                 | (28)                               | 0                               | (28)                           | 28                                           | 0                             | 7                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Revenue Contribution (Car Park Reserve)                      | (960)                           | (960)                 | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Crematorium - Memorial Garden Enhancement                    | 7                               | 7                     | 0                                  | 10                              | 0                              | 0                                            | 10                            | 0                          | 10                   | 47                              | 0                                            | 47                             | 57                            |
| Crematorium - Abatement Works                                | 145                             | 218                   | (73)                               | 2,415                           | (73)                           | 0                                            | 2,342                         | 316                        | 2,342                | 0                               | 0                                            | 0                              | 2,342                         |
| Street Lighting Renewal - LED & Column Replacement           | 822                             | 760                   | 62                                 | 1,051                           | 62                             | 0                                            | 1,113                         | 136                        | 1,113                | 6,759                           | 0                                            | 6,759                          | 7,872                         |
| Smart Cities - Intelligent Street Lighting                   | 358                             | 378                   | (20)                               | 218                             | (20)                           | 0                                            | 198                           | 151                        | 198                  | 167                             | 0                                            | 167                            | 365                           |
| Third Party Contribution (EDRF)                              | (166)                           | (151)                 | (15)                               | (64)                            | (15)                           | 15                                           | (64)                          | (15)                       | (64)                 | (68)                            | (15)                                         | (83)                           | (147)                         |
| Third Party Contribution (CIF)                               | (15)                            | 0                     | (15)                               | (15)                            | (15)                           | 0                                            | (30)                          | 0                          | (30)                 | 0                               | 0                                            | 0                              | (30)                          |
| Perth Harbour - Dredging                                     | 80                              | 89                    | (9)                                | 790                             | (9)                            | 0                                            | 781                           | (14)                       | 781                  | 0                               | 0                                            | 0                              | 781                           |
| Land Purchase & Development                                  | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 1,000                           | 0                                            | 1,000                          | 1,000                         |
| Tay Heat Pump & District Heat Network                        | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 4,500                           | (4,500)                                      | 0                              | 0                             |
| Technology & Innovation Incubator Units                      | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 1,000                           | 0                                            | 1,000                          | 1,000                         |
| <b>Sub Total</b>                                             | <b>7,607</b>                    | <b>7,688</b>          | <b>(81)</b>                        | <b>8,121</b>                    | <b>(81)</b>                    | <b>592</b>                                   | <b>8,632</b>                  | <b>921</b>                 | <b>8,632</b>         | <b>27,807</b>                   | <b>(4,818)</b>                               | <b>22,989</b>                  | <b>31,621</b>                 |
| <b>TOTAL: THE ENVIRONMENT SERVICE</b>                        | <b>37,364</b>                   | <b>37,428</b>         | <b>(64)</b>                        | <b>56,337</b>                   | <b>(64)</b>                    | <b>11,038</b>                                | <b>67,311</b>                 | <b>18,013</b>              | <b>67,311</b>        | <b>253,163</b>                  | <b>(16,009)</b>                              | <b>237,154</b>                 | <b>304,465</b>                |
| <b>Health &amp; Social Care</b>                              |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| Occupational Therapy Equipment                               | 281                             | 279                   | 2                                  | 260                             | 2                              | 0                                            | 262                           | 0                          | 262                  | 1,250                           | 0                                            | 1,250                          | 1,512                         |
| Housing with Care - Communal Facilities                      | 0                               | 0                     | 0                                  | 0                               | 0                              | 18                                           | 18                            | 0                          | 18                   | 345                             | 0                                            | 345                            | 363                           |
| Refurbish & Extend Lewis Place Day Care Centre for Older P   | 0                               | 0                     | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 368                             | 0                                            | 368                            | 368                           |
| JELS - Facility Service Enhancement                          | 15                              | 13                    | 2                                  | 0                               | 2                              | 0                                            | 2                             | 3                          | 2                    | 0                               | 0                                            | 0                              | 2                             |
| Developing Supported Tenancies                               | 0                               | 0                     | 0                                  | 229                             | 0                              | 0                                            | 229                           | 0                          | 229                  | 0                               | 0                                            | 0                              | 229                           |
| Dalweem RHE - Refurbish Communal Areas                       | 325                             | 299                   | 26                                 | 0                               | 26                             | 0                                            | 26                            | 9                          | 26                   | 0                               | 0                                            | 0                              | 26                            |
| Revenue Contribution                                         | (318)                           | (318)                 | 0                                  | 0                               | 0                              | 0                                            | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Beechgrove - Refurbish Communal Areas                        | 0                               | 0                     | 0                                  | 41                              | 0                              | 0                                            | 41                            | 0                          | 41                   | 200                             | 0                                            | 200                            | 241                           |
| <b>TOTAL: HEALTH &amp; SOCIAL CARE</b>                       | <b>303</b>                      | <b>273</b>            | <b>30</b>                          | <b>530</b>                      | <b>30</b>                      | <b>18</b>                                    | <b>578</b>                    | <b>12</b>                  | <b>578</b>           | <b>2,163</b>                    | <b>0</b>                                     | <b>2,163</b>                   | <b>2,741</b>                  |
| <b>Housing &amp; Community Safety</b>                        |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| Letham Wellbeing Hub                                         | 8                               | 8                     | 0                                  | 842                             | 0                              | (642)                                        | 200                           | 31                         | 200                  | 2,000                           | 642                                          | 2,642                          | 2,842                         |
| Gypsy Travellers Site Improvement Works                      | 46                              | 16                    | 30                                 | 104                             | 30                             | 0                                            | 134                           | 40                         | 134                  | 0                               | 0                                            | 0                              | 134                           |
| Relocation of Area Office to Former Rannoch Road Day Cent    | 264                             | 234                   | 30                                 | 0                               | 30                             | 0                                            | 30                            | 1                          | 30                   | 0                               | 0                                            | 0                              | 30                            |
| Revenue Contribution                                         | 0                               | (18)                  | 18                                 | 0                               | 18                             | (18)                                         | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| Software Licence Charges                                     | 95                              | 95                    | 0                                  | 95                              | 0                              | 0                                            | 95                            | 49                         | 95                   | 460                             | 0                                            | 460                            | 555                           |
| Council Contact Centre                                       | 16                              | 22                    | (6)                                | 111                             | (6)                            | 0                                            | 105                           | 1                          | 105                  | 195                             | 0                                            | 195                            | 300                           |
| <b>TOTAL: HOUSING &amp; COMMUNITY SAFETY</b>                 | <b>429</b>                      | <b>357</b>            | <b>72</b>                          | <b>1,152</b>                    | <b>72</b>                      | <b>(660)</b>                                 | <b>564</b>                    | <b>122</b>                 | <b>564</b>           | <b>2,655</b>                    | <b>642</b>                                   | <b>3,297</b>                   | <b>3,861</b>                  |
| <b>CORPORATE AND DEMOCRATIC SERVICES</b>                     |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| ICT Infrastructure & Replacement and Upgrade Programme       | 1,400                           | 1,388                 | 12                                 | 1,679                           | 12                             | 0                                            | 1,691                         | 343                        | 1,691                | 11,377                          | 0                                            | 11,377                         | 13,068                        |
| Extension to EDRMS                                           | 53                              | 38                    | 15                                 | 0                               | 15                             | (15)                                         | 0                             | 0                          | 0                    | 0                               | 0                                            | 0                              | 0                             |
| <b>Sub-Total</b>                                             | <b>1,453</b>                    | <b>1,426</b>          | <b>27</b>                          | <b>1,679</b>                    | <b>27</b>                      | <b>(15)</b>                                  | <b>1,691</b>                  | <b>343</b>                 | <b>1,691</b>         | <b>11,377</b>                   | <b>0</b>                                     | <b>11,377</b>                  | <b>13,068</b>                 |
| <b>Prudential Borrowing Projects</b>                         |                                 |                       |                                    |                                 |                                |                                              |                               |                            |                      |                                 |                                              |                                |                               |
| Online Services & MyAccount                                  | 190                             | 153                   | 37                                 | 692                             | 37                             | (389)                                        | 340                           | 35                         | 340                  | 418                             | 389                                          | 807                            | 1,147                         |
| Mobile Working Review                                        | 160                             | 165                   | (5)                                | 671                             | (5)                            | (266)                                        | 400                           | 61                         | 400                  | 447                             | 266                                          | 713                            | 1,113                         |
| <b>Sub-Total: Prudential Borrowing</b>                       | <b>350</b>                      | <b>318</b>            | <b>32</b>                          | <b>1,363</b>                    | <b>32</b>                      | <b>(655)</b>                                 | <b>740</b>                    | <b>96</b>                  | <b>740</b>           | <b>865</b>                      | <b>655</b>                                   | <b>1,520</b>                   | <b>2,260</b>                  |
| <b>TOTAL: CORPORATE AND DEMOCRATIC SERVICES</b>              | <b>1,803</b>                    | <b>1,744</b>          | <b>59</b>                          | <b>3,042</b>                    | <b>59</b>                      | <b>(670)</b>                                 | <b>2,431</b>                  | <b>439</b>                 | <b>2,431</b>         | <b>12,242</b>                   | <b>655</b>                                   | <b>12,897</b>                  | <b>15,328</b>                 |



PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2017/18 to 2022/23

|                                                                                | Approved<br>Budget<br>19-Apr-17<br><br>2016/17<br>(£'000) | Actual<br>Expenditure<br><br>2016/17<br>(£'000) | Proposed<br>Carry<br>Forward<br>to<br>2017/18<br>(£'000) | Approved<br>Budget<br>19-Apr-17<br><br>2017/18<br>(£'000) | Proposed<br>Brought<br>Forward<br>2016/17<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 1<br>2017/18<br>(£'000) | Revised<br>Budget<br><br>Report 1<br>2017/18<br>(£'000) | Actuals<br>to<br>31-Jul-17<br><br>2017/18<br>(£'000) | Projected<br>Outturn<br><br>2017/18<br>(£'000) | Approved<br>Budget<br>19-Apr-17<br><br>Future Years<br>(£'000) | Proposed<br>Budget<br>Adjustment<br>Report 1<br>Future Years<br>(£'000) | Approved<br>Budget<br><br>Report 1<br>Future Years<br>(£'000) | Revised<br>Budget<br><br>Report 1<br>TOTAL<br>(£'000) |
|--------------------------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------|------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------|------------------------------------------------------|------------------------------------------------|----------------------------------------------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------|
| <b>TOTAL COMPOSITE NET EXPENDITURE</b>                                         | <b>59,052</b>                                             | <b>59,780</b>                                   | <b>(728)</b>                                             | <b>82,766</b>                                             | <b>(728)</b>                                         | <b>8,729</b>                                                       | <b>90,767</b>                                           | <b>23,991</b>                                        | <b>90,767</b>                                  | <b>388,860</b>                                                 | <b>(12,715)</b>                                                         | <b>376,145</b>                                                | <b>466,912</b>                                        |
| (NET OF GRANTS, REVENUE AND 3RD PARTY CONTRIBUTIONS, AND RING FENCED RECEIPTS) |                                                           |                                                 |                                                          |                                                           |                                                      |                                                                    |                                                         |                                                      |                                                |                                                                |                                                                         |                                                               |                                                       |
| <b>CAPITAL RECEIPTS</b>                                                        |                                                           |                                                 |                                                          |                                                           |                                                      |                                                                    |                                                         |                                                      |                                                |                                                                |                                                                         |                                                               |                                                       |
| General Capital Grant - Scottish Government                                    | (12,472)                                                  | (12,308)                                        | (164)                                                    | (16,047)                                                  | (164)                                                | 0                                                                  | (16,211)                                                | (6,158)                                              | (16,211)                                       | (85,954)                                                       | 0                                                                       | (85,954)                                                      | (102,165)                                             |
| Developer Contributions                                                        | 0                                                         | (394)                                           | 394                                                      | (3,540)                                                   | 394                                                  | 0                                                                  | (3,146)                                                 | 0                                                    | (3,146)                                        | (9,460)                                                        | 0                                                                       | (9,460)                                                       | (12,606)                                              |
| General Fund - Capital Receipts/Disposal                                       | (970)                                                     | (951)                                           | (19)                                                     | (1,767)                                                   | (19)                                                 | 296                                                                | (1,490)                                                 | 1                                                    | (1,490)                                        | (1,120)                                                        | (293)                                                                   | (1,413)                                                       | (2,903)                                               |
| Commercial Property - Capital Receipts/Disposal                                | (17)                                                      | (17)                                            | 0                                                        | (2,353)                                                   | 0                                                    | 668                                                                | (1,685)                                                 | (690)                                                | (1,685)                                        | (2,170)                                                        | (773)                                                                   | (2,943)                                                       | (4,628)                                               |
| General Fund Housing Receipts                                                  | (8)                                                       | (7)                                             | (1)                                                      | (4)                                                       | (1)                                                  | 0                                                                  | (5)                                                     | 0                                                    | (5)                                            | (12)                                                           | 0                                                                       | (12)                                                          | (17)                                                  |
| <b>Total: Capital Receipts</b>                                                 | <b>(13,467)</b>                                           | <b>(13,677)</b>                                 | <b>210</b>                                               | <b>(23,711)</b>                                           | <b>210</b>                                           | <b>964</b>                                                         | <b>(22,537)</b>                                         | <b>(6,847)</b>                                       | <b>(22,537)</b>                                | <b>(98,716)</b>                                                | <b>(1,066)</b>                                                          | <b>(99,782)</b>                                               | <b>(122,319)</b>                                      |
| <b>Annual Composite Borrowing Requirement</b>                                  | <b>45,585</b>                                             | <b>46,103</b>                                   | <b>(518)</b>                                             | <b>59,055</b>                                             | <b>(518)</b>                                         | <b>9,693</b>                                                       | <b>68,230</b>                                           | <b>17,144</b>                                        | <b>68,230</b>                                  | <b>290,144</b>                                                 | <b>(13,781)</b>                                                         | <b>276,363</b>                                                | <b>344,593</b>                                        |
| <b>CAPITAL RECEIPTS BROUGHT FORWARD</b>                                        | <b>(1,788)</b>                                            | <b>(1,788)</b>                                  | <b>0</b>                                                 | <b>(875)</b>                                              | <b>0</b>                                             | <b>(451)</b>                                                       | <b>(1,326)</b>                                          | <b>(1,326)</b>                                       | <b>(1,326)</b>                                 | <b>(4,701)</b>                                                 | <b>1,673</b>                                                            | <b>(3,028)</b>                                                | <b>(1,326)</b>                                        |
| <b>CAPITAL RECEIPTS CARRIED FORWARD</b>                                        | <b>875</b>                                                | <b>1,326</b>                                    | <b>(451)</b>                                             | <b>1,831</b>                                              | <b>(451)</b>                                         | <b>(472)</b>                                                       | <b>908</b>                                              | <b>1,770</b>                                         | <b>908</b>                                     | <b>3,812</b>                                                   | <b>(900)</b>                                                            | <b>2,912</b>                                                  | <b>792</b>                                            |
| <b>TOTAL NET COMPOSITE BORROWING REQUIREMENT</b>                               | <b>44,672</b>                                             | <b>45,641</b>                                   | <b>(969)</b>                                             | <b>60,011</b>                                             | <b>(969)</b>                                         | <b>8,770</b>                                                       | <b>67,812</b>                                           | <b>17,588</b>                                        | <b>67,812</b>                                  | <b>289,255</b>                                                 | <b>(13,008)</b>                                                         | <b>276,247</b>                                                | <b>344,059</b>                                        |



PERTH AND KINROSS COUNCIL  
HOUSING INVESTMENT PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2017/18 to 2021/22

| Approved Budget<br>19-Apr-17 | Actuals<br>to<br>31-Mar-17 | Proposed Carry<br>Forward<br>to<br>2017/18 | Approved Budget<br>19-Apr-17 | Proposed Carry<br>Forward<br>from<br>2016/17 | Proposed Budget<br>Adjustment<br>Report 1<br>2017/18 | Revised Budget<br>Report 1<br>2017/18 | Actual to<br>31-Jul-17 | Projected Outturn<br>Report 1<br>2017/18 | Approved Budget<br>19-Apr-17 | Proposed Budget<br>Adjustment<br>Report 1<br>2018/19 | Revised Budget<br>Report 1<br>2018/19 | Approved Budget<br>19-Apr-17 | Proposed Budget<br>Adjustment<br>Report 1<br>2019/20 | Revised Budget<br>Report 1<br>2019/20 | Approved Budget<br>19-Apr-17 | Proposed Budget<br>Adjustment<br>Report 1<br>2020/21 | Revised Budget<br>Report 1<br>2020/21 | Approved Budget<br>25-Jan-17 | Proposed Budget<br>Adjustment<br>Report 1<br>2021/22 | Revised Budget<br>Report 1<br>2021/22 | Revised Budget<br>Report 1<br>TOTAL<br>£'000 |
|------------------------------|----------------------------|--------------------------------------------|------------------------------|----------------------------------------------|------------------------------------------------------|---------------------------------------|------------------------|------------------------------------------|------------------------------|------------------------------------------------------|---------------------------------------|------------------------------|------------------------------------------------------|---------------------------------------|------------------------------|------------------------------------------------------|---------------------------------------|------------------------------|------------------------------------------------------|---------------------------------------|----------------------------------------------|
| 2016/17<br>£'000             | 2016/17<br>£'000           | 2017/18<br>£'000                           | 2017/18<br>£'000             | 2016/17<br>£'000                             | 2017/18<br>£'000                                     | 2017/18<br>£'000                      | 2017/18<br>£'000       | 2017/18<br>£'000                         | 2018/19<br>£'000             | 2018/19<br>£'000                                     | 2018/19<br>£'000                      | 2019/20<br>£'000             | 2019/20<br>£'000                                     | 2019/20<br>£'000                      | 2020/21<br>£'000             | 2020/21<br>£'000                                     | 2020/21<br>£'000                      | 2021/22<br>£'000             | 2021/22<br>£'000                                     | 2021/22<br>£'000                      |                                              |
| 10                           | 9                          | 1                                          | 0                            | 1                                            | (1)                                                  | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 10                           | 9                          | 1                                          | 0                            | 1                                            | (1)                                                  | 0                                     | 0                      | 0                                        | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     |                                              |
| 587                          | 563                        | 24                                         | 0                            | 24                                           |                                                      | 24                                    | 0                      | 24                                       | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 24                                    |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 587                          | 563                        | 24                                         | 0                            | 24                                           | 0                                                    | 24                                    | 0                      | 24                                       | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 24                                    |                                              |
| 39                           | 35                         | 4                                          | 0                            | 4                                            | 10                                                   | 14                                    | 3                      | 14                                       | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 14                                    |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 39                           | 35                         | 4                                          | 0                            | 4                                            | 10                                                   | 14                                    | 3                      | 14                                       | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 14                                    |                                              |
| 20                           | 20                         | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 20                           | 20                         | 0                                          | 0                            | 0                                            | 0                                                    | 0                                     | 0                      | 0                                        | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     |                                              |
| 82                           | 75                         | 7                                          | 0                            | 7                                            |                                                      | 7                                     | 0                      | 7                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 7                                     |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 82                           | 75                         | 7                                          | 0                            | 7                                            | 0                                                    | 7                                     | 0                      | 7                                        | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 7                                     |                                              |
| 701                          | 758                        | (57)                                       | 610                          | (57)                                         | 169                                                  | 722                                   | 752                    | 722                                      | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 722                                   |                                              |
| (160)                        | (160)                      | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| (456)                        | (474)                      | 18                                         | 0                            | 18                                           | (18)                                                 | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 85                           | 124                        | (39)                                       | 610                          | (39)                                         | 151                                                  | 722                                   | 752                    | 722                                      | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 722                                   |                                              |
| 259                          | 266                        | (7)                                        | 2,163                        | (7)                                          |                                                      | 2,156                                 | 1                      | 2,156                                    | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 2,156                                 |                                              |
| 0                            | 0                          | 0                                          | (400)                        | 0                                            |                                                      | (400)                                 | 0                      | (400)                                    | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | (400)                                 |                                              |
| 0                            | 0                          | 0                                          | (1,010)                      | 0                                            |                                                      | (1,010)                               | 0                      | (1,010)                                  | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | (1,010)                               |                                              |
| 259                          | 266                        | (7)                                        | 753                          | (7)                                          | 0                                                    | 746                                   | 1                      | 746                                      | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 746                                   |                                              |
| 1                            | 1                          | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 1                            | 1                          | 0                                          | 0                            | 0                                            | 0                                                    | 0                                     | 0                      | 0                                        | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     |                                              |
| 1,811                        | 1,483                      | 328                                        | 329                          | 328                                          | 32                                                   | 689                                   | 619                    | 689                                      | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 689                                   |                                              |
| (320)                        | (320)                      | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| (912)                        | (944)                      | 32                                         | 0                            | 32                                           | (32)                                                 | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 579                          | 219                        | 360                                        | 329                          | 360                                          | 0                                                    | 689                                   | 619                    | 689                                      | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 689                                   |                                              |
| 1,060                        | 1,108                      | (48)                                       | 100                          | (48)                                         | 34                                                   | 86                                    | 67                     | 86                                       | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 86                                    |                                              |
| (160)                        | (160)                      | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| (456)                        | (472)                      | 16                                         | 0                            | 16                                           | (16)                                                 | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 444                          | 476                        | (32)                                       | 100                          | (32)                                         | 18                                                   | 86                                    | 67                     | 86                                       | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 86                                    |                                              |
| 294                          | 299                        | (5)                                        | 0                            | (5)                                          | 90                                                   | 85                                    | 9                      | 85                                       | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 85                                    |                                              |
| 0                            | (80)                       | 80                                         | 0                            | 80                                           | (80)                                                 | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| (294)                        | (210)                      | (84)                                       | 0                            | (84)                                         | 84                                                   | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 0                            | 9                          | (9)                                        | 0                            | (9)                                          | 94                                                   | 85                                    | 9                      | 85                                       | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 85                                    |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            | 1,376                                                | 1,376                                 | 100                    | 1,376                                    | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 1,376                                 |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            | (200)                                                | (200)                                 | 0                      | (200)                                    | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | (200)                                 |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            | (570)                                                | (570)                                 | 0                      | (570)                                    | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | (570)                                 |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            | 606                                                  | 606                                   | 100                    | 606                                      | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 0                                     | 0                            | 0                                                    | 606                                   |                                              |
| 1,799                        | 0                          | 1,799                                      | 2,914                        | 1,799                                        | (879)                                                | 3,834                                 | 0                      | 3,834                                    | 2,996                        |                                                      | 2,996                                 | 3,076                        |                                                      | 3,076                                 | 3,158                        |                                                      | 3,158                                 | 18,241                       |                                                      | 18,241                                |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 0                            | 0                          | 0                                          | 0                            | 0                                            |                                                      | 0                                     | 0                      | 0                                        | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 0                                     |                                              |
| 1,799                        | 0                          | 1,799                                      | 2,914                        | 1,799                                        | (879)                                                | 3,834                                 | 0                      | 3,834                                    | 2,996                        | 0                                                    | 2,996                                 | 3,076                        | 0                                                    | 3,076                                 | 3,158                        | 0                                                    | 3,158                                 | 18,241                       | 0                                                    | 18,241                                |                                              |
| 3,905                        | 1,797                      | 2,108                                      | 4,706                        | 2,108                                        | (1)                                                  | 6,813                                 | 1,551                  | 6,813                                    | 2,996                        | 0                                                    | 2,996                                 | 3,076                        | 0                                                    | 3,076                                 | 3,158                        | 0                                                    | 3,158                                 | 18,241                       | 0                                                    | 18,241                                |                                              |
| 2,738                        | 2,800                      | (62)                                       | 827                          | (62)                                         | 840                                                  | 1,605                                 | 1,610                  | 1,605                                    | 867                          |                                                      | 867                                   | 867                          |                                                      | 867                                   | 867                          |                                                      | 867                                   |                              |                                                      | 5,073                                 |                                              |
| (945)                        | (945)                      | 0                                          | 0                            | 0                                            | (840)                                                | (840)                                 | 0                      | (840)                                    | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | (840)                                 |                                              |
| 1,793                        | 1,855                      | (62)                                       | 827                          | (62)                                         | 0                                                    | 765                                   | 1,610                  | 765                                      | 867                          | 0                                                    | 867                                   | 867                          | 0                                                    | 867                                   | 867                          | 0                                                    | 867                                   | 867                          | 0                                                    | 4,233                                 |                                              |
| 2,064                        | 1,652                      | 412                                        | 1,697                        | 412                                          | (150)                                                | 1,959                                 | 449                    | 1,959                                    | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     | 0                            |                                                      | 0                                     |                              |                                                      | 1,959                                 |                                              |

|  | Approved Budget<br>19-Apr-17 | Actuals<br>to<br>31-Mar-17 | Proposed Carry<br>Forward<br>to<br>2017/18 | Approved Budget<br>19-Apr-17 | Proposed Carry<br>Forward<br>from<br>2016/17 | Proposed Budget<br>Adjustment<br>Report 1<br>2017/18 | Revised Budget<br>Report 1<br>2017/18 | Actual to<br>31-Jul-17 | Projected<br>Outturn         | Approved Budget<br>19-Apr-17 | Proposed Budget<br>Adjustment | Revised Budget               | Approved Budget<br>19-Apr-17 | Proposed Budget<br>Adjustment | Revised Budget               | Approved Budget<br>19-Apr-17 | Proposed Budget<br>Adjustment | Revised Budget               | Approved Budget<br>25-Jan-17 | Proposed Budget<br>Adjustment | Revised Budget               | Revised Budget             |
|--|------------------------------|----------------------------|--------------------------------------------|------------------------------|----------------------------------------------|------------------------------------------------------|---------------------------------------|------------------------|------------------------------|------------------------------|-------------------------------|------------------------------|------------------------------|-------------------------------|------------------------------|------------------------------|-------------------------------|------------------------------|------------------------------|-------------------------------|------------------------------|----------------------------|
|  | 2016/17<br>£'000             | 2016/17<br>£'000           | 2017/18<br>£'000                           | 2017/18<br>£'000             | 2016/17<br>£'000                             | 2017/18<br>£'000                                     | 2017/18<br>£'000                      | 2017/18<br>£'000       | Report 1<br>2017/18<br>£'000 | 2018/19<br>£'000             | Report 1<br>2018/19<br>£'000  | Report 1<br>2018/19<br>£'000 | 2019/20<br>£'000             | Report 1<br>2019/20<br>£'000  | Report 1<br>2019/20<br>£'000 | 2020/21<br>£'000             | Report 1<br>2020/21<br>£'000  | Report 1<br>2020/21<br>£'000 | 2021/22<br>£'000             | Report 1<br>2021/22<br>£'000  | Report 1<br>2021/22<br>£'000 | Report 1<br>TOTAL<br>£'000 |
|  | 3,850                        | 4,198                      | (348)                                      | 1,664                        | (348)                                        | 1,750                                                | 3,066                                 | 916                    | 3,066                        | 1,750                        | (750)                         | 1,000                        | 1,500                        | (1,000)                       | 500                          | 1,300                        |                               | 1,300                        | 1,000                        |                               | 1,000                        | 6,866                      |
|  | 2,941                        | 2,977                      | (36)                                       | 650                          | (36)                                         | 950                                                  | 1,564                                 | 740                    | 1,564                        | 500                          | (100)                         | 400                          | 300                          | (300)                         | 0                            | 400                          |                               | 400                          | 200                          |                               | 200                          | 2,564                      |
|  | 676<br>0                     | 686<br>(5)                 | (10)<br>5                                  | 489<br>0                     | (10)<br>5                                    | 5<br>(5)                                             | 484<br>0                              | 353<br>(55)            | 484<br>0                     | 10<br>0                      |                               | 10<br>0                      | 10<br>0                      |                               | 10<br>0                      | 10<br>0                      |                               | 10<br>0                      | 10<br>0                      |                               | 10<br>0                      | 524<br>0                   |
|  | 732                          | 715                        | 17                                         | 1,050                        | 17                                           | 79                                                   | 1,146                                 | 113                    | 1,146                        | 25                           |                               | 25                           | 25                           |                               | 25                           | 600                          | (79)                          | 521                          | 2,000                        |                               | 2,000                        | 3,717                      |
|  | 613                          | 1,010                      | (397)                                      | 1,000                        | (397)                                        | 287                                                  | 890                                   | 165                    | 890                          | 15                           |                               | 15                           | 15                           |                               | 15                           | 65                           |                               | 65                           | 25                           |                               | 25                           | 1,010                      |
|  | 2,140<br>0                   | 2,198<br>(12)              | (58)<br>12                                 | 1,750<br>0                   | (58)<br>12                                   | 12<br>(12)                                           | 1,704<br>0                            | 282<br>0               | 1,704<br>0                   | 1,400<br>0                   |                               | 1,400<br>0                   | 1,800<br>0                   |                               | 1,800<br>0                   | 1,800<br>0                   |                               | 1,800<br>0                   | 1,500<br>0                   |                               | 1,500<br>0                   | 8,204<br>0                 |
|  | 984                          | 1,093                      | (109)                                      | 1,750                        | (109)                                        | 250                                                  | 1,891                                 | 175                    | 1,891                        | 2,634                        | (800)                         | 1,834                        | 1,346                        |                               | 1,346                        | 1,000                        |                               | 1,000                        | 200                          |                               | 200                          | 6,271                      |
|  | 620<br>0                     | 525<br>0                   | 95<br>0                                    | 2,565<br>0                   | 95<br>0                                      | (2,000)                                              | 660<br>0                              | 48<br>0                | 660<br>0                     | 105<br>0                     | 2,000                         | 2,105<br>0                   | 0<br>0                       |                               | 0<br>0                       | 100<br>0                     |                               | 100<br>0                     | 50<br>0                      |                               | 50<br>0                      | 2,915<br>0                 |
|  | 880                          | 986                        | (106)                                      | 400                          | (106)                                        |                                                      | 294                                   | 229                    | 294                          | 200                          |                               | 200                          | 400                          |                               | 400                          | 400                          |                               | 400                          | 500                          |                               | 500                          | 1,794                      |
|  | 44                           | 53                         | (9)                                        | 30                           | (9)                                          | 300                                                  | 321                                   | 1                      | 321                          | 350                          | (300)                         | 50                           | 249                          |                               | 249                          | 50                           |                               | 50                           | 50                           |                               | 50                           | 720                        |
|  | 13,480                       | 14,424                     | (944)                                      | 11,348                       | (944)                                        | 1,616                                                | 12,020                                | 2,967                  | 12,020                       | 6,989                        | 50                            | 7,039                        | 5,645                        | (1,300)                       | 4,345                        | 5,725                        | (79)                          | 5,646                        | 5,535                        | 0                             | 5,535                        | 34,585                     |
|  |                              |                            |                                            |                              |                                              |                                                      |                                       |                        |                              |                              |                               |                              |                              |                               |                              |                              |                               |                              |                              |                               |                              |                            |
|  | 755                          | 747                        | 8                                          | 0                            | 8                                            | (8)                                                  | 0                                     | 0                      | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                          |
|  | 153                          | 63                         | 90                                         | 250                          | 90                                           |                                                      | 340                                   | 25                     | 340                          | 250                          |                               | 250                          | 250                          |                               | 250                          | 250                          |                               | 250                          | 250                          |                               | 250                          | 1,340                      |
|  | 0<br>0                       | 2<br>0                     | (2)<br>0                                   | 0<br>0                       | (2)<br>0                                     | 2                                                    | 0<br>0                                | 0<br>0                 | 0<br>0                       | 0<br>0                       |                               | 0<br>0                       | 0<br>0                       |                               | 0<br>0                       | 0<br>0                       |                               | 0<br>0                       | 0<br>0                       |                               | 0<br>0                       | 0<br>0                     |
|  | 136                          | 138                        | (2)                                        | 0                            | (2)                                          | 2                                                    | 0                                     | 0                      | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                          |
|  | 21                           | 17                         | 4                                          | 0                            | 4                                            | (4)                                                  | 0                                     | 0                      | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                          |
|  | 68                           | 76                         | (8)                                        | 0                            | (8)                                          | 8                                                    | 0                                     | 0                      | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                          |
|  | 175<br>0                     | 176<br>0                   | (1)<br>0                                   | 0<br>0                       | (1)<br>0                                     | 1                                                    | 0<br>0                                | 0<br>0                 | 0<br>0                       | 0<br>0                       |                               | 0<br>0                       | 0<br>0                       |                               | 0<br>0                       | 0<br>0                       |                               | 0<br>0                       | 0<br>0                       |                               | 0<br>0                       | 0<br>0                     |
|  | 5                            | 0                          | 5                                          | 70                           | 5                                            |                                                      | 75                                    | 0                      | 75                           | 70                           |                               | 70                           | 50                           |                               | 50                           | 70                           |                               | 70                           | 50                           |                               | 50                           | 315                        |
|  | 123                          | 22                         | 101                                        | 0                            | 101                                          |                                                      | 101                                   | 8                      | 101                          | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 50                           |                               | 50                           | 151                        |
|  | 19                           | 17                         | 2                                          | 100                          | 2                                            |                                                      | 102                                   | 2                      | 102                          | 100                          |                               | 100                          | 25                           |                               | 25                           | 0                            |                               | 0                            | 25                           |                               | 25                           | 252                        |
|  | 90                           | 179                        | (89)                                       | 851                          | (89)                                         |                                                      | 762                                   | 46                     | 762                          | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 762                        |
|  | 54                           | 58                         | (4)                                        | 160                          | (4)                                          | (137)                                                | 19                                    | 4                      | 19                           | 160                          |                               | 160                          | 160                          |                               | 160                          | 160                          |                               | 160                          | 160                          |                               | 160                          | 659                        |
|  | 24                           | 27                         | (3)                                        | 0                            | (3)                                          | 3                                                    | 0                                     | 0                      | 0                            | 0                            |                               | 0                            | 150                          | (3)                           | 147                          | 0                            |                               | 0                            | 0                            |                               | 0                            | 147                        |
|  | 137                          | 13                         | 124                                        | 50                           | 124                                          |                                                      | 174                                   | 10                     | 174                          | 50                           |                               | 50                           | 50                           |                               | 50                           | 50                           |                               | 50                           | 50                           |                               | 50                           | 374                        |
|  | 68<br>0                      | 190<br>(119)               | (122)<br>119                               | 250<br>0                     | (122)<br>119                                 | 119<br>(119)                                         | 247<br>0                              | 0<br>0                 | 247<br>0                     | 250<br>0                     |                               | 250<br>0                     | 250<br>0                     |                               | 250<br>0                     | 250<br>0                     |                               | 250<br>0                     | 250<br>0                     |                               | 250<br>0                     | 1,247<br>0                 |
|  | 1,828                        | 1,606                      | 222                                        | 1,731                        | 222                                          | (133)                                                | 1,820                                 | 95                     | 1,820                        | 880                          | 0                             | 880                          | 935                          | (3)                           | 932                          | 780                          | 0                             | 780                          | 835                          | 0                             | 835                          | 5,247                      |
|  |                              |                            |                                            |                              |                                              |                                                      |                                       |                        |                              |                              |                               |                              |                              |                               |                              |                              |                               |                              |                              |                               |                              |                            |
|  | 23,070                       | 21,334                     | 1,736                                      | 20,309                       | 1,736                                        | 1,332                                                | 23,377                                | 6,672                  | 23,377                       | 11,732                       | 50                            | 11,782                       | 10,523                       | (1,303)                       | 9,220                        | 10,530                       | (79)                          | 10,451                       | 25,478                       | 0                             | 25,478                       | 80,308                     |
|  |                              |                            |                                            |                              |                                              |                                                      |                                       |                        |                              |                              |                               |                              |                              |                               |                              |                              |                               |                              |                              |                               |                              |                            |
|  | (2,275)                      | (2,234)                    | (41)                                       | 0                            | (41)                                         | (199)                                                | (240)                                 | (240)                  | (240)                        | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | (240)                      |
|  | (10)                         | (9)                        | (1)                                        | 0                            | (1)                                          | 1                                                    | 0                                     | 0                      | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                            |                               | 0                            | 0                          |
|  | (4,073)                      | (4,326)                    | 253                                        | (2,857)                      | 253                                          | (366)                                                | (2,970)                               | 0                      | (2,970)                      | (2,827)                      |                               | (2,827)                      | (3,150)                      |                               | (3,150)                      | (3,624)                      |                               | (3,624)                      | (3,983)                      |                               | (3,983)                      | (16,554)                   |
|  | 16,712                       | 14,765                     | 1,947                                      | 17,452                       | 1,947                                        | 768                                                  | 20,167                                | 6,432                  | 20,167                       | 8,905                        | 50                            | 8,955                        | 7,373                        | (1,303)                       | 6,070                        | 6,906                        | (79)                          | 6,827                        | 21,495                       | 0                             | 21,495                       | 63,514                     |

## RENEWAL &amp; REPAIR FUND PROPOSED BUDGET 2017/18

|                                                      | Proposed<br>Budget<br>2017/18 |                 | Projected<br>Outturn<br>2017/18 |                 |
|------------------------------------------------------|-------------------------------|-----------------|---------------------------------|-----------------|
|                                                      | <u>£'000</u>                  | <u>£'000</u>    | <u>£'000</u>                    | <u>£'000</u>    |
| Opening Balance as at 1 April 2017                   |                               | 283             |                                 | 283             |
| <u>Less Expenditure</u>                              |                               |                 |                                 |                 |
| Integrated Human Resources and Payroll System        | 20                            |                 | 20                              |                 |
| Contribution to Revenue Budget                       | 258                           |                 | 263                             |                 |
|                                                      |                               | (278)           |                                 | (283)           |
| <u>Add Income</u>                                    |                               |                 |                                 |                 |
| Interest credited to the Fund                        | 0                             |                 | 0                               |                 |
| Contribution from Revenue Budget                     | 0                             |                 | 0                               |                 |
|                                                      |                               | 0               |                                 | 0               |
| <b>Projected Closing Balance as at 31 March 2018</b> |                               | <u><u>5</u></u> |                                 | <u><u>0</u></u> |



| Service      | Total No of projects | Number on track | Number slipping | Number accelerating | Total %age spend                                                         | General Fund | HRA  |
|--------------|----------------------|-----------------|-----------------|---------------------|--------------------------------------------------------------------------|--------------|------|
| ECS          | 33                   | 32              | 1               | 0                   | Projected Outturn as percentage of 2017/18 Budget approved 19 April 2017 | 110%         | 115% |
| CDS          | 4                    | 4               | 0               | 0                   | Net Expenditure at 31 July 2017 as percentage of Revised 2017/18 Budget  | 26%          | 29%  |
| HCC          | 52                   | 47              | 2               | 3                   |                                                                          |              |      |
| TES          | 102                  | 100             | 0               | 2                   |                                                                          |              |      |
| <b>TOTAL</b> | <b>191</b>           | <b>183</b>      | <b>3</b>        | <b>5</b>            |                                                                          |              |      |

| Service                     | Project Name                                 | Target Date for Completion | Project Delivery on Target | Budget Adjustment                                | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Corrective Actions                    |
|-----------------------------|----------------------------------------------|----------------------------|----------------------------|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| <b>Accelerated Projects</b> |                                              |                            |                            | Reflected in narrative in Main report paragraph: |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                       |
| TES                         | A9/A85 Road junctions Improvement Project    | March 2019                 | Yes                        | 3.4.3                                            | Due to excellent progress on site by the contractor and favourable weather conditions, works are ahead of the original programme.                                                                                                                                                                                                                                                                                                                                                                      | Budget to be accelerated and rephased |
| TES                         | Smart Cities Waste programme                 | December 2018              | Yes                        | 3.4.7                                            | Strong early progress has been made on the implementation of two of the three elements of this programme (litter bin sensors and on board weighing system). It was initially anticipated these works would be staggered however it has been possible to effectively programme these concurrently.                                                                                                                                                                                                      | Budget to be accelerated and rephased |
| HCC - HRA                   | Central Heating and Rewiring Works programme | Ongoing programme of works | Yes                        | 4.6                                              | After a review of the Housing Revenue Account capital delivery programme for 2017/18 it was agreed to utilise the external resource capacity available within several of the larger programmes of work and accelerate the delivery programme.                                                                                                                                                                                                                                                          | Budget to be accelerated and rephased |
| HCC - HRA                   | Triple Glazing replacement programme         | Ongoing programme of works | Yes                        | 4.6                                              | After a review of the Housing Revenue Account capital delivery programme for 2017/18 it was agreed to utilise the external resource capacity available within several of the larger programmes of work and accelerate the delivery programme.                                                                                                                                                                                                                                                          | Budget to be accelerated and rephased |
| HCC - HRA                   | Energy Efficiency programme                  | Ongoing programme of works | Yes                        | 4.6                                              | After a review of the Housing Revenue Account capital delivery programme for 2017/18 it was agreed to utilise the external resource capacity available within several of the larger programmes of work and accelerate the delivery programme. This includes combining some of the works (£550,000) with the Triple Glazing programme, reflecting the nature of the Energy Efficiency works being undertaken.                                                                                           | Budget to be accelerated and rephased |
| <b>Slipping Projects</b>    |                                              |                            |                            |                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                       |
| ECS                         | Perth Academy New Sports Facilities          | April 2019                 | No                         | 3.3.4                                            | Due to a wider review of the Secondary School Estate and future capital delivery programme investment, the Academy Sports Hall works was on hold for a period of time. A decision has now been made to proceed with this element of investment as a stand alone project however the impact of future investment, in particular the energy centre, is being fully assessed. This has delayed early progress on this project however is necessary to ensure the long term viability of the project/site. | Budget to be rephased                 |
| HCC - HCS                   | Letham Wellbeing Hub                         | November 2018              | Yes                        | 3.5.1                                            | The consultation process took longer than originally anticipated and subsequently had a knock on effect on the overall programme. A programme has now been finalised and the RIBA stage 3 design is progressing well.                                                                                                                                                                                                                                                                                  | Budget to be rephased                 |
| HCC - HRA                   | Multi Storey Flats                           | September 2018             | No                         | 4.8                                              | A review of the outstanding works to the Multi Storey flats has been commissioned with only the previously programmed fire precaution measure works proceeding this financial year. It is likely the larger scale external works will be on hold until the outcome of both the internal and external Grenfell review is known.                                                                                                                                                                         | Budget to be rephased                 |





**PERTH AND KINROSS COUNCIL****Strategic Policy and Resources Committee.****13 September 2017****ASSISTANCE TO BUSINESS OCCUPATION OF KEY  
VACANT PROPERTY IN PERTH & KINROSS THROUGH  
NON DOMESTIC RATES RELIEF****Report by Depute Chief Executive and Chief Operating Officer**

The Council is committed to supporting the growth of existing business and attracting new business into the area and currently provides a range of targeted support and action to encourage the re-use of vacant property as part of the Vacant Property Initiative, primarily via grants for development advice, housing and heritage repair and improvement. This report seeks approval for targeted non-domestic rates relief assistance to further support business expansion or new business investment in certain vacant property in Perth & Kinross on the basis of business need and economic benefits.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 Promoting a prosperous, inclusive and sustainable economy is a key objective of the Council. Significant progress is being made in relation to investment in new and existing infrastructure and property to sustain growth of the city and key settlements. This is complemented by business and employment support, marketing and promotion to encourage innovation, business growth, and inward investment to support key economic sectors and grow the economy. However one of the key challenges facing the Council is how to develop, and return to use, the many long term vacant buildings which are in poor condition and a blight on the area.
- 1.2 Assistance is currently provided locally to support the re-use of key vacant property as part of the Vacant Property Initiative. The Initiative provides assistance to owners towards feasibility studies to determine the viability of proposals for re-use, advice and planning and building standards advice, building and tenant management advice and potential funding via heritage and housing grants. A corporate wide group has been established to prioritise assistance and tackle key vacant properties throughout the area on the basis of potential economic benefit, public risk and condition. This includes the potential use of discretionary powers under the Planning, Building or Housing Acts to protect public safety, undertake works or acquire property where owners are unwilling to act to bring properties back into use. A copy of the list of priority vacant properties is attached indicating, priority, status and current action highlighting those that would benefit from support to encourage business occupation, housing investment or heritage assistance. (Appendix 1). It should be noted that not all of the properties on this list will qualify for the proposals outlined in this report.

- 1.3 Work is currently being progressed to identify potential new business occupiers on the basis of evidence of continued local and visitor expenditure capacity and policy support for investment in new retail, leisure and commercial uses through planning and economic development frameworks.
- 1.4 National and local retail and city and town centre representative bodies, market analysts and agents continue to report on challenging market conditions to sustain and secure new investment in existing property in our city and town centres. The industry suggests that support to reduce business overheads through assistance towards property costs through immediate non-domestic rates relief or funding for repair and improvement would do much to stimulate and encourage business growth and investment, particularly in relation to securing new or expanded retail or commercial leisure offers.
- 1.5 In 2016, the Council took the innovative step of committing to use discretionary powers from Part 11 of the Community Empowerment (Scotland) Act 2015 to assist businesses pending the outcome of the non-domestic rates revaluation in April 2017. These powers allow a local authority to create a scheme to reduce or remit rates by reference to any category or subject, any area, any activity or any other matter provided that the scheme was self-financing by the Council. Relief was targeted to support existing mid-range retail premises in central Perth and surrounding towns but was also made available to new occupiers of long term empty properties where a rateable value of over £65,000 excluded them from relief through the Fresh Start Scheme. (Report No. 516/266 refers)
- 1.6 The number of town centre properties that benefited from this scheme was 93 and the cost to the Council was £127,527.54.
- 1.7 Broadly, the result of the national revaluation was that rateable values of retail premises were reduced to reflect rental values. This resulted in many of those retail properties, that had benefited from the local scheme, now benefitting from the new national framework but with increases in rates on commercial leisure uses. This sector has argued that this is impacting on business overheads reducing profitability and limiting capacity for investment. Support would not have been provided under the previous scheme because of restrictions to assistance to businesses selling alcohol.
- 1.8 There are currently over 350 premises in the commercial leisure sector (i.e. hotels, restaurants, public houses, guest houses and bed & breakfast establishments), with a combined rateable value of over £16m and a gross charge of around £8m.
- 1.9 Many, with rateable value values up to £18,000, will be supported by the Small Business Bonus Scheme and others will see their increases capped at 12.5% (in real terms) under the Scottish Government's Transitional Relief Scheme, in place for financial year 2017/18 only.

- 1.10 Relief remains available from national schemes to those liable for rates on vacant listed buildings and for new occupiers of vacant property via the Fresh Start Scheme for certain properties with a rateable value of up to £65,000.
- 1.11 Both of these relief schemes are deemed to be de-minimus aid under EU State Aid rules and any additional discretionary support given is also likely to be deemed to constitute de-minimus aid.
- 1.12 This means that any such support is limited to a €200,000 equivalent over a three year rolling period.
- 1.13 Support is available to owners to convert vacant property into residential or part residential use via Empty Homes Initiative grant funding and housing development grant funding via the Strategic Housing Investment Plan.
- 1.14 Support is also available to owners of listed buildings for repair and improvement via national grant funding from Historic Environment Scotland and the Heritage Lottery Fund and locally via the Perth City Heritage Fund.
- 1.15 Encouraging and supporting investment in vacant property for a variety of uses is fundamental to achieving sustainable development and growth through the re-use of existing assets. Residential investment and additional housing creates additional local spend on local services. Commercial investment in retail, leisure and offices use supports the retention and growth of existing and new businesses improving property values and rents encouraging further development interest.
- 1.16 Vacant property is also frequently highlighted as a major concern of local communities and re-use important where possible to retain cultural identity and civic pride linking with cultural regeneration initiatives.
- 1.17 Existing support is being provided towards development costs, primarily for housing investment, and towards the repair and re-use of those properties of architectural and historic interest. Providing further support to reduce business overheads associated with property costs through non-domestic rates relief, providing there is demonstrable need taking account of other assistance and a realistic prospect of viable re-use and longer term economic benefits, would help stimulate investment in retail and leisure uses on key eyesore vacant properties.
- 1.18 Agreement is required on the priorities and criteria for future assistance on potential non domestic rates relief to key vacant properties to provide clarity and consistency to assist potential targeting of business growth to respond to current requests for assistance from existing businesses and to those wishing to expand or invest in potential new businesses in these properties.

## 2. PROPOSALS

- 2.1 The Council has previously been commended for its innovative use of its discretionary powers to assist businesses in Perth city centre and town centres throughout the area through rates relief in advance of the outcome of non domestic rates revaluation effective from 1 April 2017. Many businesses that were supported have benefited from reduced rates following national revaluation and the Transitional Relief Scheme.
- 2.2 There are current live investment enquiries in relation to several of the most important vacant properties. The immediate need for broad area based or thematic relief schemes should therefore be re-assessed within this context. Consideration should be given to more immediate targeted investment aligning with other support measures to maximise impact. There is a need to respond to current specific property opportunities associated with growth and new business investment in these properties in advance of potential national changes if these opportunities are not to be lost.
- 2.3 It is recommended that the following assistance, priorities and criteria are applied in terms of offering non domestic rates relief to those currently wishing to invest in key vacant properties.

### Assistance to be provided

100% rates relief for one year only from date of entry

### Priorities for assistance

Assistance will be targeted to

- Support re-use of key eyesore vacant properties
- Retain and support growing businesses through integration and/or improvement of premises
- Development of new business which improves or extends the retail and leisure market

### Criteria for assistance

Assistance will be provided where there is

- Evidence of ownership and / or tenancy interest in property – the Council require to be satisfied that the applicant has authority to make decisions about improvements to the property.
- Evidence of any other assistance secured via national and local grants and business support.
- Evidence of business need and funding relative to business case, development costs and values and other assistance secured via national and local grants and business support. The provision of an acceptable business plan is crucial to demonstrating the actual business need for awarding the relief.
- Evidence of direct and indirect benefits in relation to re-use of property and the performance of the city or town centres in relation to value and scale of development, employment, expenditure and predicted impact on city and town centre performance. The provision of an economic assessment is crucial to demonstrating the actual benefits to the area of awarding the relief.
- Limited to de-minimus state aid threshold.

- 2.4 100% relief should be available for a maximum of one year only and reviewed thereafter within the context of potential new national relief frameworks and any further immediate local needs that may not be supported through national schemes. Initial estimates suggest that the potential maximum cost of this support would be £100,000 and this can be funded, on a non-recurring basis, from within the existing Revenue Budget of the Environment Service for 2017/18. It is proposed that this sum is therefore earmarked in the Council's Reserves and drawn down as required with future updates to the Strategic Policy and Resources Committee.
- 2.5 It is recommended that the authority to offer the discretionary non-domestic rates relief set out in this report be delegated to the Depute Chief Executive & Chief Operating Officer to consider applications on a case by case basis.

### **3. CONCLUSION AND RECOMMENDATIONS**

- 3.1 The Council is committed to supporting the growth of existing business and attracting new business into the area and currently provides a range of support and action to encourage the re-use of key vacant property in a poor condition as part of the Vacant Property Initiative.
- 3.2 Evidence suggests that support to reduce business overheads through assistance towards property costs through immediate non domestic rates relief would help secure business growth and current investment interest in key eyesore vacant property and complement other support for housing investment and repair and improvement.
- 3.3 This report seeks approval for targeted non domestic rates relief assistance for one year to support business expansion or new business investment in decaying vacant property in Perth & Kinross where there is demonstrable evidence of need and economic benefits.
- 3.4 It is recommended that the Council agree to
- i) Provide non domestic rates relief support for up to one year during Financial Year 2017-18 for growth of existing business and attracting new business in key vacant properties in a poor condition according to the priorities and criteria for assistance contained in this report.
  - ii) Delegate authority to the Depute Chief Executive & Chief Operating Officer to assess and agree requests for assistance for rates relief on the basis of the priorities and criteria for assistance contained in this report.
  - iii) Note that support will be reviewed thereafter within the context of national relief frameworks and local needs.
  - iv) Note that proposed funding of £100,000 will be met from the 2017/18 Environment Service Revenue Budget and earmarked within the Council's Reserves to be drawn down as required.

**Author(s)**

| <b>Name</b>  | <b>Designation</b>       | <b>Contact Details</b>                                                                                  |
|--------------|--------------------------|---------------------------------------------------------------------------------------------------------|
| John McCrone | City Development Manager | <a href="mailto:TESCommitteeReports@pkc.gov.uk">TESCommitteeReports@pkc.gov.uk</a><br>Tel: 01738 475000 |

**Approved**

| <b>Name</b>   | <b>Designation</b>                                 | <b>Date</b>      |
|---------------|----------------------------------------------------|------------------|
| Jim Valentine | Depute Chief Executive and Chief Operating Officer | 4 September 2017 |

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## IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

|                                                            |                 |
|------------------------------------------------------------|-----------------|
| <b>Strategic Implications</b>                              | <b>Yes/None</b> |
| Community Plan / Single Outcome Agreement /Perth City 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>Yes</b>      |
| <b>Assessments</b>                                         |                 |
| Equality Impact Assessment                                 | <b>None</b>     |
| Strategic Environmental Assessment                         | <b>None</b>     |
| Sustainability (community, economic, environmental)        | <b>None</b>     |
| Legal and Governance                                       | <b>None</b>     |
| Risk                                                       | <b>Yes</b>      |
| <b>Consultation</b>                                        |                 |
| Internal                                                   | <b>Yes</b>      |
| External                                                   | <b>Yes</b>      |
| <b>Communication</b>                                       |                 |
| Communications Plan                                        | <b>Yes</b>      |

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

- 1.1 The Perth and Kinross Community Plan / Single Outcome Agreement in terms identifies 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

- 1.2 The activities contribute to the Community Plan's strategic objectives of 'Promoting a prosperous, inclusive and sustainable economy', and a 'Safe Welcoming Environment' and the outcomes of 'a thriving, expanding economy' and 'employment opportunities for all'.

#### Corporate Plan

- 1.3 Perth and Kinross Council Corporate Plan 2013/2018 sets out five strategic objectives:

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

- 1.4 This report relates to Objective No (iii) 'Promoting a prosperous, inclusive and sustainable economy' and the outcome of 'Thriving, expanding economy' by encouraging and supporting business growth and Objective No (v) 'Creating a safe and sustainable place for future generations'.

## **2. Resource Implications**

### Financial

- 2.1 Revenue funding of £100,000 will be met within the Environment Service Revenue Budget and earmarked within the Council's Reserves to be drawn down as required.

### Workforce

- 2.2 There are no workforce implications arising from the recommendations of the report.

### Asset Management

- 2.3 There are no asset management implications arising from the recommendations of the 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 This section should reflect that the proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:
- (i) Assessed as **not relevant** for the purposes of EqIA.

### Strategic Environmental Assessment

- 3.3 Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all qualifying plans, programmes and strategies, including policies (PPS). The proposals have been considered under the Act and will have no or minimal environmental effects, it is therefore exempt and the SEA Gateway has been notified. The reason(s) for concluding that the PPS will have no or minimal environmental effects is that it is part of a strategic approach to invest in the re-use of property assets as part of broader collaborative action via the Perth City Plan and economic development frameworks and approved resource allocations which have already been assessed.



### Sustainability

- 3.4 The proposals have been considered under the provisions of the Local Government in Scotland Act 2003 and the Climate Change (Scotland) Act 2009 using the Integrated Appraisal Toolkit and will contribute to the sustainable development of Perth and Kinross.

### Legal and Governance

- 3.5 No issues as the proposals will use established legal frameworks for assistance.

### Risk

- 3.6 Risks and the controls required to mitigate any risks will be managed through proposed priorities and criteria for assistance.

## **4. Consultation**

### Internal

- 4.1 The Heads of Legal and Governance, Democratic Services and Finance have been consulted in preparation of this report.

## **5. Communication**

- 5.1 Communications promoting opportunities for participation will be undertaken via Perth City Centre Management media channels and Invest in Perth programme.

## **2. BACKGROUND PAPERS**

Report to Strategic Policy and Resources Committee, 15 June 2016, Rates Relief, Use of Community Empowerment Act 2015 to Expand Provisions of Small Business Bonus and Fresh Start Schemes (Report No. 16/266)

## **3. APPENDICES**

Appendix 1 – List of Vacant Properties



| Address                                                   | Potential Economic Impact |     |     | Prominence |     |     | Listed Status |   |   |          | Priority | Potential for Rates Assistance | Potential for City Heritage Funding | Potential for Housing Funding |
|-----------------------------------------------------------|---------------------------|-----|-----|------------|-----|-----|---------------|---|---|----------|----------|--------------------------------|-------------------------------------|-------------------------------|
|                                                           | High                      | Med | Low | High       | Med | Low | A             | B | C | Unlisted |          |                                |                                     |                               |
| Former McEwens Shop, St John St                           | 3                         |     |     | 3          |     |     |               | 2 |   |          | 8        | Yes                            | Yes                                 | No                            |
| Drummond Arms Hotel, Crieff                               | 3                         |     |     | 3          |     |     |               | 2 |   |          | 8        | Yes                            | No                                  | Yes                           |
| 2-12 Main Street/West Bridge Street, Bridgend             |                           | 2   |     | 3          |     |     |               | 2 |   |          | 7        | No                             | Yes                                 | Yes                           |
| Harry's Bar                                               | 3                         |     |     |            | 2   |     |               | 2 |   |          | 7        | Yes                            | Yes                                 | No                            |
| Waverley Hotel                                            | 3                         |     |     | 3          |     |     |               |   | 1 |          | 7        | No                             | No                                  | No                            |
| Toll House, West Bridge Street                            |                           | 2   |     | 3          |     |     |               | 2 |   |          | 7        | No                             | Yes                                 | No                            |
| Toll House, Dundee Road, Perth                            |                           |     | 1   | 3          |     |     | 3             |   |   |          | 7        | No                             | No                                  | No                            |
| Lower City Mills                                          |                           | 2   |     |            | 2   |     | 3             |   |   |          | 7        | Yes                            | Yes                                 | No                            |
| 31B/41 to 43 High Street, Perth                           |                           | 2   |     | 3          |     |     |               | 2 |   |          | 7        | No                             | Yes                                 | No                            |
| 8-12 South Street, Perth                                  |                           | 2   |     | 3          |     |     |               | 2 |   |          | 7        | No                             | Yes                                 | No                            |
| Loves Building                                            |                           | 2   |     |            | 2   |     |               | 2 |   |          | 6        | Yes                            | Yes                                 | No                            |
| St Andrews & St Stephens Church & 18 North William Street |                           |     | 1   | 3          |     |     |               |   | 1 |          | 5        | No                             | No                                  | Yes                           |
| 88/90 Scott Street, Former Co-op                          | 3                         |     |     |            | 2   |     |               |   |   | 0        | 5        | No                             | Yes                                 | No                            |
| 177 High Street, Perth (Himalaya)                         |                           | 2   |     | 3          |     |     |               |   |   | 0        | 5        | No                             | Yes                                 | Yes                           |
| Bank House, Atholl Road, Pitlochry                        |                           | 2   |     | 3          |     |     |               |   |   | 0        | 5        | No                             | No                                  | No                            |
| 68 Atholl Road, Pitlochry                                 |                           | 2   |     | 3          |     |     |               |   |   | 0        | 5        | No                             | No                                  | No                            |
| Empty Shop, Low Street/ Dunkeld Road, Perth               |                           | 2   |     | 3          |     |     |               |   |   | 0        | 5        | No                             | Yes                                 | No                            |
| Margeurites, 15 Main Street, Bridgend                     |                           | 2   |     |            | 2   |     |               |   | 1 |          | 5        | No                             | Yes                                 | No                            |
| Strathearn Hotel, Crieff                                  |                           | 2   |     | 3          |     |     |               |   |   | 0        | 5        | Yes                            | No                                  | Yes                           |
| Gap site, 12/20 South Street                              |                           | 2   |     | 3          |     |     |               |   |   | 0        | 5        | No                             | No                                  | No                            |
| Mae Ping Restaurant, 161-165 South Street Perth           |                           | 2   |     | 3          |     |     |               |   |   | 0        | 5        | No                             | Yes                                 | No                            |
| Former Co-op travel shop, 150 South Street, Perth         |                           | 2   |     |            | 2   |     |               |   |   | 0        | 4        | No                             | Yes                                 | Yes                           |
| Royal Hotel, Coupar Angus                                 |                           |     | 1   |            | 2   |     |               |   | 1 |          | 4        | No                             | No                                  | No                            |
| Lafemelle, 39 Scott St, Perth                             |                           | 2   |     |            | 2   |     |               |   |   | 0        | 4        | No                             | Yes                                 | No                            |
| 34 Atholl Street, Perth                                   |                           |     | 1   |            | 2   |     |               |   | 1 |          | 4        | No                             | Yes                                 | Yes                           |
| The Clachan & Quality Café                                |                           |     | 1   |            | 2   |     |               |   |   | 0        | 3        | Yes                            | No                                  | Yes                           |
| Whitehorse Inn, Perth                                     |                           |     | 1   |            | 2   |     |               |   |   | 0        | 3        | No                             | No                                  | Yes                           |
| 72 Canal Crescent, Perth                                  |                           | 2   |     |            |     | 1   |               |   |   | 0        | 3        | No                             | Yes                                 | Yes                           |
| Shop, West Mains Avenue, Perth                            |                           | 2   |     |            |     | 1   |               |   |   | 0        | 3        | No                             | No                                  | No                            |
| Station House, Station Road, Pitlochry                    |                           |     | 1   |            | 2   |     |               |   |   | 0        | 3        | No                             | No                                  | No                            |
| 49 Scott Street/168 South Street, Perth                   |                           |     | 1   |            | 2   |     |               |   |   | 0        | 3        | No                             | Yes                                 | No                            |
| Former Commercial Hotel, Errol                            |                           |     | 1   |            |     | 1   |               |   |   | 0        | 2        | No                             | No                                  | No                            |
| Vacant Cottage, Main Street, Bankfoot                     |                           |     | 1   |            |     | 1   |               |   |   | 0        | 2        | No                             | No                                  | No                            |
| Smithy Cottage, Glenfarg                                  |                           |     | 1   |            |     | 1   |               |   |   | 0        | 2        | No                             | No                                  | No                            |
| Ivy Cottage, Powmill                                      |                           |     | 1   |            |     | 1   |               |   |   | 0        | 2        | No                             | No                                  | Yes                           |
| Ladeside area, Perth Inchaffray St, Viewfield Place       |                           |     | 1   |            |     | 1   |               |   |   | 0        | 2        | No                             | No                                  | No                            |
| Derelict building adjacent to Perth Bridge                |                           |     | 1   |            |     | 1   |               |   |   | 0        | 2        | No                             | No                                  | No                            |
| St Pauls Church                                           |                           | 2   |     | 3          |     |     |               | 2 |   |          | 7        | No                             | No                                  | No                            |
| St Mary's Church, Reform Street, Blairgowrie              |                           |     | 1   |            | 2   |     |               | 2 |   |          | 5        | No                             | No                                  | No                            |
| Former Strathmore Hotel, Coupar Angus                     |                           | 2   |     |            | 2   |     |               | 2 |   |          | 6        | No                             | No                                  | No                            |



**PERTH AND KINROSS COUNCIL****Strategic Policy and Resources Committee – 13 September 2017****ANNUAL EFFICIENCY STATEMENT 2016/17****Report by the Head of Finance****PURPOSE OF REPORT**

This report presents Perth and Kinross Council's Annual Efficiency Statement for 2016/17. The statement was submitted to the Convention of Scottish Local Authorities (COSLA) on 16 August 2017 which complied with the submission deadline of 18 August 2017 for consolidation in the national return to the Scottish Government. The report summarises the efficiency gains made by the Council during 2016/17 and describes how, in the context of a challenging financial climate, the Council may make further efficiency gains in future financial years.

**1. INTRODUCTION**

- 1.1 The Efficient Government initiative was originally launched in November 2004 and is a key part of the programme of reform and modernisation of the public sector in Scotland.
- 1.2 For financial year 2016/17, the Scottish Government expects every public body to deliver efficiency savings of at least 3% and to report publicly on the actions undertaken and the results achieved.
- 1.3 All efficiency measures counted against these targets are intended to be 'cash-releasing' in that they are intended to generate cash savings or allow for a greater volume of Service delivery with no increase in cost. Local authorities are permitted to retain cash-releasing efficiency savings for re-investment in frontline Service delivery.
- 1.4 Perth and Kinross Council continues to be committed to making the best use of public resources and the identification of efficiency savings forms a key element of the Council's financial management strategy. This is evidenced through the Council's approach to preparing the Revenue Budget where Council Services are asked to contain their own expenditure pressures through the identification of efficiency savings in the first instance. The delivery of approved efficiency savings, thereafter, becomes an integral part of the management of each Council Service's Revenue Budget and is monitored, as part of the Council's overall revenue monitoring process, by the Strategic Policy and Resources Committee.
- 1.5 In common with all other Scottish Local Authorities, Perth and Kinross Council has agreed to prepare and publish an Annual Efficiency Statement. The

format and content of the statement (Appendix 1 to this report) is based upon guidance received from the Convention of Scottish Local Authorities (COSLA) which places the emphasis on how local authorities have “used efficiencies to protect quality and level of services and maintained outputs and outcomes in the face of budget cuts”.

- 1.6 In line with the approved timetable the Council’s Annual Efficiency Statement was submitted to COSLA on 16 August 2017. This was in advance of the deadline of Friday 18 August 2017 for consolidation in the national return for the Scottish Government.

## **2. BACKGROUND**

- 2.1 The Council has a successful record in identifying and delivering efficiencies. In the previous ten financial years in which local authorities have formally reported upon efficiency savings (2006/07 – 2015/16). Perth and Kinross Council has consistently exceeded the national target which has allowed efficiency savings to be re-invested in supporting service delivery.
- 2.2 The identification and delivery of efficiency savings is undertaken within the context of a robust policy framework and resource management strategy. Both the Council and its Community Planning partners’ strategic objectives were set out within the updated Perth and Kinross Community Plan 2013 - 2023 (Report No. 13/333 refers).
- 2.3 The delivery of the Community Plan was supported internally through the Council’s Corporate Plan (Report No. 13/104 refers) and individual Service Business Management and Improvement Plans which were considered by Council in June 2017.
- 2.4 Furthermore, it is anticipated that a new Local Outcome Improvement Plan / Community Plan will be considered by Council in October which will include individual Locality Action Plans.
- 2.5 The Council’s Updated Medium Term Financial Plan 2017-2022 was approved by Council on 5 October 2016 (Report No. 16/438 refers). In addition Asset Management Plans for individual key asset categories such as Roads Infrastructure (Report No. 15/254 refers) and Fleet & Mechanical Equipment (Report No. 15/255 refers) further support the Council’s approach to resource planning.
- 2.6 The Council also has in place a Business Plan 2016-2019 (Report No. 16/283 refers) which was originally approved in June 2016. The Council received an update on year one actions at its meeting in June 2017 (Report No. 17/239 refers).
- 2.7 The report to the Strategic Policy and Resources Committee on 17 June 2015, ‘Building Ambition – A Blueprint for a 21<sup>st</sup> Century Council’ (Report No. 15/258) highlighted the increasingly complex environment in which the Council operates, and described the challenging internal and external context

that will impact on the organisation over the next ten years. The main themes are:

- Increasing complexity in the delivery of public services, and working with our communities
- Reduced public sector spending
- Increasing demand for services
- Greater focus on tackling inequality
- Importance of sound governance through periods of change and transformation
- Opportunities through technological advancements
- The need to secure continuity of vital public services in challenging times

2.8 The Council continues to strengthen its internal arrangements for identifying and delivering efficiency savings in anticipation of significant further reductions in public sector funding and increased demand for Council services. A key element of this approach has been the further development of the strategy for reshaping our workforce in a positive and proactive way in the future, through the continued development of a range of workforce management measures. These measures include revised arrangements for vacancy management; managing short-term resourcing requirements and enhancing capacity and improving performance.

2.9 The Perth and Kinross Council Corporate Workforce Plan 2013-18 was approved by the Strategic Policy and Resources Committee in April 2013 (Report No. 13/152 refers). This plan ensures a strategic approach to meeting workforce challenges and progress is reported to the Council via the annual workforce report (Report No. 16/562 refers). The Council's workforce management measures are also kept under review by the Executive Officer Team through regular monitoring of workforce governance. It is anticipated that the updated Workforce Plan will be considered by Council later this calendar year.

### **3. EFFICIENCY GAINS IN 2016/17**

3.1 Council Services have identified cash releasing efficiency savings totalling £14.436 million in 2016/17. This represents approximately 4.3% of the Council's Net Revenue Budget for 2016/17 approved by the Strategic Policy and Resources Committee on 19 April 2017 (Report No. 17/152 refers).

3.2 The following table provides an analysis of the cash releasing efficiencies realised by the Council in 2016/17 in terms of key efficiency themes.

| <b>Efficient Government Theme</b> | <b>Cash Releasing Savings<br/>£'000</b> |
|-----------------------------------|-----------------------------------------|
| Asset Management                  | 221                                     |
| Procurement                       | 2,894                                   |
| Workforce Planning                | 5,444                                   |
| Streamlining Bureaucracy          | 302                                     |
| Other                             | 5,575                                   |
| <b>TOTAL</b>                      | <b>14,436</b>                           |

3.3 Appendix 1 to the report sets out the submission to COSLA in the prescribed format.

3.4 The table above demonstrates that, as in previous years, Perth and Kinross Council has exceeded the expectation from the Scottish Government that public bodies will deliver efficiency savings of at least 3%.

#### **4. KEY AREAS OF EFFICIENCY GAIN IN 2016/17**

##### **4.1 Asset Management**

4.1.1 This was achieved through more effective use of Council assets including reduced energy and water costs following a number of corporate initiatives to reduce consumption, more efficient use of fleet and the continued rationalisation of the number of properties occupied by Services.

##### **4.2 Procurement**

4.2.1 As a member of the Tayside Procurement Consortium and Scotland Excel, the Council continues to realise efficiency savings through collaborative purchasing arrangements with other public sector bodies based upon nationally negotiated contracts.

4.2.2 Council Services also realised further procurement savings from a number of initiatives including reviews of commissioned services and service level agreements across the Council, reviewing contract specifications and renegotiating contracts.

##### **4.3 Workforce Planning**

4.3.1 In financial year 2016/17, efficiency savings in relation to the management of expenditure on staff costs contributed the most significant amount towards the level of efficiencies reported. The majority of these savings were realised through the pro-active and stringent management of staffing vacancies across the Council by both Service Management Teams and the Executive Officer Team. This was further supported by the corporate workforce management measures that are in place to support Services. All Services exceeded their budgeted staff turnover or "slippage" targets for non-teaching posts.



- 4.3.2 Efficiency savings from workforce planning were also generated in 2016/17 through further service transformation, modernisation, re-design and reviews across all Council Services.
- 4.3.3 In addition, one of the key approaches to workforce planning currently in place is the retirement provisions available under the Council's workforce management arrangements. Further information in respect of which is provided in the Savings Arising from Early Retirement Decisions Taken in 2016/17 report on the agenda for this Committee meeting.

#### **4.4 Streamlining Bureaucracy**

- 4.4.1 Improved income collection processes have significantly contributed to savings in this category.

#### **4.5 Other**

- 4.5.1 The "Other" category includes additional income generated from Council Tax (c£1m). In addition significant savings were generated in Treasury Management through the proactive management of the Council's strategy for borrowing (c£2.5m) and from capital receipts following disposal of a number of assets across all Council Services (c£2.1m).

### **5. VERIFICATION**

- 5.1 The Council has sought to deliver efficiency gains whilst maintaining and improving standards of Service. There is no evidence to suggest that the efficiency gains reported above have led to a reduction in performance or service quality.
- 5.2 The Council has robust performance management arrangements in place and publishes a comprehensive annual performance report which summarises both the Council's own assessment of its progress and the findings of the external scrutiny bodies charged with assessing standards of service delivery. It is anticipated that the Perth and Kinross Annual Performance Report for 2016/17 will be considered by the Council on 4 October 2017.
- 5.3 In addition the Local Scrutiny Plan for 2017/18, considered by Council on 28 June 2017 (Report No. 17/238 refers), confirmed that Perth and Kinross Council has been assessed on an annual basis and that no specific additional scrutiny was required.

### **6. KEY AREAS TARGETED FOR 2017/18 AND FUTURE YEARS**

- 6.1 The latest update of the Council's Medium Term Financial Plan was approved on 5 October 2016 (Report No. 16/438 refers). The report sets the local context for what is widely anticipated to be a period of further considerable financial challenge for the public sector. The Medium Term Financial Plan will continue to be refined with the next update scheduled to be considered by Council on 4 October 2017.

- 6.2 “Building Ambition: the Council’s Transformation Strategy 2015-2020”, which was approved by the Council on 1 July 2015 (Report No. 15/292 refers) included a programme of major projects which would lead the Council into the next stage of its transformation journey. The programme includes the introduction of revised service delivery models and ongoing improvement activities across the Council. The Strategic Policy and Resources Committee have received regular updates on transformational progress including financial and performance updates.
- 6.3 As new transformation projects have been developed these have been approved by the Strategic Policy and Resources Committee and added to the original Transformation Strategy 2015-20.
- 6.4 The identification and delivery of efficiency savings in 2017/18 and beyond will continue to play a significant role in the future management of the Council’s finances. However, it is unlikely that the delivery of efficiency savings alone will be sufficient to offset the projected increased demand for Council services and reduction in Council funding.
- 6.5 The Council has in place a Final Revenue Budget for 2017/18 and Provisional Revenue Budget for 2018/19. The adoption of medium term financial planning assists officers as they transform service delivery across the Council.

## 7. CONCLUSION AND RECOMMENDATIONS

- 7.1. Perth & Kinross Council has identified cash-releasing efficiency savings totalling £14.436 million in 2016/17 representing 4.3% of the Council’s Net Revenue Budget. Efficiency gains have been identified across all Council Services and under a range of Efficient Government themes. The identification and delivery of future efficiency savings will remain a key component of the Council’s financial strategy during an anticipated sustained period of financial constraint.
- 7.2. In line with previous financial years the Council has exceeded the expectation from the Scottish Government that public bodies will deliver efficiency savings of at least 3%.
- 7.3. The Committee is requested to note the contents of the report.

### Author

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

### Approved

| Name              | Designation                                        | Date           |
|-------------------|----------------------------------------------------|----------------|
| Stewart Mackenzie | Head of Finance                                    | 31 August 2017 |
| Jim Valentine     | Depute Chief Executive and Chief Operating Officer | 31 August 2017 |

## ANNEX

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

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

#### 1. Strategic Implications

##### 1.1. Corporate Plan

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

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

1.1.2 This report relates to all of these objectives.

#### 2. Resource Implications

##### 2.1. Financial

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

## 2.2. Workforce

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

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

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

# 3. **Assessments**

## 3.1. Equality Impact Assessment

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

## 3.2 Strategic Environmental Assessment

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

## 3.3 Sustainability

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

#### **4. Consultation**

##### **4.1 Internal**

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

#### **2. BACKGROUND PAPERS**

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

#### **3. APPENDICES**

Appendix 1 – Confirmation of Efficiencies Delivered in 2016/17



## CONFIRMATION OF EFFICIENCIES DELIVERED IN 2016/17

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Local Authority Name                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Perth and Kinross Council                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 2 | Total cash efficiency achieved for 2016/17<br>£'000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | £14.436m                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 3 | <p><b>Summary of efficiency activity e.g.</b></p> <p>The main initiatives the local authority has taken over the year to ensure a strategic approach to increased efficiency and productivity and the improvements achieved in these areas.</p> <p>The main information that the local authority uses to assess productivity, service quality and performance and how the scope, usefulness or reliability has been improved during the year.</p> <p>Specific steps the local authority has taken during the year to improve collaboration and joint working to deliver efficient and user-focussed services and the improvements achieved.</p> | <p>The Council continues to progress with its efficiency agenda as part of its overall transformation strategy.</p> <p>The stringent application of approved workforce planning measures and vacancy management has contributed savings of <b>£5.444 million</b> during financial year 2016/17.</p> <p>The Council also utilises a wide range of information to assess productivity which is reviewed annually for its effectiveness as part of our business planning process.</p> <p>Key efficiency measures in 2016/17 include:</p> <ul style="list-style-type: none"> <li>• More efficient use of all Council buildings.</li> <li>• Further efficiencies through the introduction of modern ways of working and new technology.</li> <li>• Utilisation of workforce planning measures across all Council Services.</li> <li>• Continued increase in local tax collection (Council Tax and NDRI).</li> <li>• Reduced management and supervisory costs across a number of Council functions.</li> <li>• Further savings through proactive treasury management.</li> <li>• A continuation of shifting of the balance of care with a reduction in the number of residential placements in favour of community based services.</li> <li>• Moving towards the commissioning of services rather than their direct provision.</li> <li>• Review and renegotiation of service level agreements with the voluntary sector to ensure the most effective use of Council resources.</li> <li>• Further use of collaborative contract arrangements to deliver savings.</li> <li>• Improved procurement practice.</li> </ul> |

|   |                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                                                                                                                                                                                                                                                        | <p>Work continues with Perth and Kinross Integrated Joint Board on Health and Social Care Integration to maximise the benefit of joined up working across the Perth and Kinross Community Planning Partnership and across Tayside.</p> <p>Significant savings have also been generated through proactive management of the Council's borrowing with the Council's Consolidated Loans Fund interest rate of 3.2% being significantly less than the estimated Scottish average rate of 4.2%.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 4 | <p><b>Breakdown of efficiency saving by Procurement, Shared Services or Asset Management £'000</b></p> <p>(only where relevant – not all efficiencies will fall into these categories, so the figures here do not have to match the overall total.</p> | <p>Procurement = £2.894m</p> <p>Shared Services = £0m</p> <p>Asset Management = £0.221m</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 5 | <p><b>Evidence:</b> What performance measures and/or quality indicators are used to ensure that efficiencies were achieved without any detriment to services?</p>                                                                                      | <p>The Council has robust performance management arrangements in place and publishes a comprehensive annual performance report which summarises both the Council's own assessment of its progress and the findings of the external scrutiny bodies charged with assessing standards of service delivery. Individual Service performance was considered by Council in June 2017. It is anticipated that the Council will consider the Perth and Kinross Annual Performance Report for 2016/17 at the Council meeting on 4 October 2017. This will provide an overview of performance against the Community Plan / Single Outcome Agreement 2013 - 23 for the period 1 April 2016 to 31 March 2017. This report will also provide comprehensive information on progress across the Community Planning Partnership towards delivering better services and improved outcomes for the people of Perth and Kinross.</p> <p>The Local Scrutiny Plan for 2017/18 was considered by the Council on 28 May 2017 and confirmed that Perth and Kinross Council has been assessed on an annual basis and has consistently received recognition for the continuous improvement of its services. It</p> |



|  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  | <p>recognises the Council's continued strength in self-evaluation and performance management arrangements, along with its achievements in securing improved performance and better outcomes for local people. It confirms that there are no significant scrutiny risks.</p> <p>The Council seeks to deliver efficiency gains whilst maintaining and improving standards of service.</p> <p>All efficiency and transformation projects require a business case which sets out the key benefits and measures which will be used to assess the success of each initiative.</p> <p>There is no evidence to suggest that the efficiency gains included within this submission have led to a reduction in performance of service quality.</p> |
|--|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Signed .....B Malone..... (Chief Executive)**

**Signed .....Cllr I Campbell..... (Council Leader)**

**Date.....16 August 2017.....**



**PERTH AND KINROSS COUNCIL****Strategic Policy & Resources Committee – 13 September 2017****SAVINGS ARISING FROM EARLY RETIREMENT DECISIONS TAKEN IN 2016/17****Report by Head of Finance****PURPOSE OF REPORT**

This report provides information on the costs and savings arising from early retirement decisions taken in financial year 2016/17.

**1. BACKGROUND**

- 1.1 On 17 September, 2003 this Committee approved Report No. 03/457 which detailed the Council's response to Audit Scotland's local report on early retirement entitled "Bye Now Pay Later part 2".
- 1.2 One of the recommendations in the Audit Scotland report was that the Council be informed of the costs and/or savings arising from decisions taken by Officers, under delegated authority, to approve employee early retirements. The presentation of this report ensures that the Council complies with that recommendation. The report incorporates the early retirements approved by the Council in setting the 2017/18 Final and 2018/19 Provisional Revenue Budgets (Report No 17/47 refers).
- 1.3 On 4 February, 2009, this Committee approved Report No 09/70 which set out new retirement provisions as part of the Council's workforce planning arrangements and included revised scrutiny and governance arrangements.

**2. PROPOSALS**

- 2.1 The Committee is asked to note the overall net savings arising from early retirement decisions taken in 2016/17 as summarised in Appendix 1. The overall net savings tabulated in the Appendix include Council staff who are members of the Local Government Pension Scheme and teachers whose pension arrangements are administered by the Scottish Public Pensions Agency.

**3. CONCLUSION AND RECOMMENDATION**

- 3.1 Based on the approach recommended by Audit Scotland the Council will achieve savings of £5,501,366 over a five year period. This equates to a recurring annual saving of over £1,200,000 in a full year (as detailed in Appendix 1). To deliver these recurring savings the Council will incur one-off costs of £2,074,067 in relation to members of the Local Government Pension Scheme and the Teacher's Pension scheme as indicated in Appendix 1.

3.2 An analysis of the approved early & flexible retirement applications over the medium term identified no equalities issues and that the numbers were proportionate to the age/gender profile of the workforce. Ongoing monitoring in this regard will continue to achieve value for money, accountability, transparency and equality of treatment.

3.3 It is recommended that the Committee note the contents of this report.

#### Author

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

#### Approved

| Name              | Designation                                        | Date           |
|-------------------|----------------------------------------------------|----------------|
| Stewart MacKenzie | Head of Finance                                    | 30 August 2017 |
| Jim Valentine     | Depute Chief Executive and Chief Operating Officer | 30 August 2017 |

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All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Corporate Plan

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

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

- 1.1.2 This report relates to all of these objectives.

### 2. Resource Implications

#### 2.1 Financial

- 2.1.1 This report provides retrospective information on decisions taken in the previous financial year (2016/17) and as such, there are no direct financial implications arising from the report.

## 2.2 Workforce

- 2.2.1 There are no direct workforce implications arising from this report other than those retrospectively reported in Appendix 1.

## 3. **Assessments**

### 3.1 Equality Impact Assessment

- 3.1.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.1.2 The information contained within this report has been considered under the Corporate Equalities Impact Assessment process (EqIA).
- 3.1.3 The most relevant equalities characteristics in relation to retirement are age and sex. The actual number of applications with approved/rejected breakdown demonstrates the figures are proportionate to the age/gender profile for the workforce.
- 3.1.4 The application of added years for early retirements due to efficiency/redundancy has been applied in accordance with the retirement scheme provisions.
- 3.1.5 In summary, based on an analysis of the data, there are no equalities issues.

### 3.2 Strategic Environmental Assessment

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

### 3.3 Sustainability

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

## **2. BACKGROUND PAPERS**

The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing the above report.

Background papers:—      Report 03/457  
                                         Bye Now Pay Later Part 2  
                                         Report 09/70  
                                         Retirement Scheme

## **3. APPENDICES**

**Appendix 1** – Net savings/costs arising from early retirement decisions taken in 2016/17.





STRATEGIC POLICY & RESOURCES COMMITTEE 13 SEPTEMBER 2017NET SAVINGS / COSTS ARISING FROM EARLY RETIREMENT DECISIONS TAKEN IN 2016/17

| Various Services of the Council         | One-off costs     | Revenue cost / (saving) |                   |                     |                     |                     | Total revenue cost/(saving) | Net revenue cost/(saving) | No of retrials |
|-----------------------------------------|-------------------|-------------------------|-------------------|---------------------|---------------------|---------------------|-----------------------------|---------------------------|----------------|
|                                         |                   | 2016/17                 | 2017/18           | 2018/19             | 2019/20             | 2020/21             |                             |                           |                |
| Retirals                                | £1,789,503        | £(11,000)               | £(398,899)        | £(826,005)          | £(894,912)          | £(901,104)          | £(909,291)                  | £(3,941,211)              | 121            |
| Redundancy Only                         | £284,564          | £(23,835)               | £(255,323)        | £(318,618)          | £(319,811)          | £(321,262)          | £(321,306)                  | £(1,560,155)              | 13             |
| <b>TOTAL COST/(SAVING) FOR RETIRALS</b> | <b>£2,074,067</b> | <b>£(34,835)</b>        | <b>£(654,222)</b> | <b>£(1,144,623)</b> | <b>£(1,214,723)</b> | <b>£(1,222,366)</b> | <b>£(1,230,597)</b>         | <b>£(5,501,366)</b>       | <b>134</b>     |

The information provided is based on decisions taken in financial year 2016/17 as detailed on the five year cost projection forms following assessment of individual business cases by the appropriate forum. Those forms include information on a five year period from the date of retirement and may include a part year saving in both 2016/17 and 2021/22.



## PERTH AND KINROSS COUNCIL

## Strategic Policy and Resources Committee

13 September 2017

## FOLLOWING THE PUBLIC POUND ANNUAL REPORT 2016/17

## Report by Depute Chief Executive and Chief Operating Officer

**PURPOSE OF REPORT**

This report provides information on the Council's spending for the financial year 2016/17 under the principles of the Code of Guidance on Funding External Bodies and Following the Public Pound.

It also advises on the enhanced governance arrangements which align the Council's Local Code of Guidance on Following the Public Pound with the Procurement Strategy.

**1. BACKGROUND**

- 1.1 In common with other local authorities, the Council uses a number of external organisations to assist in the provision of its services. These external organisations can include community partner organisations, trusts, private sector companies and providers from the voluntary and not-for-profit sectors.
- 1.2 To ensure that there is transparency and consistency in relation to how public funds are spent on services which are not subject to a formal regulated procurement process, the Accounts Commission in conjunction with COSLA, developed a Code of Guidance on Funding External Bodies and Following the Public Pound ("the original Code"). Local Authorities are expected to develop their own local codes of guidance in accordance with the principles of the original Code.
- 1.3 The Council's Local Code of Guidance on Following the Public Pound ("the FPP Code") applies to all external funding by the Council that falls out with the formal procurement regime and it is designed to improve the governance in respect of such spending to provide proper transparency and accountability.
- 1.4 The FPP Code was revised in 2016, (Report 16/270 refers) and the Strategic Policy and Resources Committee was advised that further work required to be done to develop a practitioner toolkit and to fully review the Council's Contract Rules. In completing that work, further revisions have also been made to the FPP Code to reflect changes in the public procurement rules and to ensure consistency and alignment with the revised Contract Rules and the newly developed FPP Practitioners Toolkit.
- 1.5 The revised Contract Rules and the FPP Toolkit are now complete and are appended to this report (**Appendices 2 and 3**).

## **2. CURRENT GOVERNANCE ARRANGEMENTS**

- 2.1 The Council records its arrangements made under the FPP Code on a register and reports these annually to this Committee. **Appendix 1** of this report sets out the arrangements recorded under the FPP Code for the financial year 2016/17.
- 2.2 The Council also maintains a register in respect of spend under a public procurement route and tenders accepted are also reported separately to this Committee on an annual basis (Report 17/220 refers for financial year 2016/17).
- 2.3 Changes to procurement legislation introduced a new statutory reporting regime for public bodies spending in excess of £5,000,000. This regime now requires the Council to demonstrate in an annual report the ways in which external spend is being used to meet strategic objectives.
- 2.4 By aligning the FPP Code and the Council's Contract Rules, we will develop a consistent approach to the risk assessment, management and monitoring of the spectrum of contractual arrangements, giving greater transparency across the supply chain. This presents a further opportunity to review our current reporting arrangements to ensure compliance with the new procurement reporting requirements and to provide greater assurance in respect of our external funding arrangements.

## **3. PROPOSALS**

- 3.1 It is proposed that in future years, reports in respect of external spend under both FPP and the tenders accepted under the public procurement regime will be presented together as appendices to the annual report on the delivery of the Council's Procurement Strategy, as required by legislation.

## **4. CONCLUSION AND RECOMMENDATIONS**

- 4.1 The alignment of the FPP Code with the revised Contract Rules and proposed changes to our reporting mechanisms provides the opportunity to present to Committee a more comprehensive overview of our total funding to external bodies, ensuring greater transparency and facilitating more effective scrutiny.
- 4.2 It is therefore recommended that this Committee:
  - (i) note the arrangement under Following the Public Pound recorded for the financial year 2016/17 set out in Appendix 1
  - (ii) approve the revised Contract Rules, the revised FPP Code and proposed Practitioners' Toolkit presented in Appendices 2 and 3.

**Author(s)**

| <b>Name</b>   | <b>Designation</b>            | <b>Contact Details</b>                                                                 |
|---------------|-------------------------------|----------------------------------------------------------------------------------------|
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**Approved**

| <b>Name</b>  | <b>Designation</b>                    | <b>Date</b> |
|--------------|---------------------------------------|-------------|
| Lisa Simpson | Head of Legal and Governance Services | 08/06/2017  |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

- 1.1 Working with external organisations under the FPP Code to assist in the provision of services contributes to deliver of the Community Plan.

- (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 Working with external organisations under the FPP Code to assist in the provision of services contributes to deliver of the Corporate Plan.

- (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 direct financial implications arising from this Report.

## **3. Assessments**

### Equality Impact Assessment

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

### Strategic Environmental Assessment

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

### Internal

- 4.1 The information contained in this report has been prepared in consultation with membership of the Policy and Governance Group; nominees of each Service area with a remit to review governance matters in each Service.

## External

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

## **5. Communication**

- 5.1 Communication of the changes described in this report will be undertaken jointly by members of the Legal and Governance Service with the Corporate Procurement team. Documentation described in this report will be published on the Council's intranet.

## **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 – Following the Public Pound Annual Report
- Appendix 2 – Contract Rules (drafted May 2017)
- Appendix 3 - Revised local Following Public Pound Code and Practitioners Toolkit (May 2017)



## Following the Public Pound Annual Report

| Name of Organisation             | Description                                | Service |         |     |       | Total<br>£ |
|----------------------------------|--------------------------------------------|---------|---------|-----|-------|------------|
|                                  |                                            | CDS     | ECS     | HCS | TES   |            |
|                                  |                                            | £       | £       | £   | £     |            |
| A & S Barbour                    | Gap Analysis Report for North East Green   |         |         |     | 1,400 | 1,400      |
| Abernethy in Bloom               | Annual Grant 2016/17 Abernethy in Bloom    |         |         |     | 150   | 150        |
| Aberuthven Ablaze                | Annual Administration Grant 2016/17        |         |         |     | 150   | 150        |
| Aberuthven Village Hall          | Annual Grant 16016 Aberuthven Village Hall |         |         |     | 250   | 250        |
| Action for Children Services Ltd | Intensive Family Support                   |         | 152,888 |     |       | 152,888    |
| Airlie Street Hall               | Annual Grant 2016/17                       |         |         |     | 250   | 250        |
| Alyth in Bloom                   | Annual Grant 2016/17 Alyth in Bloom        |         |         |     | 150   | 150        |
| Alyth Out of School Care         | Breakfast Club                             |         | 1,890   |     |       | 1,890      |
| Alyth Parish Church              | Annual Grant 16081 Alyth Parish Church     |         |         |     | 250   | 250        |
| Amulree Hall                     | Annual Grant 16040 Amulree Hall            |         |         |     | 250   | 250        |
| Ardoch Gardening Club            | Annual Administration Grant 2016/17        |         |         |     | 150   | 150        |
| Auchterarder Bloom Association   | Annual Administration Grant 2016/17        |         |         |     | 150   | 150        |
| Ballintuim Village Hall Fund     | Annual Grant 16017 Ballintuim Village Hall |         |         |     | 250   | 250        |
| Barnardo's                       | Hopscotch                                  |         | 7,880   |     |       | 7,880      |
| Barnardo's Scotland              | Funding 2016/17                            |         | 65,640  |     |       | 65,640     |
| Beautiful Perth                  | Annual Administration Grant 2016/17        |         |         |     | 150   | 150        |
| Biodynamic Farms and Gardens     | CECF**                                     |         |         |     | 8,364 | 8,364      |

| Name of Organisation                     | Description                                     | Service |       |         |     | Total<br>£ |
|------------------------------------------|-------------------------------------------------|---------|-------|---------|-----|------------|
|                                          |                                                 | CDS     | ECS   | HCS     | TES |            |
|                                          |                                                 | £       | £     | £       | £   |            |
| Blackford Is Brighter                    | Annual Administration Grant 2016/17             |         |       |         | 150 | 150        |
| Blackwater Public Hall                   | Annual Grant 16017 Blackwater Public Hall       |         |       |         | 250 | 250        |
| Blair Atholl Village Hall                | Annual Grant 16019-Blair Atholl Village Hall    |         |       |         | 250 | 250        |
| Blair In Bloom                           | Annual Administration Grant 2016/17             |         |       |         | 150 | 150        |
| Blair Rattray & Dist Freedom Coach Assoc | Annual Grant 2016/17                            |         |       | 8,120   |     | 8,120      |
| Bonnie Rait                              | Annual Administration Grant 2016/17             |         |       |         | 150 | 150        |
| Breatheaberdy.co.uk                      | SLA                                             |         | 3,600 |         |     | 3,600      |
| Bridge Of Cally Hall                     | Annual Grant 16020 Bridge of Cally Hall         |         |       |         | 250 | 250        |
| Bridge Of Earn Institute                 | Annual Grant 16021 Bridge of Earn Inst.         |         |       |         | 250 | 250        |
| Brig in Bloom                            | Annual Grant 2016/17 Brig in Bloom              |         |       |         | 150 | 150        |
| Bullionfield Recreation Club             | Annual Grant 16022 Bullionfield Recreation Club |         |       |         | 250 | 250        |
| Burrelton Village Hall                   | Annual Grant 16023 Village Hall 2016            |         |       |         | 250 | 250        |
| Cafe Eck's                               | Woodland Working Group                          |         |       |         | 231 | 231        |
| Caffe Canto                              | Tayside Recorder day                            |         |       |         | 211 | 211        |
| Caledonia Housing Association            | Housing Support                                 |         |       | 175,669 |     | 175,669    |
| Camserney Hall                           | Annual Grant 16024 Camserney Hall               |         |       |         | 250 | 250        |
| Caputh Village Hall                      | Annual Grant 16025 Caputh Village Hall          |         |       |         | 250 | 250        |
| Carnbo & District Community Hall Assoc   | Annual Grant 16026 Carnbo Hall                  |         |       |         | 250 | 250        |

| Name of Organisation              | Description                                      | Service |        |                |        | Total<br>£     |
|-----------------------------------|--------------------------------------------------|---------|--------|----------------|--------|----------------|
|                                   |                                                  | CDS     | ECS    | HCS            | TES    |                |
|                                   |                                                  | £       | £      | £              | £      |                |
| Carse in Bloom                    | Annual Administration Grant 2016/17              |         |        |                | 150    | 150            |
| Centre For Inclusive Living P & K | SLA 2016/17                                      |         |        | 39,729         |        | 39,729         |
| Chapelhill Hall                   | Annual Grant 16027 Chapelhill Hall               |         |        |                | 250    | 250            |
| CHAS                              | Contribution to Hospice Care 2016/17             |         | 17,730 |                |        | 17,730         |
| Checkin                           | SLA 2016/17                                      |         |        | 27,030         |        | 27,030         |
| Church Of Scotland                | SLA 2016/17                                      |         |        | 92,565         |        | 92,565         |
| Churches Action For The Homeless  | SLA 2016/17 - Day Centre                         |         |        | 145,307        |        | 145,307        |
| Churches Action For The Homeless  | SLA 2016/17 - Outreach                           |         |        | 67,649         |        | 67,649         |
|                                   | <b>Churches Action For The Homeless Subtotal</b> |         |        | <b>212,956</b> |        | <b>212,956</b> |
| Cleish Village Hall               | Annual Grant 16028 Cleish Village Hall           |         |        |                | 250    | 250            |
| Clunie Public Hall                | Annual Grant 16029 Clunie Public Hall            |         |        |                | 250    | 250            |
| Common Ground Mediation Ltd       | ASN Mediation Services                           |         | 6,400  |                |        | 6,400          |
| Comrie Community Centre           | Annual Grant 16030 Comrie Community Centre       |         |        |                | 250    | 250            |
| Comrie in Colour                  | Annual Administration Grant 2016/17              |         |        |                | 150    | 150            |
| Comrie Rural Hall                 | Annual Grant 16031 Comrie Rural Hall             |         |        |                | 250    | 250            |
| Cornerstone Community Care        | SLA 2016/17                                      |         |        | 62,990         |        | 62,990         |
| Coupar Angus Pride of Place       | Annual Administration Grant 2016/17              |         |        |                | 150    | 150            |
| Coupar Angus Pride of Place       | CECF*                                            |         |        |                | 12,000 | 12,000         |

| Name of Organisation            | Description                                    | Service |        |         |               | Total<br>£    |
|---------------------------------|------------------------------------------------|---------|--------|---------|---------------|---------------|
|                                 |                                                | CDS     | ECS    | HCS     | TES           |               |
|                                 |                                                | £       | £      | £       | £             |               |
|                                 | <b>Coupar Angus Pride of Place Subtotal</b>    |         |        |         | <b>12,150</b> | <b>12,150</b> |
| Crieff in Leaf                  | Annual Administration Grant 2016/17            |         |        |         | 150           | 150           |
| Crieff in Leaf                  | CECF*                                          |         |        |         | 2,808         | 2,808         |
|                                 | <b>Crieff in Leaf Subtotal</b>                 |         |        |         | <b>2,958</b>  | <b>2,958</b>  |
| Crook and Drum Growing Together | Annual Administration Grant 16202 2016/17      |         |        |         | 150           | 150           |
| Crook Of Devon Institute        | Annual Grant 16032 Crook of Devon Village Hall |         |        |         | 250           | 250           |
| Crossreach                      | SLA 2016/17                                    |         |        | 10,098  |               | 10,098        |
| Crossroads                      | SLA 2016/17                                    |         |        | 380,147 |               | 380,147       |
| Cruse Bereavement Care Scotland | SLA 2016/17                                    |         |        | 15,376  |               | 15,376        |
| Dalguise & District Public Hall | Annual Grant Dalguise & District Public Hall   |         |        |         | 250           | 250           |
| Duchess Anne Hall               | Annual Grant 16034 Duchess Anne Hall           |         |        |         | 250           | 250           |
| Dunkeld & Birnam In Bloom       | Annual Administration Grant 2016/17            |         |        |         | 150           | 150           |
| Dunning in Bloom                | Annual Grant 2016/17 Dunning in Bloom          |         |        |         | 150           | 150           |
| East Haven Together             | People & Comm - East Haven                     |         |        |         | 328           | 328           |
| East Haven Together             | Core Budget TBAP                               |         |        |         | 488           | 488           |
|                                 | <b>East Haven Together Subtotal</b>            |         |        |         | <b>816</b>    | <b>816</b>    |
| Elspeth A Coutts                | Urban/swifts Budget                            |         |        |         | 114           | 114           |
| Enable Scotland                 | Individual Support Packages                    |         | 12,888 |         |               | 12,888        |

| Name of Organisation                     | Description                                        | Service |               |         |               | Total<br>£    |
|------------------------------------------|----------------------------------------------------|---------|---------------|---------|---------------|---------------|
|                                          |                                                    | CDS     | ECS           | HCS     | TES           |               |
|                                          |                                                    | £       | £             | £       | £             |               |
| Enable Scotland                          | Perth Children's Services SLA                      |         | 29,297        |         |               | 29,297        |
|                                          | <b>Enable Scotland Subtotal</b>                    |         | <b>42,185</b> |         |               | <b>42,185</b> |
| Errol Community Association              | Annual Grant 16047 Errol Village Hall              |         |               |         | 250           | 250           |
| Ethnic Minorities Law Centre             | Budget Motion 2016/17                              |         |               | 20,000  |               | 20,000        |
| Findo Gask Hall                          | Annual Grant 16035 Findo Gask Hall                 |         |               |         | 250           | 250           |
| Forgandenny Village Hall                 | Annual Grant 16036 Forgandenny Village Hall        |         |               |         | 250           | 250           |
| Fowlis Wester Village Hall               | Annual Grant 16038 Fowlis Wester Village Hall      |         |               |         | 250           | 250           |
| Friends of Stanley Primary School        | Grant ref 15132 Trim Trail                         |         |               |         | 4,883         | 4,883         |
| Gateway Enterprises - Strathmore         | SLA 2016/17                                        |         |               | 113,810 |               | 113,810       |
| Georgetown Community Hall                | Annual Grant 16039 Georgetown Community Hall       |         |               |         | 250           | 250           |
| Gilmerton & Monzie                       | Annual Grant 16037 Gilmerton & Monzie Hall         |         |               |         | 250           | 250           |
| Glenfarg & Duncricvie in Bloom           | Annual Administration Grant 2016/17                |         |               |         | 150           | 150           |
| Glenfarg & Duncricvie in Bloom           | CECF*                                              |         |               |         | 10,000        | 10,000        |
|                                          | <b>Glenfarg &amp; Duncricvie in Bloom Subtotal</b> |         |               |         | <b>10,150</b> | <b>10,150</b> |
| Glenfarg Public Hall Association         | Annual Grant 16041 Glenfarg Public Hall            |         |               |         | 250           | 250           |
| Glenfincastle Hall                       | Annual Grant 16042 Glenfincastle Hall              |         |               |         | 250           | 250           |
| Grandtully & Strathtay Hall & Park Assoc | Annual Grant 16043 GSHPA Village Hall              |         |               |         | 250           | 250           |
| Guildtown Community Association          | Annual Administration Grant 2016/17                |         |               |         | 150           | 150           |

| Name of Organisation                 | Description                                                   | Service |        |         |              | Total<br>£   |
|--------------------------------------|---------------------------------------------------------------|---------|--------|---------|--------------|--------------|
|                                      |                                                               | CDS     | ECS    | HCS     | TES          |              |
|                                      |                                                               | £       | £      | £       | £            |              |
| Guildtown Community Association      | Annual Grant 16044 Guildtown Community Associate Village Hall |         |        |         | 250          | 250          |
|                                      | <b>Guildtown Community Association Subtotal</b>               |         |        |         | <b>400</b>   | <b>400</b>   |
| Headway Perth & Kinross              | Annual Grant 2016/17                                          |         |        | 950     |              | 950          |
| Home-Start Perth                     | Home-Start core funding 2016/17                               |         | 10,000 |         |              | 10,000       |
| Inchture Village Hall                | Annual Grant 16045 Inchture Village Hall                      |         |        |         | 250          | 250          |
| Independent Advocacy Perth & Kinross | SLA 2016/17                                                   |         |        | 263,077 |              | 263,077      |
| Kenmore in Bloom                     | Annual Administration Grant                                   |         |        |         | 300          | 300          |
| Killiecrankie Memorial Hall          | Annual Grant 16046 Killiecrankie Memorial Hall                |         |        |         | 250          | 250          |
| Kinglands Hall                       | Annual Grant 16046 Kinglands Hall                             |         |        |         | 250          | 250          |
| Kinloch Memorial Hall                | Annual Grant 16047 Kinloch Memorial Hall                      |         |        |         | 250          | 250          |
| Kinloch Rannoch Village Hall         | Annual Grant 16050 Kinloch Rannoch Village Hall               |         |        |         | 250          | 250          |
| Kinloch WRI Hall                     | Annual Grant 16051 Kinloch WRI Hall                           |         |        |         | 250          | 250          |
| Kinnesswood In Bloom                 | Annual Administration Grant 2016/17                           |         |        |         | 150          | 150          |
| Kinross in Bloom                     | Annual Administration Grant 2016/17                           |         |        |         | 150          | 150          |
| Kinross in Bloom                     | CECF*                                                         |         |        |         | 1,759        | 1,759        |
|                                      | <b>Kinross in Bloom Subtotal</b>                              |         |        |         | <b>1,909</b> | <b>1,909</b> |
| Kinrossie Public Hall Committee      | Annual Grant 16077 Kinrossie Public Hall                      |         |        |         | 250          | 250          |
| Kinross-Shire Day Centre             | SLA 2016/17                                                   |         |        | 87,979  |              | 87,979       |

| Name of Organisation                    | Description                                   | Service |        |        |         | Total<br>£ |
|-----------------------------------------|-----------------------------------------------|---------|--------|--------|---------|------------|
|                                         |                                               | CDS     | ECS    | HCS    | TES     |            |
|                                         |                                               | £       | £      | £      | £       |            |
| Kinross-Shire Vol. Grp Rural Outreach S | SLA 2016/17                                   |         |        | 6,359  |         | 6,359      |
| Kirkmichael Hall                        | Annual Grant 16052 Kirkmichael Village Hall   |         |        |        | 250     | 250        |
| Kirkmichael In Bloom                    | Annual Administration Grant 16197             |         |        |        | 150     | 150        |
| Kynachan Village Hall                   | Annual Grant 16053 Kynachan Village Hall      |         |        |        | 250     | 250        |
| Logos Youth Project                     | Supporting a Range of Youth Initiatives       |         | 14,300 |        |         | 14,300     |
| Luncarty and Redgorton in Bloom         | Grant 16201 Annual Administration Fee 2016/17 |         |        |        | 150     | 150        |
| McLean Hall Fearnan                     | Annual Grant 16054 McLean Hall                |         |        |        | 250     | 250        |
| MECOPP                                  | Budget Motion 2016/17 Equalities              |         |        | 22,000 |         | 22,000     |
| Meikleour Village Hall & Institute      | Annual Grant 2016/17                          |         |        |        | 250     | 250        |
| Methven Community Centre                | Annual Grant 16057 Methven Comm Centre        |         |        |        | 250     | 250        |
| Mid Atholl Village Hall                 | Annual Grant 16058 Mid Atholl Village Hall    |         |        |        | 250     | 250        |
| Millbridge Hall Management Committee    | Annual Grant 16059 Millbridge Hall            |         |        |        | 250     | 250        |
| Milnathort In Bloom                     | Annual Administration Grant 2016/17           |         |        |        | 150     | 150        |
| Mindspace Limited                       | SLA 2016/17 Level One Monies 2016/17          |         |        |        | 181,304 | 181,304    |
| Molteno Hall                            | Annual Grant 16060 Molteno Hall               |         |        |        | 250     | 250        |
| Monzievaird & Strowan Hall              | Annual Grant 16061 Monzievaird & Strowan      |         |        |        | 250     | 250        |
| Moubray Hall                            | Annual Grant 16062 Moubray Hall               |         |        |        | 250     | 250        |
| Moulin Hall                             | Annual Grant 16063 Moulin Hall                |         |        |        | 250     | 250        |

| Name of Organisation                         | Description                                 | Service |                |         |       | Total<br>£     |
|----------------------------------------------|---------------------------------------------|---------|----------------|---------|-------|----------------|
|                                              |                                             | CDS     | ECS            | HCS     | TES   |                |
|                                              |                                             | £       | £              | £       | £     |                |
| Move 2 Improve                               | Annual Administration Grant 2016/17         |         |                |         | 150   | 150            |
| Muirton Community Nursery                    | SLA 2016/17                                 |         | 42,500         |         |       | 42,500         |
| Murthly in Bloom                             | Annual Administration Grant 2016/17         |         |                |         | 150   | 150            |
| Murthly Village Hall                         | Annual Grant 16064 Murthly Village Hall     |         |                |         | 250   | 250            |
| Muthill In Bloom                             | Annual Administration Grant 2016/17         |         |                |         | 150   | 150            |
| National Schizophrenia Fellowship (Scotland) | Mental Health Carers Project 2016/17        |         |                | 40,596  |       | 40,596         |
| NHS Tayside                                  | Administrative Support                      |         | 4,231          |         |       | 4,231          |
| NHS Tayside                                  | Speech & Language Therapy                   |         | 336,500        |         |       | 336,500        |
|                                              | <b>NHS Tayside Subtotal</b>                 |         | <b>340,731</b> |         |       | <b>340,731</b> |
| Oakbank Community Centre                     | Annual Grant 16065 Oakbank Community Centre |         |                |         | 250   | 250            |
| Pamis                                        | SLA 2016/17                                 |         |                | 8,957   |       | 8,957          |
| Parent To Parent Tayside                     | Support and Advocacy                        |         | 78,125         |         |       | 78,125         |
| Perth & Kinross ADHD Support Group           | Drop in sessions Parenting Strategy 2016    |         | 400            |         |       | 400            |
| Perth Access Cars                            | SLA 2016/17                                 |         |                | 10,022  |       | 10,022         |
| Perth and Kinross Countryside Trust          | CECF*                                       |         |                |         | 3,300 | 3,300          |
| Perth Autism Support                         | Perth Autism Support funding                |         | 420            |         |       | 420            |
| Perth Citizens Advice Bureau                 | Budget Motion 2016/17                       |         |                | 100,000 |       | 100,000        |
| Perth Citizens Advice Bureau                 | SLA 2016/17                                 |         |                | 259,069 |       | 259,069        |



| Name of Organisation                     | Description                                  | Service |                |                |              | Total<br>£     |
|------------------------------------------|----------------------------------------------|---------|----------------|----------------|--------------|----------------|
|                                          |                                              | CDS     | ECS            | HCS            | TES          |                |
|                                          |                                              | £       | £              | £              | £            |                |
|                                          | <b>Perth Citizens Advice Bureau Subtotal</b> |         |                | <b>359,069</b> |              | <b>359,069</b> |
| Perth College                            | Service Level Agreement with local College   |         | 75,863         |                |              | 75,863         |
| Perth Film Society                       | Grant 15205 2015/16 Season at Concert Hall   |         |                |                | 200          | 200            |
| Perth Six Circle Project                 | SLA 2016/17                                  |         |                | 18,134         |              | 18,134         |
| Perth Toy Library                        | SLA 2016/17                                  |         | 3,822          |                |              | 3,822          |
| Perthshire Wildlife                      | 2hr Inchtute Church scaffold/urban           |         |                |                | 75           | 75             |
| Perthshire Wildlife                      | Coast & Estuaries Working Group              |         |                |                | 250          | 250            |
| Perthshire Wildlife                      | Talk Guided Walk Muthill/Auchterarder        |         |                |                | 150          | 150            |
| Perthshire Wildlife                      | Water & Wetland                              |         |                |                | 35           | 35             |
|                                          | <b>Perthshire Wildlife Subtotal</b>          |         |                |                | <b>510</b>   | <b>510</b>     |
| Perthshire Women's Aid                   | SLA 2016/17                                  |         | 108,000        | 25,000         |              | 133,000        |
| Perthshire Women's Aid                   | Housing Support                              |         |                | 35,058         |              | 35,058         |
|                                          | <b>Perthshire Women's Aid Subtotal</b>       |         | <b>108,000</b> | <b>60,058</b>  |              | <b>168,058</b> |
| Pitcairngreen Village Association        | Annual Grant 2016/17                         |         |                |                | 250          | 250            |
| Pitlochry in Bloom                       | Annual Grant Payment                         |         |                |                | 150          | 150            |
| Pitlochry in Bloom                       | Edradour Path Improvement Project            |         |                |                | 7,094        | 7,094          |
|                                          | <b>Pitlochry in Bloom Subtotal</b>           |         |                |                | <b>7,244</b> | <b>7,244</b>   |
| Pitlochry Senr Citizens Good Neghbr Asoc | Section 10 2016/17                           |         |                | 1,936          |              | 1,936          |

| Name of Organisation              | Description                                     | Service |               |                |     | Total<br>£     |
|-----------------------------------|-------------------------------------------------|---------|---------------|----------------|-----|----------------|
|                                   |                                                 | CDS     | ECS           | HCS            | TES |                |
|                                   |                                                 | £       | £             | £              | £   |                |
| PKAVS                             | Budget Motion 2016/17 Min Com Hub               |         |               | 24,000         |     | 24,000         |
| PKAVS                             | Grant income VAP                                |         | 30,000        |                |     | 30,000         |
| PKAVS                             | Level One Monies 2016/17                        |         |               | 29,144         |     | 29,144         |
| PKAVS                             | SLA 2016/17 Carers Cen HB tran, Creiff          |         |               | 165,943        |     | 165,943        |
| PKAVS                             | SLA 2016/17 Core Funding                        |         |               | 61,696         |     | 61,696         |
| PKAVS                             | SLA 2016/17 MEAD                                |         |               | 24,480         |     | 24,480         |
| PKAVS                             | SLA 2016/17 Perth City                          |         |               | 25,414         |     | 25,414         |
| PKAVS                             | Young Carers Grant                              |         | 42,500        |                |     | 42,500         |
|                                   | <b>PKAVS Subtotal</b>                           |         | <b>72,500</b> | <b>330,677</b> |     | <b>403,177</b> |
| Plus Perth & Kinross              | SLA 2016/17                                     |         |               | 51,401         |     | 51,401         |
| Portmoak Village Hall             | Annual Grant Portmoak Village Hall 2016/17      |         |               |                | 250 | 250            |
| Powmill in Bloom                  | Annual Grant 2016/17 Powmill in Bloom           |         |               |                | 150 | 150            |
| Pride in Meigle                   | Annual Grant 2016/17 Pride in Meigle            |         |               |                | 150 | 150            |
| Push (Perth & Kinross) Ltd        | SLA 2016/17                                     |         |               | 30,866         |     | 30,866         |
| Rannoch in Bloom                  | Annual Grant 2016/17 Rannoch in Bloom           |         |               |                | 150 | 150            |
| Robert Douglas Memorial Institute | Annual Grant 16069 Robert Douglas Memorial Hall |         |               |                | 250 | 250            |
| Royal Voluntary Service           | SLA 2016/17                                     |         |               | 66,596         |     | 66,596         |
| Samaritans (Perth)                | Section 10 2016/17                              |         |               | 285            |     | 285            |

| Name of Organisation                 | Description                           | Service |     |        |       | Total<br>£ |
|--------------------------------------|---------------------------------------|---------|-----|--------|-------|------------|
|                                      |                                       | CDS     | ECS | HCS    | TES   |            |
|                                      |                                       | £       | £   | £      | £     |            |
| Sandison Hall                        | Annual Grant Sandison Hall 2016/17    |         |     |        | 250   | 250        |
| Scone in Bloom                       | Annual Administration Grant 2016/17   |         |     |        | 150   | 150        |
| Scone New Church                     | Annual Grant Scone New Church 2016/17 |         |     |        | 250   | 250        |
| Scone Remembers - c/o Dr Peter Olsen | Scone Woods WW1 Memorial Project      |         |     |        | 1,500 | 1,500      |
| Scotlandwell In Bloom                | Annual Administration Grant 2016/17   |         |     |        | 150   | 150        |
| Scottish Care                        | Local Lead                            |         |     | 23,100 |       | 23,100     |
| Scottish Huntington's Association    | SLA 2016/17                           |         |     | 27,608 |       | 27,608     |
| Seed the Path                        | Aly Muir                              |         |     | 650    |       | 650        |
| Seed the Path                        | Centre for Inclusive Living           |         |     | 750    |       | 750        |
| Seed the Path                        | Community Café Social Activities      |         |     | 100    |       | 100        |
| Seed the Path                        | Craigie & Moncrieffe Church           |         |     | 2,000  |       | 2,000      |
| Seed the Path                        | Craigie Fish Lunches                  |         |     | 2,000  |       | 2,000      |
| Seed the Path                        | Crieff Parish Church                  |         |     | 2,000  |       | 2,000      |
| Seed the Path                        | Crieff Tuesday Club                   |         |     | 2,000  |       | 2,000      |
| Seed the Path                        | Ericht Allotment Association          |         |     | 2,000  |       | 2,000      |
| Seed the Path                        | Fidget Blanket Project                |         |     | 100    |       | 100        |
| Seed the Path                        | Gateway Mental Health Training Fund   |         |     | 1,000  |       | 1,000      |
| Seed the Path                        | Homestart Volunteer Prep Course       |         |     | 1,600  |       | 1,600      |

| Name of Organisation                    | Description                                   | Service |       |               |       | Total<br>£    |
|-----------------------------------------|-----------------------------------------------|---------|-------|---------------|-------|---------------|
|                                         |                                               | CDS     | ECS   | HCS           | TES   |               |
|                                         |                                               | £       | £     | £             | £     |               |
| Seed the Path                           | Hope Park House                               |         |       | 1,500         |       | 1,500         |
| Seed the Path                           | PKAVS                                         |         |       | 1,350         |       | 1,350         |
| Seed the Path                           | Safe Art Group                                |         |       | 1,100         |       | 1,100         |
| Seed the Path                           | South Perth Community Partnership             |         |       | 1,864         |       | 1,864         |
| Seed the Path                           | Stanley Development Trust                     |         |       | 16,571        |       | 16,571        |
|                                         | <b>Seed the Path Subtotal</b>                 |         |       | <b>36,585</b> |       | <b>36,585</b> |
| South Perth Green Spaces Group          | Annual Administration Grant 16118 2016/17     |         |       |               | 150   | 150           |
| Spittalfield Hall                       | Annual Grant Spittalfield Hall 2016/17        |         |       |               | 250   | 250           |
| St Johnstone Football Club Ltd          | Budget Motion 2016/17 Equalities              |         |       | 10,000        |       | 10,000        |
| St Madoes and Kinfauns Parish Church    | Madoch Centre Outside Play Space              |         |       |               | 4,068 | 4,068         |
| St Madoes Community Centre              | Annual Grant 16015 St Madoes Community Centre |         |       |               | 250   | 250           |
| St Martins Public Hall                  | Annual Grant 16072 St Martins Public Hall     |         |       |               | 250   | 250           |
| Stanley & District Public Hall          | Annual Grant Stanley & District Public Hall   |         |       |               | 250   | 250           |
| Stanley Development Trust               | CECF*                                         |         |       |               | 6,420 | 6,420         |
| Stanley In Bloom                        | Annual Administration Grant 2016/17           |         |       |               | 150   | 150           |
| Stormontfield Community Centre          | Annual Grant Stormontfield Community Centre   |         |       |               | 250   | 250           |
| Strathmore Centre for Youth Development | SCYD Moving On Prog 2016                      |         | 2,400 |               |       | 2,400         |
| Tabernacle Hall                         | Annual Grant Tabernacle Hall 2016/17          |         |       |               | 250   | 250           |

| Name of Organisation                  | Description                                         | Service |               |               |            | Total<br>£    |
|---------------------------------------|-----------------------------------------------------|---------|---------------|---------------|------------|---------------|
|                                       |                                                     | CDS     | ECS           | HCS           | TES        |               |
|                                       |                                                     | £       | £             | £             | £          |               |
| Take A Pride In Errol                 | Annual Administration Grant 2016/17                 |         |               |               | 150        | 150           |
| Take a Pride in North Muirton         | Annual Administration Grant 2016/17                 |         |               |               | 150        | 150           |
| Take a Pride in North Muirton         | CECF*                                               |         |               |               | 323        | 323           |
|                                       | <b>Take a Pride in North Muirton Subtotal</b>       |         |               |               | <b>473</b> | <b>473</b>    |
| Tayside Council On Alcohol            | SLA 2016/17                                         |         |               | 23,556        |            | 23,556        |
| Tayside Council On Alcohol            | SLA 2016/17 Core Funding & ADP                      |         |               | 40,055        |            | 40,055        |
|                                       | <b>Tayside Council On Alcohol Subtotal</b>          |         |               | <b>63,611</b> |            | <b>63,611</b> |
| The James Hutton Institute            | 20 years of Scottish Biodiversity                   |         |               |               | 500        | 500           |
| The Kelty Bridge & Maryburgh          | Annual Administration Grant 2016/17                 |         |               |               | 150        | 150           |
| The University of Edinburgh           | Partnership Agreement 2016/17                       |         | 10,033        |               |            | 10,033        |
| The University of Edinburgh           | Partnership Agreement 2016/17 CALL Scotland         |         | 6,772         |               |            | 6,772         |
|                                       | <b>The University of Edinburgh Subtotal</b>         |         | <b>16,805</b> |               |            | <b>16,805</b> |
| Tulloch Net                           | SLA 2016/17 Tulloch Net                             |         |               | 5,000         |            | 5,000         |
| Tulloch Primary School Parent Council | Annual Grant 15407 School Summer                    |         |               |               | 700        | 700           |
| West Carse Public Hall                | Annual Grant 16056 West Carse Public Hall           |         |               |               | 250        | 250           |
| Who Cares ? Scotland                  | Independent Advocacy                                |         | 26,750        |               |            | 26,750        |
| Williamson Hall Management Committee  | Annual Grant Williamson Hall Management 2016/17     |         |               |               | 250        | 250           |
| Wolfhill Memorial Village Hall        | Annual Grant Wolfhill Memorial Village Hall 2016/17 |         |               |               | 250        | 250           |

| Name of Organisation | Description                              | Service |                  |                  |                | Total<br>£       |
|----------------------|------------------------------------------|---------|------------------|------------------|----------------|------------------|
|                      |                                          | CDS     | ECS              | HCS              | TES            |                  |
|                      |                                          | £       | £                | £                | £              |                  |
| You Can Learn It Ltd | Consultation & Development You Can Learn |         | 110              |                  |                | 110              |
| <b>Grand Total</b>   |                                          |         | <b>1,090,939</b> | <b>2,683,356</b> | <b>271,005</b> | <b>4,045,300</b> |

\*CECF - Community Environment Challenge Fund

## Arms Length External Organisations

| Name of Organisation    | Description                                 | Service       |                   |                |                   | Total<br>£        |
|-------------------------|---------------------------------------------|---------------|-------------------|----------------|-------------------|-------------------|
|                         |                                             | CDS           | ECS               | HCC            | TES               |                   |
|                         |                                             | £             | £                 | £              | £                 |                   |
| Horsecross Arts Ltd     | Theatre and Arts                            | 1,351         | 1,295,681         | 4,545          | 50,860            | 1,352,437         |
| Live Active Leisure Ltd | Leisure Services                            | 57,438        | 4,816,260         | 41,967         | 35,637            | 4,951,302         |
| Culture Perth & Kinross | Library, Museums and Cultural Services      | 1,886         | 2,565,414         | 2,860          | 5,176             | 2,575,337         |
|                         |                                             |               |                   |                |                   |                   |
| Tayside Contracts       | Roads                                       |               | 141               | 1,426          | 12,117,799        | 12,119,366        |
| Tayside Contracts       | Catering                                    | 2,374         | 5,781,336         | 12,342         | 13,811            | 5,809,863         |
| Tayside Contracts       | Cleaning                                    |               | 2,854,319         | 143,535        | 178,608           | 3,176,462         |
| Tayside Contracts       | Street Lighting Partnership                 |               |                   | 62,686         | 279,911           | 342,597           |
| Tayside Contracts       | Liquid Fuel                                 |               |                   | 48,997         | 157,630           | 206,628           |
| Tayside Contracts       | Rent                                        |               |                   | 27,702         |                   | 27,702            |
| Tayside Contracts       | Signage                                     |               |                   | 100            | 4,518             | 4,618             |
| Tayside Contracts       | Other (e.g. training, materials, equipment) | 1,767         | 3,905             | 3,229          | 374,614           | 383,515           |
|                         | <b>Tayside Contracts Subtotal</b>           | <b>4,141</b>  | <b>8,639,701</b>  | <b>300,016</b> | <b>13,126,892</b> | <b>22,070,751</b> |
|                         |                                             |               |                   |                |                   |                   |
| <b>ALEO Spend Total</b> |                                             | <b>64,816</b> | <b>17,317,056</b> | <b>349,389</b> | <b>13,218,565</b> | <b>30,949,826</b> |
|                         |                                             |               |                   |                |                   |                   |

### Note to Table

In respect of the Council's use of Tayside Contracts to deliver services:

Roads expenditure relates to the Roads Maintenance Partnership established to deliver maintenance and repairs of our roads network.

Catering: principally describes the provision of school meals.

Cleaning: principally the cleaning of the school estate.

Fuel – the use of Tayside Contracts depots to refuel Council vehicles.

Rent – use of space in the Tayside Contracts depot at Inveralmond by our Housing Repairs Service

Signage – purchases of signage from the in-house sign shop at Tayside Contracts.





## Perth & Kinross Council Contract Rules



Head of Legal and Governance Services

1/6/2017

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## SECTION 1: Background

### 1.1 Definitions

In these Contract Rules and the Procurement Toolkit, the following words and expressions have the following meanings:

**Authorised Officer:** The officer designated to be responsible for the procurement process and the contract all in terms of clause 2.1 (Authority to Contract).

**Agent:** Any external individual or organisation acting on behalf of the Council.

**Best Value:** The legal duty to secure continuous improvement in the performance of the Council's functions.

**Bidder:** A contractor, supplier, or tenderer who responds to an invitation to quote (ITQ) or to tender (ITT).

**Collaboration (also known as collaborative procurement):** The process of achieving value for money for the Scottish public sector through partnership working between buying organisations.

**Contract:** A legally enforceable agreement between two or more parties.

**Contract Manager:** Officer charged with management of the relationship with a contractor.

**Contractor:** Anyone with whom the Council has a contract is a contractor (including providers of services).

**Council:** Perth & Kinross Council.

**ESPD:** European Single Procurement Document which is a qualifying document used for all tenders above the value of £50,000. The ESPD (Scotland) replaces the standard Pre-Qualification Questionnaire (sPQQ).

**EU:** The European Union.

**Framework Agreement:** an agreement with suppliers to establish terms governing contracts that may be awarded during the life of the agreement. It is a general term for agreements that set out terms and conditions for making specific purchases (call-offs).

**In-house Provision:** The provision by existing service/services within the Council of the Procurement Officer's requirements.

**Most Economically Advantageous Tender (MEAT):** The best value for money proposal based on the optimum combination of price and quality, not simply price alone.

**Official Journal of European Union (OJEU):** The Official Journal of the European Union, which publishes all public sector tenders breaching the EU thresholds.

**OJEU Tender:** A formal sealed bid procurement process that must comply with the requirements of the Scottish Regulations.

**Prior Information Notice:** A notice sent to the Official Journal.

**Procurement:** The acquiring by purchase, lease or other legal means, the goods, works and services used by the Council to discharge its functions in an effective, efficient and economic manner.

**Procurement Journey:** The process set out by the Scottish Government to assist Scottish public sector organisations to meet legislative, statutory and policy objectives from procurement. This process has been adopted by Perth and Kinross Council.

**Procurement Toolkit:** A toolkit provided to give a step by step guide to navigate the Procurement Journey.

**Public Contracts Scotland:** This portal enables the Council to advertise all contracting opportunities, including those to be published in OJEU, which happens automatically.

**Scheme of Administration:** The approved scheme for the arrangement and discharge of functions by Perth and Kinross Council, its Committees and its Officials.

**Tayside Procurement Consortium (TPC):** A Central Procurement Team created by Angus, Dundee City, and Perth & Kinross Councils. The TPC Steering Group reviews all collaborative contracts.

**Tender:** An offer to supply goods or deliver services.

**Tenderer:** A contractor, supplier, or bidder who responds to an invitation to quote (ITQ) or to tender (ITT).

**Threshold:** The financial maximum or minimum which determines the relevant procurement route. Procurement procedures vary depending on the type and value of the contract. Financial thresholds can be found in the Procurement Toolkit.

**Value for Money:** The optimum combination of whole life costs and quality (or fitness for purpose) to meet the customer's requirements, and largely analogous with "most economically advantageous"

## 1.2 Introduction and Legal Overview

1.2.1 All tendering and contract arrangements and procedures shall comply, with:

- (a) the statutory duty to secure Best Value.
- (b) The European Union Public Procurement regime and associated UK/Scottish legislation.

1.2.2 These Rules are subject to the exemptions specified in Section 5 and they do not apply to any situation where the Council decides to fund external organisations other than by means of a transparent procurement process. The funding of an external organisation shall be undertaken in accordance with the Council's policy, Following the Public Pound Code ([attach hyperlink](#)) and the Following the Public Pound Toolkit.

## SECTION 2: Authority to contract

### 2.1 Authority to Contract

2.1.1 The following shall constitute authority to invite tenders and enter into contracts:-

- (a) The cost of the services, supplies or works is part of the approved budget and can be met from the approved budget.
- (b) The action is in accordance with the Scheme of Administration and Financial Regulations.

2.1.2 There must be statutory authority and Council authority before inviting a tender and entering into a contract. Each Service shall maintain a scheme of delegation of authority to enter into contracts within their Service.

The regulatory thresholds currently applicable to procurement are as follows:

#### Summary of thresholds from 18 April 2016 (net of VAT)

##### PROCUREMENT REFORM (SCOTLAND) ACT 2014

| TYPE OF CONTRACT                                   | THRESHOLD  |
|----------------------------------------------------|------------|
| Public contract (other than public works contract) | £50,000    |
| Public works contract                              | £2,000,000 |

##### PUBLIC CONTRACTS (SCOTLAND) REGULATIONS 2015

|                                                                             | SUPPLIES             | SERVICES             | WORKS                    |
|-----------------------------------------------------------------------------|----------------------|----------------------|--------------------------|
| Public sector contracting authorities (including Perth and Kinross Council) | £164,176<br>€209,000 | £164,176<br>€209,000 | £4,104,394<br>€5,225,000 |
| Contracts subsidised by a contracting authority                             | N/A                  | £164,176<br>€209,000 | £4,104,394<br>€5,225,000 |

|                                                                                               |     |                      |  |
|-----------------------------------------------------------------------------------------------|-----|----------------------|--|
| Social and other specified services in schedule 3<br>(e.g. Social and specific care services) | N/A | £589,148<br>€750,000 |  |
|-----------------------------------------------------------------------------------------------|-----|----------------------|--|

**These thresholds will be reviewed and updated by 1 January 2018.**

To contract on behalf of the Council in respect of those contracts above the regulatory thresholds, officers must:

- (a) register on the National Advertising Portal - Public Contracts Scotland, and
- (b) invite bids or quotations through the Portal.

- 2.1.3 Only those officers who have completed appropriate training, accredited by the Corporate Procurement Team may invite tenders and enter into contracts on behalf of the Council.

## **2.2 Emergencies**

- 2.2.1 In the event of an emergency or unforeseen circumstance for which there is no pre-existing authority the procurement actions taken in response shall be reported to the appropriate Committee as soon as possible thereafter.

## **SECTION 3: Compliance and Conduct**

### **3.1 Appointment of Authorised Officer**

- 3.1.1 Directors must appoint an Authorised Officer who will be responsible for the procurement process and for ensuring the contract is carried out in accordance with the Service's requirements.

### **3.2 Conduct and Conflicts of Interest**

- 3.2.1 Officers must comply with the [Employee Code of Conduct](#) and the [Conflict of Interest Procedure](#) contained therein in all tender, contract and procurement processes.
- 3.2.2 A breach of these Contract Rules or the Corporate Procurement Strategy may undermine the validity of the contract and allow an unsuccessful bidder/ tenderer to challenge an award of contract or to seek damages. A breach of these Rules or the Strategy may therefore lead to disciplinary action.

## **SECTION 4: Responsibilities of Directors, Heads of Services & Officers**

### **4.1 Responsibilities of all officers**

- 4.1.1 Every authorised officer must ensure that all invitations to tender and contracts entered in to comply with the:-
- (a) [Scheme of Administration](#)
  - (b) [Council's Financial Regulations](#)
  - (c) [Corporate Procurement Strategy](#)
  - (d) Contract Rules

(e) [Procurement Toolkit](#)

- 4.1.2 To limit risk, no contract for the use, adoption, purchase, commissioning, lease or subscription of any ICT (information and communication technologies) hardware, software, or services shall be entered in to without the timely approval of The Head of Corporate IT and Revenues.
- 4.1.3 Auditable records of procurement and contracting activities shall be maintained in accordance with Council's [approved retention schedule](#). Further guidance may be obtained from the Council's Records Manager.

**4.2 Responsibilities of Directors and Heads of Service**

- 4.2.1 A report detailing all tenders over £5,000 in value accepted by each Service during the preceding 12 months is submitted annually to SP & R Committee. Each Head of Service shall verify and submit the information for their Service to the Corporate Procurement Team.
- 4.2.2 Each Head of Service shall provide verified information detailing its anticipated contracts over the next two financial years to the Corporate Procurement Team so that the Council can comply with its statutory duty to publish the contract delivery plan.
- 4.2.3 Each Head of Service shall ensure all relevant staff undertaking contracting activities have read, understood and are familiar with these Rules and the Procurement Toolkit or other guidance issued in respect of these Rules.
- 4.2.4 Each Head of Service shall take appropriate action immediately upon becoming aware of a breach of these Rules or non-compliance with the Procurement Toolkit.
- 4.2.5 In respect of the foregoing Heads of Service should notify or seek the approval of Directors of each Service where required.

**4.3 Responsibilities of Authorised Officers**

- 4.3.1 The Authorised Officer is responsible for all contracts they have tendered, let and managed on behalf of the Council and must comply with the following duties:
- 4.3.2 General
- (a) Ensure compliance with these Rules and the [Procurement Toolkit](#);
  - (b) Keep all commercial information confidential subject to any legal requirements;
  - (c) Where appropriate, conduct assessments as may be required e.g. Equality and Human Rights Impact Assessment; Privacy Impact Assessment or Strategic Environmental Assessment.
  - (d) Where a third party such as a consultant procures works, goods or services on the Council's behalf, the Authorised Officer must take steps to ensure that the third party acts in accordance with these Contract Rules.

(e) Thresholds

- In respect of small contracts for services, supplies or works below £5,000, tenders need not be invited. In respect of any contract where the costs of the services, supplies or works is above £5,000 but does not exceed £50,000 a minimum of three quotations must be sought
- For all contracts of £50,000 or above these Rules shall apply. All tenders of this value shall be developed in conjunction with the Corporate Procurement Team and approved prior to issue.

When a contract is to be procured the estimated value of the contracts must be aggregated to decide whether the threshold is reached.

**No officer shall disaggregate contracts to avoid the procurement process applicable to a higher threshold.**

**Best value must be demonstrated in all contracts.**

For all of the above thresholds guidance as set out in the Procurement Toolkit shall be followed.

#### 4.3.3 Pre Contract (Development Phase)

- (a) To prepare and approve where required by an appropriate Contract Strategy for each proposed purchase or contract;
- (b) To check whether there is any existing Council or other collaborative framework that can be used to achieve Best Value for the Council before undergoing a further competitive tender process;
- (c) To prepare, in consultation with the Corporate Procurement Team, appropriate contract and tender documents which clearly specify the scope, quality, quantity and terms and conditions of the works, goods or services;
- (d) To ensure that appropriate contract security (such as a performance bond) is specified and obtained where required or considered prudent;
- (e) To ensure that any evaluation panel is suitably informed to assess tenders;
- (f) To limit risk associated with the use, adoption, purchase, commissioning, lease or subscription of any ICT (information and communication technologies) hardware, software or services software officers are required to consult with Corporate IT Manager.

#### 4.3.4 Tender Phase

- (a) To ensure contracts are awarded and any appropriate contract security documents are signed before work, services or supply provision commences;
- (b) To make appropriate arrangements for the opening of tenders and their secure retention so as to protect the integrity of the procurement process. Where tenders are received in paper form to ensure they are opened in the presence of an authorised officer together with a witness.



- (c) To prepare a Tender Report as outlined in the [Procurement Toolkit](#); submit this to their Head of Service for approval and thereafter to the Corporate Procurement Manager for information.

#### 4.3.5 Post–Award (Contract Management Phase)

- (a) To put in place arrangements for efficient contract and supplier management including the identification of a Contract Manager and management of benefits and performance, for the entire duration of the contract;
- (b) Completion of a contract award notice which must be undertaken within one month of contract award;
- (c) To ensure no supplier is requested by the Council to provide goods, services or works without first having a valid purchase order in place;
- (d) To enter all purchase order information onto the relevant Council financial system prior to the service or goods requested;
- (e) To retain a copy of the contract and keep proper records of all contracts and tenders, including minutes of tender evaluation panels and other meetings;
- (f) Take all appropriate measures to prevent, identify and remedy conflicts of interest and include measures to combat fraud through the life of the contract.

## SECTION 5: Exemptions from Contract Rules

### 5.1 Exemptions from Contract Rules

#### 5.1.1 These Rules do not apply to:-

- (a) Contracts of employment;
- (b) The acquisition, disposal, lease or rental of land, existing buildings, other immovable property, any developer obligation pursuant to a legal agreement under section 75 of the Town & Country Planning (Scotland) Act 1997 or any other interest in land;
- (c) The arrangement of works, goods or services to be delivered via In-House Service Provision or Arm's Length External Organisation (ALEO);
- (d) Any contract awarded to Tayside Contracts outwith a bidding process.

#### 5.1.2 These Rules may not apply to:-

- (a) Contracts which are exempt by virtue of the Public Contracts (Scotland) Regulations 2015 including:
  - (i) service contracts such as specific legal and financial services
  - (ii) contracts awarded on the basis of an exclusive right such as; Tayside Joint Valuation Board.
  - (iii) contracts awarded between entities within the public sector.
- (b) An immediate need is created by a sudden, unforeseen, real and demonstrable emergency requiring immediate action;

- (c) A contract for the continuing use of an existing contractor/supplier in order to maintain continuity of supply or site experience, where the justification has been submitted to the Corporate Procurement Manager;
- (d) The purchase of goods or materials, the execution of works or supply of services for which the authorised officer can demonstrate that no genuine competition can be obtained;
- (e) Purchase of works, goods or services from a supplier under an acknowledged public sector agreement or a collaborative procurement agreement including Tayside Procurement Consortium
- (f) The purchase of social and specific support services but only where approved by the Chief Social Worker or Director of Education and required so the Council meets its statutory obligations.

## **5.2 Application for exemption**

- 5.2.1 If it is considered that any matter specified in 5.1.2 (a) to (f) applies, an application for an exemption should be made in writing to the Corporate Procurement Manager at the earliest practicable opportunity and provide the reason for the exemption.
- 5.2.2 Authorisation for an exemption from these Rules will be granted, where appropriate, by the Head of Legal and Governance Services in consultation with Corporate Procurement Manager.

## **SECTION 6: Contract Amendments**

### **6.1 Variations to an existing or proposed contract**

- 6.1.1 Variations in contract terms can be of minor or major significance. Such variations may relate to the Council's Standard Terms and Conditions or a contract procured via a Framework or otherwise, and may include assignments, changes to the contract sum etc. Any such variations will require to take account of whether they are consistent with a fair, reasonable and transparent procurement process.
- 6.1.2 If an authorised officer or contractor wishes to vary conditions of a contract, the Authorised Officer shall consult with Legal Services and notify the Corporate Procurement Manager detailing the proposed variations.
- 6.1.3 In the event of a contract variation being approved it may be necessary to update the Contract Register; this update should be made in writing using the [Contract Register Amendment Form](#) where appropriate.

### **6.2 Amendments to insurance requirements in contract**

- 6.2.1 If any proposed variations relate to insurance levels, then the Authorised Officer must also consult with the Council's Insurance Team, Legal Services and the Corporate Procurement Team

## SECTION 7: Reporting of Breaches or suspected breaches

- 7.1 Any breach or suspected breach of these Contract Rules and/or Corporate Procurement Strategy must be reported immediately to the Head of Service who thereafter should notify the Corporate Procurement Manager.

## SECTION 8: Legal Framework

### 8.1 Relevant legislative provisions

Every contract must comply with all relevant legislation. Some of the legislative provisions which commonly affect contract development are listed below. For the avoidance of doubt, this list is not exhaustive and authorised officers are expected to familiarise themselves with the legislation relevant to their own particular requirements.

#### 8.1.1 Health and Safety at Work Act and Regulations

Authorised officers should ensure contracts are awarded in accordance with the Council's statutory health & safety duties which are described in detail in the [Corporate Occupational Health & Safety Policy](#).

#### 8.1.2 TUPE the "Transfer of Undertakings (Protection of Employment)

The TUPE rules protect employees' rights when the organisation or service they work for transfers to a new employer. It is important to be aware of the implications of TUPE when contracting e.g. some bidders may qualify their tenders in respect of any liabilities arising under TUPE. Please refer to the following [TUPE Guidance](#) for further information.

#### 8.1.3 State Aid

State aid arises where public funds are used resulting in a distortion in competition. The provision of state aid without approval from the European Commission is unlawful. If a contract is proposed in which State Aid may arise, officer(s) should seek guidance from the Corporate Procurement Manager and/or the Head of Legal and Governance Services.

#### 8.1.4 Bribery

Should an Officer become aware of any potential contravention of the Bribery Act 2010, they should report their concerns to their Head of Service. The Head of Service shall notify the Chief Internal Auditor of their concerns and, if appropriate, the Monitoring Officer.

#### 8.1.5 Employment status of the contractor

Officers should be aware of the legislative requirements set out by HMRC (Her Majesty's Revenue and Customs) in order to correctly assess the employment status of a contractor or worker engaged through the procurement toolkit. These requirements are often referred to as Intermediaries Regulations or IR35. Guidance on the IR35 process to follow can be found on Eric.





**PERTH & KINROSS COUNCIL**

**CODE OF GUIDANCE**

**FOR**

**FUNDING EXTERNAL ORGANISATIONS**

**&**

**“FOLLOWING THE PUBLIC POUND”**

**MAY 2017**

## 1 INTRODUCTION & BACKGROUND

- 1.1 Councils as public bodies are accountable for how they spend public money in the delivery of their services. They are also under a statutory duty to achieve Best Value in terms of the discharge of their functions and as such are being encouraged to consider innovative and alternative service delivery models. Irrespective of how Councils may design or deliver services, it is important that there is proper accountability and transparency as to how funds are being spent. This concept is known as “Following the Public Pound”.
- 1.2 Councils have the power to deliver services to discharge their functions in a variety of ways:
- **Direct provision** - where the services are delivered in-house through the Council’s own departments and employees
  - **Contracted provision** – where the services are contracted from other public, private, third sector or voluntary suppliers
  - **Arm’s Length External provision** – where a separate organisation is created to deliver the services on behalf of the Council and over which the Council has a degree of control or influence (e.g. ALEOs / Trusts)
- 1.3 In terms of:
- **Direct provision** - the Council accounts for their spend through the normal budget setting, monitoring and public reporting processes
  - **Contracted provision** - Procurement legislation and the Council’s internal Contract Rules ([hyperlink for contract rules](#)) set out the basis for engaging and contracting with other bodies. That procurement and commissioning process provides the transparency and accountability as to how the funds are being spent.
- 1.4 Historically there has been less clarity and transparency around spending where services have been delivered on behalf of Council through Arm’s Length External Organisations (ALEOs). The use of ALEOs has become increasingly popular as a service delivery model as external organisations may be able to provide a better range or quality of service, or provide services that would otherwise not be provided. External organisations may also be able to attract funding from sources not so readily accessible to the Council, such as the private or voluntary sectors. Concerns as regards the lack of transparency and proper accountability for funds around the use of ALEOs prompted the Accounts Commission and COSLA to publish the “Code of Guidance on Funding External Bodies and Following the Public Pound” (“the original Code”) in 1996. This sets out the principles of best practice when establishing significant funding arrangements with companies, trusts and other bodies other than on a contractual basis
- 1.5 Since then the original Code has been given more formal status under the Local Government in Scotland Act 2003, in establishing the statutory duty on councils to ensure that they secure Best Value in the discharge of their functions.

- 1.6 The original Code reflects a self-regulatory approach and it is for Councils to interpret the Code and make their own arrangements as to how the general principles will be implemented locally.
- 1.7 This document constitutes the Perth & Kinross Council Code of Guidance for Funding External Organisations and “Following the Public Pound” (“the FPP Code”). It is based on the original Code as supplemented by the Controller of Audit’s report and Accounts Commission’s findings from March 2004 (“Following the Public Pound”) and the supplementary report by Audit Scotland entitled “Arm’s-length external organisations (ALEOs): are you getting it right?” from June 2011 (together the “FPP Framework”).
- 1.8 The FPP Framework cannot however be applied in isolation. As a public body, the Council is subject to a number of external rules and regulations governing how and with whom it spends its funds. In preparing this Code therefore, the following must be taken into account and adhered to:
- Procurement Reform (Scotland) Act 2014
  - Public Contract (Scotland) Regulations 2015 and supplementary guidance
  - Procurement (Scotland) Regulations 2016
  - State Aid rules set out in the Treaty on the Functioning of the European Union.

## 2 SCOPE OF THIS CODE OF GUIDANCE

### 2.1 In this Code:

**“Assistance-in-kind”** includes all staff time and all associated costs involved in enabling the outside organisation to carry out its core activities which are essential to its continued existence e.g. administrative support, professional services, advice, accommodation, rates remission, use of equipment, training, preparation of material for reporting to Council etc.

But does not include:

- staff time and associated costs involved in supporting and developing groups as part of Council’s duty to promote and support community action;
- staff time and associated costs in providing advice on setting up the funding and applications to Council
- staff time and associated costs incurred in the formal monitoring and review of funding arrangements by Council;

**“Best Value”** means balancing quality and cost considerations in improving performance. Achieving Best Value requires the Council to make arrangements to secure continuous improvement in performance (while maintaining an appropriate balance between quality and cost) and in doing so to have regard to economy, efficiency, effectiveness, equal opportunities requirements and to the achievement of sustainable development;

**“Contract Rules”** means the rules and regulations put in place by the Council for advertising and awarding contracts as more particularly set out in section 81 of the Local Government (Scotland) Act 1973;

**“External organisation”** includes Arm’s Length External Organisations, companies, trusts, voluntary organisations and grant aided bodies;

**“Funding”** means money, grants, capital grants, guarantees, loans, common good fund, shares, assets and assistance-in-kind;

**“Public Services Contract”** has the meaning ascribed to it in the Public Contracts (Scotland) Regulations 2015;

**“Value for Money (VFM)”** is defined as the optimum combination of whole life costs and quality (or fitness for purpose) to meet the customer's requirements, and can be taken to be largely analogous with "most economically advantageous".

- 2.2 The FPP Code applies in any situation where the Council decides to fund external organisations other than by means of a transparent procurement process in accordance with the Council’s Contract Rules (attach hyperlink) and Procurement Toolkit (attach hyperlink)
- 2.3 Contracts with a value of less than £5,000 in total, whilst not requiring to be publicly procured, do need to demonstrate value for money. Similarly there are specific exceptions for larger contracts contained within the Contract Rules. As the FPP Code reflects general principles designed to provide transparency in respect of public spending, the FPP Code is applied in these situations also to provide assurance as to Best Value and VFM considerations.
- 2.4 Therefore the FPP Code is likely to apply:-
- (i) where the Council provides funding to an external organisation which is a separate legal entity from Council but over which the Council exerts a degree of control or influence by virtue of its constitution or the terms of its funding agreement (such as an ALEO/ Trust arrangement); or
  - (ii) In the event clauses 2.2 and 2.3 do not apply and the Council intends to directly award a contract for the supply of education or social care services to an independent supplier because no competition exists in the market; or
  - (iii) where the estimated costs of the services are below the EU threshold (all of which are set out in the Procurement Toolkit) and a review has been carried out which has determined that Best Value can be obtained without going to tender; or
  - (iv) where the total value of the spend is less than £5,000); or
  - (v) where the Council provides some form of grant or assistance-in-kind (subject to compliance with any state aid rules).
- 2.5 This Code does not apply where the Council’s Contract Rules or other rule of law requires a public procurement process to be followed.
- 2.6 Subject to 2.4(ii)-(iv) above, under no circumstances should this FPP Code be applied to a situation where the Council is procuring:-



- works or services pursuant to a public works contract;
- any form of professional or consultancy services; or
- the purchase of goods.

In these circumstances, the appropriate procurement route must be followed as set out in Contract Rules in conjunction with the Procurement Toolkit.

(more detailed guidance is contained within the FPP Practitioner Toolkit)

- 2.7 In reality most spend will be subject to the Council's Contract Rules and the Procurement Toolkit and these should always be checked, in the first instance, to see if they apply before considering the application of the FPP Code. If you are unsure you should always seek advice from the Council's Corporate Procurement Team.
- 2.8 The obligations as regards the governance of public funds do not end with the transfer of funding to the external body. All Council staff responsible for the award or payment of public funds to external organisations outside the Council's Contract Rules must follow the processes set out in this FPP Code.
- 2.9 Attached to this FPP Code is a toolkit to assist those individuals in identifying whether or not the FPP Code applies and how to put the appropriate checking, monitoring and reporting arrangements in place. It also details the specific roles and duties of staff in dealing with FPP arrangements.
- 2.10 Should Services require any further guidance in relation to funding external organisations, they should contact the Head of Legal and Governance Services.

### **3 PRINCIPLES OF "FOLLOWING THE PUBLIC POUND"**

- 3.1 As stated above, the original Code sets out basic principles governing FPP arrangements to ensure openness, transparency and adequate accountability. These can be summarised as follows:-

- **PURPOSE:** the Council must be clear about the reasons for their involvement in any external funding arrangement;
- **FINANCIAL REGIME:** the Council must specify clearly the extent of its financial commitment to the external body, including the nature of the financial relationship and the criteria for making and receiving payment;
- **MONITORING:** the Council ensure that there are appropriate and robust financial and performance monitoring and reporting arrangements are in place from the start of the relationship;
- **REPRESENTATION:** the Council should carefully consider its representation on the Board of any external organisation and ensure that Members and Officers understand their roles and responsibilities;
- **LIMITATIONS:** the Council must lay down a timetable for the achievement of its objectives, clearly specify any limits to funding and provisions for terminating the arrangement;
- **ACCOUNTABILITY:** provisions must be made for the Council and its external auditors to have access to the records of the funded body.

(more detailed guidance is contained within the FPP Practitioner Toolkit.)

## **4 APPLYING THE PRINCIPLES**

4.1 In practice therefore it is essential that before any FPP arrangement is entered into:-

- (i) you can clearly link what the external organisation will be providing to an objective, strategy or policy of the Council;
- (ii) a risk-based assessment is carried out of the external organisation prior to agreeing funding to ensure the organisation is able to achieve the Council's objectives and that there are no state aid implications arising out the decision to fund the external organisation;
- (iii) that an adequate level of checks is carried out on the external organisation before and during any funding, based on the amount of money they are receiving in total from the Council;
- (iv) a funding agreement will be reached between the Council and the external organisation prior to any funding being made available, setting out the terms and conditions of the payment;
- (v) a Monitoring Officer from the Council will be appointed to oversee the funding provided to each external organisation;
- (vi) the position as regards Elected Member or officer representation on any board or governing body of any external organisation is identified and that roles and responsibilities are fully understood.

(More detailed guidance is contained within the FPP Practitioner Toolkit)

4.2 It is the responsibility of each Director to ensure that expenditure is being correctly categorised under this Code (and is not subject to any procurement rules) and where such expenditure meets the test under this Code, then there is clear accountability for all funds which are provided from their Service budgets.

## **5 ASSURANCE FRAMEWORK**

5.1 The requirement to provide assurance in respect of funding to external organisations does not end at the point of payment being made. Whilst a number of risks will have been identified and addressed prior to funding, a number of different risks will continue or emerge in the course of performance (e.g. non delivery or poor performance of the service, misuse of funds, reputational risk etc. Assurance will therefore be required in respect of the external organisation's ability to deliver high quality services. The level of assurance required must be reflective of the risks/potential risks that exist.

5.2 The purpose of a financial and operational risk assessment is to determine how any changes in income and expenditure will impact upon the external organisation's future viability and operational ability to deliver the necessary outcomes.

5.3 This FPP Code applies the principle of proportionality to the assessment of risk and assurance, recognising that different levels of scrutiny will be required depending on;

- the degree, nature and impact of the risks/potential risks identified
- the level of control/influence which the Council has over the external organisation
- the level of funding given.

- 5.4 The following matrix will be used to determine the level of risk assessment and assurance required.

| <b>FINANCIAL RISK LEVEL</b>                                                       | <b>SCORE</b> |
|-----------------------------------------------------------------------------------|--------------|
| Less than £5,000                                                                  | 1            |
| Greater than £5,000 but less than £50,000                                         | 2            |
| Greater than £50,000                                                              | 3            |
| Substantially greater than £50,000 and included in Group Accounts for the Council | 4            |

| <b>NON- FINANCIAL RISK LEVEL (OPERATIONAL / REPUTATIONAL)</b>                                                                                     | <b>SCORE</b> |
|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| One off grant / subsidy to body for community benefit                                                                                             | 1            |
| External organisation - Council has no interest or control                                                                                        | 2            |
| External organisation - Council has substantial interest and control                                                                              | 3            |
| External organisation - Council has substantial interest and control and the results of organisation are included in the Council's Group Accounts | 4            |

- 5.5 To assess the level of assurance required select the relevant criteria from both the financial and non-financial risks and add the scores together.

| <b>SCORE</b> | <b>ASSURANCE ASSESSMENT LEVEL</b> |
|--------------|-----------------------------------|
| 1-2          | LEVEL 1                           |
| 3-4          | LEVEL 2                           |
| 5-6          | LEVEL 3                           |
| 7-8          | LEVEL 4                           |

(more detailed guidance as to the content of each level of risk assessment is contained within the FPP Practitioner Toolkit.)

- 5.6 Once the financial/ non-financial risks have been assessed and a decision to fund has been made the next stages of the assurance process are:

- to agree clear and transparent contractual arrangements
- to agree a schedule of payments
- to establish regular and robust approval, monitoring and reporting arrangements
- where appropriate, to determine the degree of the Council's representation and participation in the external organisation.

(more detailed guidance is contained within the FPP Practitioner Toolkit.)

## **6 CENTRAL REGISTER**

- 6.1 It is important that the Council is publicly accountable for how it is spending public funds.

- 6.2 Under the Council's Contract Rules, details of all contracts entered into as a result of regulated procurement must be entered into a Contract Register. Those arrangements which fall out with the scope of regulated procurement shall be recorded on a central FPP Register. Accordingly the following arrangements will require to be recorded on the FPP Register :

- where the total value of the spend in respect of the services is less than £5,000 (or such other minimum level as prescribed in the Council's Contract Rules); or

- where the Council provides some form of grant or assistance-in-kind (subject to compliance with any state aid rules); or
- where the Council intends to directly award a contract for the supply of education or social care services to an independent supplier because no competition exists in the market, the value of which is less than £50,000; or
- where the estimated costs of the services are below £50,000 and a review has been carried out which has determined that Best Value can be obtained without going to tender; or
- where the Council provides funding to an external organisation which is a separate legal entity from Council but over which the Council exerts a degree of control or influence by virtue of its constitution or the terms of its funding agreement (such as an ALEO/ Trust arrangement).

6.3 Where the FPP Code has been applied because :

- (i) the Council intends to directly award a contract for the supply of education or social care services to an independent supplier because no competition exists in the market; or
  - (ii) where the estimated costs of the services are below the EU or other relevant threshold and a review has been carried out which has determined that Best Value can be obtained without going to tender;
- and
- (iii) the **value is greater than £50,000**

The arrangement shall be recorded on the CONTRACT REGISTER as opposed to the FPP Register.

6.4 The FPP Register will be maintained by the Head of Legal & Governance Services. Service Management Teams are required to ensure that the Register is kept up to date with all relevant information.

| Version | Summary of Changes                                                                                           | Approved |     |
|---------|--------------------------------------------------------------------------------------------------------------|----------|-----|
| V.1     | Initial draft 30/04/14                                                                                       | DH       | ITI |
| V1.2    | Second draft issued 1/10/14                                                                                  | DH       | ITI |
| V2      | Third draft issued 21/11/14                                                                                  | DH       | ITI |
| V3      | Fourth draft issued 12/12/14                                                                                 | DH       | ITI |
| V4      | Fifth draft issued 17/12/14                                                                                  | DH       | ITI |
| V5      | Sixth draft issued 10/04/15                                                                                  |          |     |
| V6      | Seventh draft issued 29/05/15                                                                                |          |     |
| V7      | Eighth draft issued 24/07/15                                                                                 |          |     |
| V8      | Ninth Draft issued 20/11/2015                                                                                |          |     |
| V9      | Revisals made following comments from JC and MM. Issued to LS for comment 04/02/2016.                        |          |     |
| V10     | Further revisals made to reflect changes in Procurement legislation. Issued to and LS for comment 30/03/2016 |          |     |
| V11     | Revisal made by LS                                                                                           |          |     |
| V12     | Revisals made by LC 02/06/2017                                                                               |          |     |



# **FUNDING EXTERNAL ORGANISATIONS AND “FOLLOWING THE PUBLIC POUND”**

## **PRACTITIONER TOOLKIT**

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## **Section 1: INTRODUCTION**

1. This is the 'Following the Public Pound (FPP) Practitioners' Toolkit' which is referred to in the 'Perth & Kinross Council Code of Guidance for Funding External Organisations & "Following the Public Pound"' (the FPP Code).
2. This Toolkit is intended to assist Council Officers who are involved in decision-making, arranging and monitoring funding agreements under the FPP Code.
3. This Toolkit has been set out in a series of checklists to help the user complete each step of the process towards awarding, providing and monitoring funding to an external organisation.
4. By working through the checklists below, Council officers should be able to determine what steps are to be carried out prior to any funding and throughout the funding agreement.
5. This Toolkit should be read alongside the FPP Code. Further explanation and a glossary of terms used in this Toolkit are available in the FPP Code.
6. Further information or advice in relation to Following the Public Pound may be sought by referring to the FPP Code or by contacting the Head of Legal & Governance Services.



## **Section 2: SUMMARY OF THE STAGES OF FPP FUNDING**

The various stages involved in the awarding, providing and monitoring of funding under the FPP Code can be broadly summarised as follows:

- Application for funding received from external organisation / identified need for external organisation to deliver a service on behalf of the Council
- Determine the level of funding – this will indicate the information, documentation and agreement type required
- The Monitoring Officer undertakes a financial and non-financial risk assessment
- A decision is taken under the Scheme of Delegation or by Committee to approve the funding
- The funding agreement is put in place by the Monitoring Officer
- The Monitoring Officer advises the Head of Legal & Governance Services of the agreement for the purpose of updating the Central Register
- The external organisation provides its reports and documentation as required under the funding agreement
- The Monitoring Officer provides annual information to the Head of Service, Service Management Team or Committee as appropriate
- The Monitoring Officer continues to oversee the funding agreement
- Funding may be extended beyond a single financial year, subject to annual and ongoing financial and non-financial checks and aggregation rules/thresholds.

**These stages can vary and the Checklists set out in the remainder of this Toolkit should be followed in all cases.**

## **Section 3: PRIOR TO FUNDING**

Before any decision is made that the Council will provide funding to an external organisation, you must be able to justify the funding in accordance with the Council's strategic objectives and demonstrate that the funding should be made under FPP rules, rather than through procurement of the service.

Complete the checklists below to ensure that the funding should be made through FPP.

### **3.1 CHECKLIST 1: Is the funding necessary?**

1. Is the purpose of the funding clearly linked to the achievement of the Council's objectives or the implementation of a Council Strategy or Policy?
2. Are there clear benefits to delivering this service through an external body, as opposed to direct provision by the Council?
3. Do you have an approved budget for the funding?
4. Have you checked if any other Council Service is already directly delivering or procuring the same or similar service?

**If the answer to any of the above is "NO" then further consideration needs to be given to the proposal before proceeding.**

### **3.2 CHECKLIST 2: Should this be publicly procured?**

1. Is the value of the proposed arrangement over £5,000?
2. Does the proposed arrangement fall within the definition of "public services contract" under the procurement regulations?
3. Is the proposed arrangement for the delivery of what might constitute "public works" under the procurement regulations?
4. Are there a number of suppliers in the market who could provide the service?
5. Is the value of the proposed arrangement greater than the current EU procurement threshold?
6. Are there State Aid implications? (see State Aid Checklist in Part B)

**If the answer to any of the above is "yes" or "don't know" then seek advice from the Council's Corporate Procurement Manager or Head of Legal & Democratic Services before proceeding any further.**

### **3.3 CHECKLIST 3: Does the FPP Code apply?**

1. Is the value of the proposed arrangement under £5,000 and has not been recorded on the Council's contract register?
2. If the contract is for the provision of education or social services, and the value of the proposed arrangement is greater than £5,000, can you demonstrate that no market competition exists in respect of the proposed supplier?
3. If the value of the proposed arrangement is above £5,000, but below EU threshold limits, and has not been recorded on the Council's Contract Register can you demonstrate that Best Value can be achieved??
4. Is the proposed funding to take the form of a grant, loan or assistance in kind?
5. Is the proposed funding being made to an Arm's Length External Organisation (ALEO)? (An ALEO is a company, trust or other external organisation which is a separate legal entity from the Council, but over which the Council exercises a degree of control or influence, e.g. through Board/Trustee Membership, shareholding or the terms and nature of the funding agreement)

**If the answer to any of the above is YES, then the FPP Code applies.**

**If the answer to all of the above is NO or you are unsure, please seek advice from the Corporate Procurement Manager or the Head of Legal & Governance Services before proceeding any further.**

## **Section 4: STATE AID**

Any Service proposing to fund an external organisation through a grant or direct award without competition must comply with the rules relating to State Aid. Services should apply the following tests when determining whether the State Aid rules are applicable.

### **4.1 Checklist 1: Do the State Aid rules apply?**

1. Is the external organisation an 'undertaking'?

**An undertaking is defined as any entity, regardless of its legal status, which is engaged in economic (commercial/competitive) activity and where there is a market in comparable goods or services**

2. If so, is the external organisation engaged in economic activity?

**This is defined as offering goods and/or services on a given market and which could, at least in principle, be carried out by a private operator for remuneration in order to make profits**

**If the answer to these two questions is YES, then the checklist below must then be applied to determine the possible presence of State Aid.**

### **4.2 Checklist 2: Does the funding amount to State Aid?**

1. Has there been an intervention in the market using public money?
2. Does the funding give the external organisation an advantage, for example when dealing with specific companies or industry sectors, or to companies located in a specific region?
3. Could competition within the market for these goods or services be distorted as a result of this funding?
4. Is the funding likely to affect the trade of goods or services between EU Member States?

**If the answer to all these questions is YES, then it is likely that the funding amounts to State Aid.**

**Where it is determined State Aid may apply, you must contact the Head of Legal & Governance Services before any funding can be given, as there are certain exemptions and *de minimis* rules that apply. Clearance may be required from the Scottish Government State Aid Unit before the funding agreement can be entered into.**

**If you are unsure as to whether State Aid applies, seek advice from the Corporate Procurement Manager or the Head of Legal & Governance Services before proceeding further.**

## **Section 5: RISK ASSESSMENT OF EXTERNAL ORGANISATION**

Once the decision has been made to fund an external organisation and you have established that the FPP Code applies, a risk assessment must be carried out to determine the level of financial and non-financial checks required.

The level of financial and non-financial checks will be based on the Assurance Assessment Level, which is arrived at by using the checklists below. This takes into account the level of funding to the external organisation and the extent of the Council's interest in or control over the external organisation. This will minimise the risk to the Council and ensure that the requirements on smaller organisations are not too onerous.

### **5.1 CHECKLIST 1: What is the financial risk level?**

1. Is the Council funding to the external organisation substantially greater than £50,000 and included in Group Accounts for the Council?  
**(If so, score 4 points and proceed to Checklist 2)**
2. Is the Council funding to the organisation £50,000 or more?  
**(If so, score 3 points and proceed to Checklist 2)**
3. Is the Council funding to the organisation less than £50,000 but more than £5,000?  
**(If so, score 2 points and proceed to Checklist 2)**
4. Is the Council funding to the organisation £5,000 or less?  
**(If so, score 1 point and proceed to Checklist 2)**

### **5.2 CHECKLIST 2: What is the non-financial risk level (i.e. operational / reputational)?**

1. Is the funding to an external organisation in which the Council has substantial interest and control and the results of the organisation included in the Council's Group Accounts?  
**(If so, add 4 points to the previous score and proceed to Checklist 3)**
2. Is the funding to an external organisation in which the Council has a substantial interest and control?  
**(If so, add 3 points to the previous score and proceed to Checklist 3)**
3. Is the funding to an external organisation in which the Council has no interest or control?  
**(If so, add 2 points to the previous score and proceed to Checklist 3)**

4. Is the funding a one-off grant / subsidy to an external organisation for a community benefit?  
(If so, add 1 point to the previous score and proceed to Checklist 3)

### 5.3 CHECKLIST 3: What is the assurance assessment level?

1. What was the total score from Checklists 1 and 2?

| SCORE | ASSURANCE ASSESSMENT LEVEL  |
|-------|-----------------------------|
| 1-2   | LEVEL 1 – go to Checklist 4 |
| 3-4   | LEVEL 2 – go to Checklist 5 |
| 5-6   | LEVEL 3 – go to Checklist 6 |
| 7-8   | LEVEL 4 – go to Checklist 7 |

### 5.4 CHECKLIST 4: Assurance Assessment Level 1

1. Do you have the following documentation from the external organisation?
  - An annual income and expenditure account and statement of cash balance, which has been approved by a person independent of the day to day running of the organisation
2. Has the funding been approved by your service through its budget approval process and delegated authority arrangements or by the appropriate Committee?

**If you have all of the information set out in this Checklist, go to Part D**

### 5.5 CHECKLIST 5: Assurance Assessment Level 2

1. Do you have the following documentation from the external organisation?
  - Financial Statements for the preceding three financial years (unless the organisation is less than three years old)
2. Does the organisation have a management board to oversee the direction, service delivery and financial stability of the organisation?
3. Is the organisation a registered charity, and if so have they complied with guidance from OSCR?
4. Is the organisation a registered company, and if so have they complied with their requirements under the Companies Acts?
5. Does the organisation have a clear statement of purpose and organisational objectives?

6. Is the organisation able to provide evidence or other support to demonstrate achievement of its objectives and purpose?
7. Are there any known reasons that would result in a risk to the Council's reputation through association with an external body if financial or service delivery problems emerge?
8. Has the funding been approved by your service through its budget approval process and delegated authority arrangements or by the appropriate Committee?

**If you have all the information set out in this Checklist, and you are satisfied that the external organisation is a suitable organisation to receive the proposed Council funding, go to Part D**

## **5.6 CHECKLIST 6: Assurance Assessment Level 3**

1. Do you have the following documentation from the external organisation?
  - Financial Statements for the preceding three financial years (unless the organisation is less than three years old)
  - Objectives – a statement of the external organisation's strategic objectives
2. Have you asked the external organisation for the following documentation (which the Council has the right to ask for)?
  - Copies of (non-confidential) Minutes of the Board of Directors or Trustees meetings
  - Details of the organisation's financial and non-financial transactions, policies and procedures

**The items listed above are the minimum requirements of the Council and will be required for all funding arrangements at this Assurance Assessment Level**

**The items listed above exceed the minimum requirements, however the Council has the right to ask for or inspect these items to satisfy itself as to the suitability of the external organisation to receive Council funding**

3. Does the organisation have a management board to oversee the direction, service delivery and financial stability of the organisation?
4. Is the organisation a registered charity, and if so have they complied with guidance from OSCR?
5. Is the organisation a registered company, and if so have they complied with their requirements under the Companies Acts?
6. Does the organisation have a clear statement of purpose and organisational objectives?

7. Is the organisation able to provide evidence or other support to demonstrate achievement of its objectives and purpose?
8. Are there any known reasons that would result in a risk to the Council's reputation through association with an external body if financial or service delivery problems emerge?
9. Has the funding been approved by your service through its budget approval process and delegated authority arrangements or by the appropriate Committee?

**If you have all the information set out in this Checklist, and you are satisfied that the external organisation is a suitable organisation to receive the proposed Council funding, go to Part D**

## **5.7 CHECKLIST 7: Assurance Assessment Level 4**

1. Do you have the following documentation from the external organisation?
  - Financial Plan – a detailed one year plan and summary three year plan
  - Financial Statements – for an external organisation seeking funding for the first time, annual accounts for the preceding three financial years (unless the organisation is less than three years old). For an organisation already in receipt of Council funding, an annual set of accounts, audited or approved
  - Objectives – a statement of the external organisation's strategic objectives
2. Have you asked the external organisation for the following documentation (which the Council has the right to ask for)?
  - Details of the performance of the organisation against the organisation's financial plan
  - Copies of (non-confidential) Minutes of the Board of Directors or Trustees meetings
  - Details of the organisation's financial and non-financial transactions, policies and procedures

**The items listed above are the minimum requirements of the Council and will be required for all funding arrangements at this Assurance Assessment Level**

**The items listed above exceed the minimum requirements, however the Council has the right to ask for or inspect these items to satisfy itself as to the suitability of the external organisation to receive Council funding**

3. Does the organisation have a management board to oversee the direction, service delivery and financial stability of the organisation?
4. Is the organisation a registered charity, and if so have they complied with guidance from OSCR?
5. Is the organisation a registered company, and if so have they complied with their requirements under the Companies Acts?



6. Does the organisation have a clear statement of purpose and organisational objectives?
7. Is the organisation able to provide evidence or other support to demonstrate achievement of its objectives and purpose?
8. Are there any known reasons that would result in a risk to the Council's reputation through association with an external body if financial or service delivery problems emerge?
9. Has the funding been approved by your service through its budget approval process and delegated authority arrangements or by the appropriate Committee?

**If you have all the information set out in this Checklist, and you are satisfied that the external organisation is a suitable organisation to receive the proposed Council funding, go to Part D.**

## **5.8 Checklist 8: Credit Check**

1. Have you completed the required checks above and are still not satisfied as to the suitability of the external organisation to receive Council funding?

**Where specific issues exist or additional information may be helpful to the assessment of the organisation, a credit check may be appropriate and should be discussed with the appropriate Line Manager and be reported to the Service's Senior Management Team. Credit check services can be obtained through the Finance Division.**

**If you remain unsatisfied as to the suitability of the external organisation to receive Council funding, funding should not be provided under the FPP Code.**

## **Section 6: ESTABLISHING A FUNDING AGREEMENT**

Once you have completed the risk assessment and carried out all checks according to the Assurance Assessment Level, you can proceed to setting up the funding agreement with the external organisation.

The funding agreement will comprise a schedule of payments, setting out how the funds will be paid over the course of the funding arrangement, and a Service Level Agreement, setting out how the funding agreement is to be carried out and what will be expected in return for the funding.

Consideration may be given to the Council being represented by Council Members or Officers within the external organisation.

Use the checklists below to reach a suitable funding agreement.

## **6.1 CHECKLIST 1: Schedule of payments**

1. Is the annual funding in excess of £5,000?

**If so, payments should be made in no fewer than four instalments per financial year, and preferably made monthly to minimise the Council's exposure in the event of the organisation encountering financial difficulties.**

2. Have all financial checks been completed to the satisfaction of the Council?
3. Has all the required information been submitted by the external organisation?
4. Have you tailored the payments to meet the cash flow requirements of the external organisation?
5. Has the external organisation been consulted in relation to the schedule of payments and are they in agreement?

**If the answer to questions 2-5 is YES, then complete the Schedule of Payments form and proceed to Checklist 2**

## **6.2 CHECKLIST 2: Service Level Agreement**

1. Which form of Service Level Agreement should be used?

- Is the Council funding to the external organisation greater than £5,000?

**If so, the Service Level Agreement should be used. Proceed to Part 2 of Checklist 2**

- Is the Council funding to the organisation £5,000 or less?

**If so, a written funding letter may be used, setting out clearly the amount of funding, the period for which it is applicable and any conditions or objectives attached to the funding. Proceed to Checklist 3**

2. Does the Service Level Agreement include the following?
  - The purpose of the funding and the expectation of use
  - The Council policy / strategy that the funding is linked to
  - The level of funding approved by the Council and schedule of payments
  - The period over which the funding applies
  - Financial reporting requirements
  - Monitoring and reporting requirements
  - A statement on the consequences of failure to provide reporting information to the Council, e.g. the discontinuation of further funding
  - A statement on the ability of the Council to deduct any debts due to the Council prior to making any further awards
  - A statement on access to the accounting records of the organisation that requires to be given to Council staff, including internal and external audit staff

- Details of Council representation of Councillors and Officers
- The need for the Council to be acknowledged for its support on all publicity material relating to the project / service
- Procedures for cancelling the Funding Agreement

**You must ensure that the Service Level Agreement includes all of the above. If you require assistance including all this information in the Service Level Agreement, please contact the Head of Legal and Governance Services.**

### **6.3 CHECKLIST 3: Council representation / participation within the external organisation**

1. Does the Council have clear reasons why it wants representation within the external organisation?
2. Has the Council been transparent in its decision-making about which Council Members or Officers will be involved and why?
3. Has the Council provided advice and guidance to the Council Member and/or Officer involved which covers:
  - Their responsibilities to the Council and to the external organisation?
  - The potential for conflicts of interest and the need to have regard to the national Code of Conduct for Councillors at all times?
  - The need to recognise their duties towards the external organisation differ from their duties to the Council?
  - The limitations on what they may disclose to the Council where there is a conflict of interest?

**If the answer to any of the questions above is NO, you should give further consideration to the Council's involvement with the external organisation before proceeding**

4. Has the Head of Democratic Services (for Council Members) or the Legal & Governance Services (for Council Officers) been advised of the appointment to the external organisation?

## Section 7: MONITORING THE ARRANGEMENT

Once the funding arrangement is in place, it must be monitored on an ongoing basis. The level of monitoring will be determined by the Assurance Assessment Level which was reached in Part B.

Checklist 1 sets out the monitoring requirements for all funding agreements. Checklists 2 and 3 set out the additional monitoring requirements which apply to funding agreements with Assurance Assessment Levels 3 and 4 respectively.

### 7.1 Checklist 1: Monitoring required in all cases

1. Has a Council Monitoring Officer been appointed to oversee this funding agreement?
2. Is the Monitoring Officer familiar with the FPP Code and this Toolkit?
3. Does the Monitoring Officer understand their responsibilities in relation to the funding agreement?
4. Has the Head of Legal & Governance Services been made aware of any changes to the funding agreement for the purpose of maintaining the Central Register?
5. Has the Monitoring Officer submitted an annual report to the relevant Senior Management Team or approving Committee?

### 7.2 Checklist 2: Assurance Assessment Level 3

1. Has the Monitoring Officer completed the following checks?
  - Every year – check that sufficient cash exists to enable the organisation to meet its financial obligations for at least the next 12 months
  - Every year – check that any other material sources of external funding are secure and assess any risks relevant to the ability of the organisation to continue as a going concern

**Where the external organisation is unable to demonstrate its operational or financial capability, future discussions should be held with the organisation to review its financial plans.**

**Funding will only be approved where an organisation can demonstrate it has the ability to continue to meet the objectives for Council funding as well as its financial obligations.**

### 7.3 Checklist 3: Assurance Assessment Level 4

1. Has the Monitoring Officer completed the following checks?

- Every two years - ensure the organisation has adequate policies and procedures in place to govern the way their finances are handled
- Every year – check that projections in the financial plan are realistic and achievable
- Every year – check that sufficient cash exists to enable the organisation to meet its financial obligations for at least the next 12 months
- Every year – check that any other material sources of external funding are secure and assess any risks relevant to the ability of the organisation to continue as a going concern
- Ongoing – check the six monthly Management Accounts to ensure that there is sufficient cash to meet the organisation's outgoings for the following year

**Where the external organisation is unable to demonstrate its operational or financial capability, future discussions should be held with the organisation to review its financial plans.**

**Funding will only be approved where an organisation can demonstrate it has the ability to continue to meet the objectives for Council funding as well as its financial obligations.**

## **7.4 Checklist 4: Group Accounts Concept**

1. Has the Council entered into a financial arrangement with an external organisation which has resulted in that organisation being treated as a 'subsidiary' (in terms of the Group Accounts concept under the Code of Practice on Local Authority Accounting)?

**If so, the following documentation is required by the Council as part of its monitoring of the funding agreement**

- Draft financial statements provided in a timescale to be agreed with the Head of Finance, to enable the proper and timely production of the Council's draft financial statements each year
- Audited financial statements and a summary of any audit adjustment in a timescale to be agreed, to enable the proper and timely production of the Council's audited financial statements each year
- An annual assurance statement on the system of internal controls, including financial controls, is to be sent to the Head of Finance for review and to inform the production of the Council's Annual Governance statement
- Internal Audit should consider the audit of subsidiary organisations in the annual audit planning process. Internal Audit will report their findings to the Audit Committee



**PERTH AND KINROSS COUNCIL****Strategic Policy & Resources Committee****13 September 2017****TRANSFORMATION PROGRAMME 2015-2020 PROGRESS UPDATE****Report by the Depute Chief Executive and Chief Operating Officer**

This report provides an update on the progress to date and the achievements of the Council's Building Ambition Transformation Programme, which was approved by the Council on 1 July 2015.

**1. BACKGROUND / MAIN ISSUES****1.1 Overview**

1.1.1 The Transformation programme is focused on continuing Perth and Kinross Council's proactive approach to public service reform. The Transformation Strategy provides a framework for innovation, creativity, flexibility and greater entrepreneurship to meet the significant challenges ahead.

1.1.2 A major part of the Council's Transformation Strategy is being delivered through a programme of transformation reviews. The programme currently comprises 26 projects which are developing new ways of working to sustain high quality service delivery, whilst achieving a challenging scale of savings. These reviews are reported to each meeting of the Strategic Policy and Resources Committee.

**1.2 Transformation Progress**

1.2.1 Progress to date on each of the projects is provided in Appendix 1. The savings accrued to date from these projects amounts to £1,800,000, which represents 126% of the targeted amount of £1,500,000.

1.2.2 In addition to the active projects which comprise the current programme, five projects have now been completed. These completed projects secured £996,000 of savings which amounts to approximately 99% of the targeted amount (£1,006,000). The initial projected investment needed to facilitate these savings was £265,000 however the actual spend was only £245,000. This represents a 7.5% under spend.

1.2.3 At this stage, 20 projects are 'on target', 5 projects have "some issues", and one project is marked as 'remedial action required'.

## 2. CONCLUSION AND RECOMMENDATIONS

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

### Author(s)

| Name        | Designation                                                  | Contact Details                                                                                |
|-------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| Chris Jolly | Team Leader –<br>Strategic Planning,<br>Improvement and Risk | <a href="mailto:transformationeng@pkc.gov.uk">transformationeng@pkc.gov.uk</a><br>01738 476476 |

### Approved

| Name          | Designation                                              | Date           |
|---------------|----------------------------------------------------------|----------------|
| Jim Valentine | Depute Chief Executive<br>and Chief Operating<br>Officer | 30 August 2017 |

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

All Council Services can offer a telephone translation facility.



**IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION**

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

**1. Strategic Implications**Community Plan / Single Outcome Agreement

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

**2. Resource Implications**Financial

- 2.1 The projections for funding and savings for each project are detailed in Appendix 1.

Workforce

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

Asset Management (land, property, IT)

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

### **3. Assessments**

#### Equality Impact Assessment

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

#### Strategic Environmental Assessment

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

#### Sustainability

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

#### Legal and Governance

- 3.7 Not applicable

#### Risk

- 3.8 The report presents progress on all aspects of the transformation programme including movements in financial projections. There are no additional risks which arise from this report.
- 3.9. Project risks are managed within the context of each project.

#### **4. Consultation**

##### Internal

- 4.1 Service senior management teams have been consulted in the preparation of this report.

##### External

- 4.2 Not applicable.

#### **5. Communication**

- 5.1 Communications with staff will be undertaken as part of the individual reviews/projects.

## **2. BACKGROUND PAPERS**

The background papers referred to within the report are:

- Report to Council, Building Ambition: The Council's Transformation Strategy 2015-2020 and the Organisational Development Framework ([report 15/292](#))
- Report to Council, Building Ambition: An Update on the Council's Transformation Programme ([report 17/82](#))
- Report to Strategic Policy and Resources Committee on 19 April 2017 ([report 17/156](#))
- Report to Strategic Policy and Resources Committee on 21 June 2017 ([report 17/221](#))

## **3. APPENDICES**

Appendix 1 – Progress Report on active Transformation reviews.



| Project Code                                                                                                                                                                                                                                                                                                                                                                       | Project Title                                         | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|-----------------|------------|----------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| <b>Corporate Projects</b>                                                                                                                                                                                                                                                                                                                                                          |                                                       |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                 |                 |                 |                 |               |
| <b>Business Transformation Programme</b>                                                                                                                                                                                                                                                                                                                                           |                                                       |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                 |                 |                 |                 |               |
| BT000403                                                                                                                                                                                                                                                                                                                                                                           | Corporate - Council Assets for Commercial Sponsorship | Chris Jolly     | 01/03/16   | 31/03/20 | Some Issues    | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0               | 30              | 50              | 20              | 50              | 150           |
| <b>Brief Description :</b>                                                                                                                                                                                                                                                                                                                                                         |                                                       |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 0               | 0               | 80              | 20              | 50              | 150           |
| This review aims to take an innovative approach by using the Councils existing assets as a means for producing a revenue stream by offering sponsorship and advertising opportunities to commercial organisations. The revenue generated from this project can offset the costs of providing valuable public services.                                                             |                                                       |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0               | 40              | 0               | 0               | 0               | 40            |
|                                                                                                                                                                                                                                                                                                                                                                                    |                                                       |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 0               | 24              | 16              | 0               | 0               | 40            |
| <b>Key Milestones :</b>                                                                                                                                                                                                                                                                                                                                                            |                                                       |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>First income from roundabout sponsorship</li> <li>Report on Additional Assets</li> <li>Market consultation on digital signs</li> <li>Marketing of additional assets - Junctions, Lamppost Banners, Car-parks</li> <li>Tender published for Sponsorship of Council Fleet</li> <li>Contract award for Sponsorship of Council Fleet</li> </ul> |                                                       |                 |            |          |                | <p>30/04/17<br/>16/05/17<br/>31/05/17<br/>31/05/17<br/>31/10/17<br/>30/11/17</p> <p><b>28/07/2017 - Approved</b><br/><b>This project is marked "some issues" as there is an active risk in relation to not meeting the anticipated income for 2017/18.</b></p> <p>A report on a wide range of assets which could be used for sponsorship and marketing opportunities is now complete. This has been shared with our media partner and we are consulting colleagues in Planning in respect to advertisement consents where needed. The marketing of these assets will follow the successful completion of this process.</p> <p>Early consultation has taken place in respect to digital signage, how this could enhance the street scape and vibrancy of key city centre locations. A digital media provider has been engaged in respect to providing market information on the most viable locations.</p> <p>In respect to sponsorship of Refuse Collection Vehicles (RCVs), the interest generated through market research culminated in an opportunity to undertake a small scale test. We have partnered with Scottish Water to sponsor 5 RCVs for a 12 week period. We will gather data from this campaign and this will assist us in ensuring best value as we tender for the sponsorship of additional RCVs and the wider small fleet. The following milestones have therefore been pushed back to after the market test.</p> <p>- Tender published Sponsorship of Council Fleet<br/>- Contract award for Sponsorship of Council Fleet</p> |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Project Title                                                                | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                   | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------------|------------|----------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000406                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Corporate - Tomorrow's Customer and Business Support Services Transformation | Alan Taylor     | 01/02/16   | 31/12/16 | Some Issues    | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                           | 0               | 267             | 191             | 534             | 0               | 992           |
| <b>Brief Description :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                              |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                          | 0               | 267             | 191             | 534             | 0               | 992           |
| The Administrative and Support Functions Transformation Review will analyse how we deliver these functions now and consider how we may deliver these services in the future.                                                                                                                                                                                                                                                                                                   |                                                                              |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                           | 0               | 135             | 45              | 0               | 0               | 180           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                              |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 40              | 55              | 85              | 0               | 180           |
| <b>Key Milestones :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                              |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Handover of Executive Officer Team agreed priorities from the Head of Community Planning, Strategic Commissioning and Organisational Development</li> <li>Review of the current project approach and work streams</li> <li>Development of Customer Service Centre Blueprint</li> <li>Refinement of baseline assessment of clerical and admin staff posts</li> <li>Development of digital channel for Pupil Absence Reporting</li> </ul> |                                                                              |                 |            |          |                | <b>27/07/2017 - Approved</b>                                                                                                                                                                                                                                                                                                                                                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                              |                 |            |          |                | A review of the current project approach has been conducted by the core team with the external consultant. Initial feedback on this has been provided to the Executive Sponsor by the SRO. A meeting has been arranged with the Executive Sponsor, Senior Responsible Owner, and Head of Community Planning, Strategic Commissioning and Organisational Development, scheduled for 2 August 2017, to discuss the feedback. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                              |                 |            |          |                | Progress is most active on the Customer Service Centre Blueprint which contains the work streams to consolidate and rationalise the number of call centres, the cost of these multiple systems, and to improve the overall efficiency of the customer experience.                                                                                                                                                          |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Project Title                                        | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                          | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |  |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------------|------------|----------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| BT000377                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Corporate - Modernising Performance Reporting Review | Louisa Dott     | 01/11/15   | 30/06/17 | Some Issues    | Approved Savings                                                                                                                                                                  | 0               | 34              | 0               | 0               | 0               | 34            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |  |  |
| <b>Brief Description :</b><br>Using technology better to transform the presentation of performance management information, allowing more efficient, effective and instant access to Council performance data, for all users of the information.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                      |                 |            |          |                | Projected Savings                                                                                                                                                                 | 0               | 0               | 0               | 34              | 0               | 34            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                      |                 |            |          |                | Approved Funding                                                                                                                                                                  | 16              | 16              | 16              | 16              | 16              | 80            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                      |                 |            |          |                | Projected Spend                                                                                                                                                                   | 0               | 10              | 0               | 0               | 0               | 10            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |  |  |
| <b>Key Milestones :</b> <div><div></div><div><ul style="list-style-type: none"><li>Develop product spec</li></ul></div><div></div><div><ul style="list-style-type: none"><li>Engage ICT in development of Business Intelligence</li></ul></div><div></div><div><ul style="list-style-type: none"><li>Produce list of Performance Indicators and Business systems used</li></ul></div><div></div><div><ul style="list-style-type: none"><li>Finalise spec</li></ul></div><div></div><div><ul style="list-style-type: none"><li>Complete new contract stratgy document</li></ul></div><div></div><div><ul style="list-style-type: none"><li>Go out to tender</li></ul></div><div></div><div><ul style="list-style-type: none"><li>Map all current strategies, plans and annual performance reports across the council</li></ul></div></div> |                                                      |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                         |                 |                 |                 |                 |                 |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                      |                 |            |          |                |                                                                                                                                                                                   |                 |                 |                 |                 |                 | 10/03/17      | <b>28/07/2017- Approved</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                      |                 |            |          |                |                                                                                                                                                                                   |                 |                 |                 |                 |                 | 30/03/17      | During this period, accredited management of risk training took place with 10 people across the Council and this group will form a centralised risk training group.Workshops will take place on risk and performance over the summer across the organisation at all different levels i.e. strategic, programme, project and operational level.                                                                                                                                                                                                                                                                   |  |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                      |                 |            |          |                |                                                                                                                                                                                   |                 |                 |                 |                 |                 | 30/03/17      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                      |                 |            |          |                |                                                                                                                                                                                   |                 |                 |                 |                 |                 | 23/06/17      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                      |                 |            |          |                |                                                                                                                                                                                   |                 |                 |                 |                 |                 | 30/06/17      | The scheduled meeting with the Procurement team has taken place, providing guidance on how to complete the contract strategy document and a revised project plan for the procurement aspect has been shared with the modernising performance reporting project team. The group is also currently working on mapping the current strategies, plans and annual performance reports across the Council. The deadline for this to be completed is 4th July. In respect to the product spec, the group has provided feedback and additional comments. It is anticipated that we would go out to tender during August. |  |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                      |                 |            |          |                |                                                                                                                                                                                   |                 |                 |                 |                 |                 | 10/07/17      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                      |                 |            |          |                |                                                                                                                                                                                   |                 |                 |                 |                 |                 | 21/07/17      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                      |                 |            |          |                | The delay in progress against milestones may impact on the delivery of the projects against the original timeframe. For this reason the project has been marked as 'some issues'. |                 |                 |                 |                 |                 |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |  |  |

| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Project Title                                                      | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-----------------|------------|----------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000359                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Corporate - Review of Community Development & Engagement functions | David Stokoe    | 01/10/15   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0               | 0               | 0               | 80              | 0               | 80            |
| <b>Brief Description :</b><br>This review will examine how PKC community development and engagement (CE&D) functions are currently deployed. It will examine how more resources can be unlocked for communities, and propose new delivery models which support community empowerment and achieve Best Value. Options appraisal will include examination of social enterprise delivery models.                                                                                                                                                                                                        |                                                                    |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 0               | 0               | 0               | 80              | 0               | 80            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                    |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0               | 40              | 0               | 0               | 0               | 40            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                    |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 5               | 35              | 0               | 0               | 40            |
| <b>Key Milestones :</b><br><div> <div></div> • EOT updated on progress 25/04/17           <div></div> • Develop Implementation Action Plan 16/05/17           <div></div> • Staff workshop 31/05/17           <div></div> • Workshop with CMG / EOT 27/06/17           <div></div> • Develop an Organisational Development Plan for Stronger Communities Team 01/08/17           <div></div> • Identify and deliver Pilot Projects 29/09/17           <div></div> • Develop a Performance Dashboard 29/09/17           <div></div> • Stronger Communities Communication Plan 29/09/17         </div> |                                                                    |                 |            |          |                | <b>Progress to Date :</b><br><b>28/07/2017- Approved</b> <ul style="list-style-type: none"> <li>5 Pilot Projects have been identified and are underway for the Stronger Communities Team to apply shared working principles and extract learning and key points for the future implementation of the Stronger Communities framework.</li> <li>Filmed case studies are being produced as future learning tools.</li> <li>Adult Literacies Team Leader has submitted an ACORN funding bid to help the development of the Adult Literacies Partnership and support the Stronger Communities Team Development.</li> <li>Communities Team are reviewing the team structure to strengthen locality working, work to address inequalities and provide support to the 5 Local Action Partnerships.</li> <li>Community Learning and Development Partners have been updated on Stronger Communities Team.</li> <li>Tests of Change methodology has been researched and will be applied to these projects to capture and cascade the learning.</li> <li>A draft Organisational Development Plan for the Stronger Communities Team is under development.</li> <li>A draft Communication Plan is under development.</li> <li>Performance data is being reviewed to develop a Performance Dashboard for Stronger Communities.</li> </ul> |                 |                 |                 |                 |                 |               |



| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Project Title                         | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
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| BT000367                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Corporate - Procurement Reform Review | Mary Mitchell   | 01/10/15   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 500             | 1000            | 1000            | 0               | 2500          |
| <b>Brief Description :</b><br>Achieving further savings from procurement activities through closer management of suppliers, maximizing use of collaborative procurement consortia, development of professional procurement skills for staff, improved monitoring and reporting systems, and managing demand through re-specifying products and services.                                                                                                                                                                                                                                                         |                                       |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0               | 1050            | 763             | 677             | 0               | 2490          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                       |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 17              | 255             | 272             | 226             | 0               | 770           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                       |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 3               | 197             | 285             | 142             | 142             | 770           |
| <b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Mapping of Systems Requirements</li> <li>Align procurement work to corporate sustainable development</li> <li>Carry out needs assessment for Community Benefits requirements from contracts</li> <li>Review of savings opportunity from all existing contracts</li> <li>Contract Delivery Plan</li> <li>Roll out of Systems enhancements plan</li> <li>Community Benefit - Digital Inclusion</li> <li>Develop a management approach to contracting by category of supply</li> <li>Tracking of secured savings from contracts (2017/18)</li> </ul> |                                       |                 |            |          |                | <b>Progress to Date :</b><br><b>28/07/2017-Approved</b><br>There are three themes to the review, highlights of the work carried out in July 2017 under each theme are set out below:<br><b>Savings:</b> Targets have been achieved for 2016/17 (target £500k, achieved £1,050,000) and the budgets for 2017/18 have been reduced by a further £763k. This is in addition to rebate income of approximately £245k generated from contracts during these two financial years. Work is continuing with stripping duplicate items and more expensive options from our high volume purchases - this rationalised purchasing behaviours leads to reduced costs for suppliers which we in turn benefit from. We also continue to develop all contracts with a focus on both the potential they have to generate savings, to facilitate cost avoidance and deliver social value when they are awarded.<br>Systems: Our roll out of a new electronic contracts management system which helps officers to more efficiently manage their contracts continues. A consistent approach to managing the performance and risk issues that arise from contracts helps to improve the relationships we have with businesses and charities working on behalf of the Council. Contract reviews for the first contracts to be added to the system have been conducted. The system is working well in support of the Service objectives. Further contracts will be identified as the roll out progresses.<br>Support for an IT transformation project has been given in recent months to ensure that, as the housing repairs teams adopt mobile working, they are able to record their use of contracts to support the information we hold on how well our contracts are meeting the needs of our trades operatives - this helps us scope improved purchasing behaviours by quickly responding to changing needs.<br>Sustainability: This update has previously provided information on the creation of a corporate reporting tool for the community benefits. This tool has been developed since its launch and now holds records of 250 benefits offered to the Council, the break down of these benefits is published on eric. |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                                                                       | Project Title                                    | Project Manager | Start Date | End Date | Project Status | Finances                  | 2015/16 (£000s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
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| BT000368                                                                                                                                                                                                                                                                                                                           | Corporate - Online Services and myAccount Review | Lynne Harris    | 01/10/15   | 31/03/19 | On Target      | Approved Savings          | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 215             | 377             | 412             | 448             | 1452          |
| <b>Brief Description :</b>                                                                                                                                                                                                                                                                                                         |                                                  |                 |            |          |                | Projected Savings         | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 24              | 68              | 97              | 103             | 292           |
| Developing a whole organisation transformational approach to online services, and 'channel shift' (from face to face and telephone services, to online) which delivers savings, maximizes digital inclusion and improves customer satisfaction by giving access to Council services online anytime, anywhere, and from any device. |                                                  |                 |            |          |                | Approved Funding          | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 362             | 554             | 461             | 56              | 1433          |
|                                                                                                                                                                                                                                                                                                                                    |                                                  |                 |            |          |                | Projected Spend           | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 153             | 390             | 770             | 0               | 1313          |
| <b>Key Milestones :</b>                                                                                                                                                                                                                                                                                                            |                                                  |                 |            |          |                | <b>Progress to Date :</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>myAccount Implementation</li> </ul>                                                                                                                                                                                                                                                         |                                                  |                 |            |          |                | 31/05/17                  | <p><b>Projected savings are phased beyond the reporting period: A recurring saving of £413,000 is expected to be saved by 2022/23.</b></p> <p><b>28/07/2017 - Approved</b></p> <p>Early Adopters: The Environment Service (TES) Early Adopters online services - phase 1 Complete</p> <p>TES Early Adopters phase 2 and Housing Repairs online services/ processes will be launched in a series of phases over June, July and August: Release 1.0.1 (July)- Enquiry for commercial waste and recycling services; Recycling centre permits;</p> <p>Release 1.1 (August)- Report a missed bin collection; Order commercial sacks and labels; Report and abandoned vehicle; Report dead animal; Report an issue with a public toilet; Empty recycling bank/unit; Request a bin; Report a grounds maintenance issue; Report a problem in a park; Report a housing repair; Apply for a new address or change; Report graffiti and fly posting</p> <p>Business Change, Communications and Marketing - The new online services platform is branded MyPKC. The design team are preparing materials to support a wider launch. Use of social media is being increased to support the wider launch. Targeted marketing has taken place with Council House Tenants and is planned for previous users of existing TES report-it functions.</p> <p>Service Profile/ Benefits Plan - A Service Profile is being created for every redesigned service. Contained within this Service Profile will be the benefits plan for the service, this will include both Cashable and Non-Cashable benefits.</p> <p>Next Stage Planning- This stage will focus on finalising the scope of the next project stage including new services to be implemented, improvements to services already made live and general improvements to the new customer portal platform.</p> <p>Design Technology Principles -As part of the next stage, work to further develop the technical infrastructure underpinning the project will be undertaken.</p> <p>Data Management - Work has progressed taking forward the recommendations of the Corporate Data Management assessment, with information gathering, stakeholder engagement and research into technical options in progress</p> |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>The Environment Service (TES) early adopter online services</li> </ul>                                                                                                                                                                                                                      |                                                  |                 |            |          |                | 16/06/17                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Next stage planning</li> </ul>                                                                                                                                                                                                                                                              |                                                  |                 |            |          |                | 31/08/17                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>TES early adopter - phase 2</li> </ul>                                                                                                                                                                                                                                                      |                                                  |                 |            |          |                | 31/08/17                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Housing Repairs early adopter - phase 1</li> </ul>                                                                                                                                                                                                                                          |                                                  |                 |            |          |                | 31/08/17                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Design Technology Architecture Principles</li> </ul>                                                                                                                                                                                                                                        |                                                  |                 |            |          |                | 31/12/17                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                                                                              | Project Title                     | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|------------|----------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000369                                                                                                                                                                                                                                                                                                                                  | Corporate - Mobile Working Review | Lynne Harris    | 01/10/15   | 31/03/19 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 187             | 499             | 812             | 812             | 2310          |
| <b>Brief Description :</b><br>Implementing a corporate mobile solution which automates key tasks, processes and work flow to improve productivity, efficiency and quality, reducing the requirement for staff to navigate numerous systems and supporting the workforce to be more mobile, and work more efficiently and effectively.     |                                   |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0               | 0               | 93              | 405             | 312             | 810           |
|                                                                                                                                                                                                                                                                                                                                           |                                   |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 418             | 543             | 523             | 136             | 1620          |
|                                                                                                                                                                                                                                                                                                                                           |                                   |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 166             | 450             | 718             | 0               | 1334          |
| <b>Key Milestones :</b><br><div> <div></div> <div></div> <div></div> <div></div> <div></div> </div> <ul style="list-style-type: none"> <li>Housing repairs solution design</li> <li>Early adopter quick wins</li> <li>Next stage planning</li> <li>Housing repairs solution build and testing</li> <li>Housing repairs go live</li> </ul> |                                   |                 |            |          |                | <b>Progress to Date :</b><br><b>Projected savings are phased beyond the reporting period: A recurring saving of £812,000 is expected to be made by 2020/21.</b><br><br><b>28/07/17 - Approved</b><br><br><b>Early Adopter: Housing Repairs -</b><br>Integration work is progressing with the installation and configuration of the necessary technical components by key suppliers, Northgate and Totalmobile. Preparation is underway for User Acceptance Testing which is expected to commence in August.<br><br>To progress the opportunities around Stores management a workshop is scheduled early August involving the PECOS (procurement system) and Finance Teams, TotalMobile and Elcom . Elcom have the Scottish Government contract to develop interfaces with PECOS.<br><br><b>Early Adopter Quick Wins-</b><br>Private Sector - Review session held with the Private Sector Access team; positive feedback; number of enhancements identified.<br><br>Property Inspectors- City based Property Inspectors supported by IT have been trialling the new mobile solutions. Feedback from this has been positive - a small number of improvements to the solution are being considered. Decision made to upgrade phone specification; new devices expected to be available 1st week August, following which live rollout will commence.<br><br><b>Staff Engagement-</b> Shadowing of key Service personnel in designing new "To Be" processes and the content of new mobile solution forms is proving extremely beneficial and is popular with Service staff. This approach will continue as a key strand of service redesign.<br><br><b>Next Stage Planning -</b> There are a number of mobile working project proposals at an early stage. Prototype solutions for several areas within The Environment Service (TES) have been built and demonstrated. The next step is to consolidate this list of Council-wide proposals and take to the Board for discussion and prioritisation. Additional resources are being recruited to build capacity within the team. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                           |                                   |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Project Title              | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
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| BT000405                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Corporate Digital Platform | Gordon Dawson   | 01/07/16   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Brief Description :</b><br>The Corporate Digital Platform Project is about establishing control and affording appropriate electronic access to the mass of information that exists in both electronic and paper form outside the controlled business systems (social work, planning, revenues and benefits, etc.)                                                                                                                                                                                             |                            |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                            |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 231             | 288             | 430             | 0               | 950           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                            |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 0               | 0               | 410             | 540             | 0               | 950           |
| <b>Key Milestones :</b> <ul style="list-style-type: none"><li>Initial build and proving</li><li>Test version evaluation</li><li>EDMS (Electronic Document Management System) Full system build and proving</li><li>Review EDMS for Legal Team</li><li>Process Map Incoming and Outgoing Mail</li><li>Deployment</li><li>Develop user guide and training materials</li><li>Purchase Scanners</li><li>Hybrid Mail Project</li><li>Develop detailed scope and roll out plan</li><li>Mail Scanning Project</li></ul> |                            |                 |            |          |                | <b>Progress to Date :</b><br><b>27/07/2017-Approved</b><br><b>Legal Services EDMS (Electronic Document Management System) Deployment</b><br>The system has been in full use for almost a month and there have been no reported issues. A number of requests have been by system users to increase the sophistication of the system. These requests are being assessed and if possible will be incorporated into the project plan for delivery.<br>Colleagues from Estates sought advice and a solution to their storage of documents and information provided. Work on identifying documents for destruction and archive has started. Additionally, a flexible approach is being adopted to ensure that business critical documents remain accessible to those who need them.<br><b>Corporate Mailroom and Back scanning</b><br>A working group has been established with the mailroom team to allow full process mapping to be undertaken and ensure staff are fully engaged in the development of the mailroom and back scanning process. Process mapping has been completed for High Street mail and is being modelled for Pullar House. Outlying mail processes will be mapped through engagement with staff from the Campuses in the next reporting period.<br><br>The projected cost of the equipment necessary to implement the necessary changes has increased from the £113,000 to £133,695. This represents an increase in terms of in year 1 spend but will be absorbed into the overall approved budget. Annual maintenance in the initial business case was £12,208 and the new costs have been passed onto TES to factor into their budget.<br><b>Hybrid Mail</b><br>A meeting with the suppliers has taken place and technical requirements obtained. This has allowed technical discussions with IT and no major issues identified. and This will now progress with the appointment of a dedicated officer to support the projects. Major users of outgoing mail will be identified to develop a working group, assess training requirements, working towards a soft launch at the end of September.<br><br>No new risks have been identified and the programme is proceeding within budget. |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Project Title                                                    | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
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| BT000363                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Corporate - Smart Perth and Kinross: Perth and Kinross Open Data | Paul Davison    | 01/10/15   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Brief Description :</b><br>Reviewing the publication of Council data, in collaboration with other Scottish cities, for better co-ordination, and to develop a locality based community information system, to help identify and tackle inequalities, engage and empower communities and assist with neighbourhood planning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                  |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                  |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 0               | 91              | 75              | 75              | 75              | 316           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                  |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 21              | 65              | 120             | 110             | 316           |
| <b>Key Milestones :</b><br><div> <div></div> <ul style="list-style-type: none"> <li>Finalised Project Initiation Document to Project Management Office (PMO)</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Specification for Open Data Platform completed / Invitation To Tender (ITT) issued</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Open Data Portal Beta Launch</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Supplier chosen for Open Data Platform</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Open Data Platform operational</li> </ul> </div> <div> <div></div> <ul style="list-style-type: none"> <li>Full launch of platform alongside partner cities</li> </ul> </div> |                                                                  |                 |            |          |                | <b>Progress to Date :</b><br><b>28/07/2017-Approved</b><br><br>The process of awarding the contract for the open data platform has taken place. The successful supplier's provided implementation plan indicates that a development version of the platform will be operational at the beginning of August for further design and development work.<br><br>The current main effort is to work with the supplier on this design and deployment of the data platform, and to maintain the open data publication plan, preparing datasets for the launch of the data platform.<br><br>The platform will be publicly launched by the end of October alongside our partner local authorities, with further functionality being added in quarterly development blocks based on feedback and assessment of the platform's development needs. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
| Approved Savings Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 1233            | 2117            | 2858            | 1310            | 7518          |
| Projected Savings Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 1341            | 1195            | 1847            | 465             | 4848          |
| Approved Funding Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 33              | 1588            | 1794            | 1731            | 283             | 5428          |
| Projected Spend Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                  |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 3               | 616             | 1706            | 2376            | 252             | 4953          |

| Project Code                                                                                                                                                                                                    | Project Title                     | Project Manager | Start Date | End Date | Project Status           | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|------------|----------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| <b>Education and Children's Services</b>                                                                                                                                                                        |                                   |                 |            |          |                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                 |                 |                 |                 |               |
| <b>Business Transformation Programme</b>                                                                                                                                                                        |                                   |                 |            |          |                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                 |                 |                 |                 |               |
| BT000358                                                                                                                                                                                                        | ECS - Review of Catering Services | Simon Farrer    | 01/09/15   | 31/03/20 | Remedial Action Required | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0               | 0               | 0               | 200             | 200             | 400           |
| <b>Brief Description :</b>                                                                                                                                                                                      |                                   |                 |            |          |                          | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 0               | 0               | 0               | 200             | 200             | 400           |
| Examining optimum production, menu and service arrangements and looking at options for area based kitchens and partnership working with other organisations to ensure the most efficient and effective service. |                                   |                 |            |          |                          | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                 |                                   |                 |            |          |                          | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Key Milestones :</b><br><div> <div></div> <ul style="list-style-type: none"> <li>Outline Business Case for Three Council Model (Tayside Councils)</li> </ul> </div>                                          |                                   |                 |            |          |                          | <b>Progress to Date :</b><br><b>28/07/2017- Approved</b><br><br><b>Being reported through Tayside Governance and Strategy Group</b><br><br><ul style="list-style-type: none"> <li>This project is being taken forward on a Tayside wide basis.</li> <li>Tayside Governance and Strategy Group (TGSG) acting as Project Board (Jim Valentine sits on this Board for PKC)</li> <li>The savings in 2018/2019 are likely to be delayed.</li> <li>Conference call taken place on 28/07/2017 between Perth and Kinross, Dundee and Angus Councils to agree an appropriate way forward. All agreed that further work is required to develop a Full Business Case for a Tayside wide model for catering.</li> <li>Tayside Councils to request a Full Business Case is developed by Tayside Contracts on behalf of the three Councils on 31/07/2017.</li> <li>Definitive timescales for completion to be agreed in due course.</li> </ul> |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                        | Project Title                                                                                     | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-----------------|------------|----------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000360                                                                                                            | ECS - Securing the Future of the School Estate                                                    | Carol Taylor    | 01/09/15   | 31/03/20 | Some Issues    | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0               | 0               | 0               | 200             | 500             | 700           |
| Brief Description :                                                                                                 |                                                                                                   |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 0               | 0               | 200             | 240             | 440           |
| Reviewing the school estate to make the most effective and efficient use of buildings, and staff across the estate. |                                                                                                   |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                     |                                                                                                   |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                          | 0               | 0               | 0               | 0               | 0               | 0             |
| Key Milestones :                                                                                                    |                                                                                                   |                 |            |          |                | Progress to Date :                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                     | • Pre-consultation/Informal consultation completed                                                |                 |            |          | 30/09/17       | 28/07/2017 - Approved<br><br>• Programme of options appraisals approved. Phase 1 is ongoing and data gathering is taking place.<br>• Pre-consultation underway. Meetings have taken place with Headteachers, Conveners, Local Members, Parent Councils and Community Councils. Public sessions planned and the first session will take place on 30/08/2017.<br>• Savings at risk due to continuing uncertainty on National Agreement on Teacher numbers. |                 |                 |                 |                 |                 |               |
|                                                                                                                     | • Detailed options on Phase1 to Lifelong Learning Committee                                       |                 |            |          | 31/01/18       |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |                 |                 |                 |                 |               |
|                                                                                                                     | • Phase 2 will commence                                                                           |                 |            |          | 01/02/18       |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |                 |                 |                 |                 |               |
|                                                                                                                     | • Statutory consultation on Phase 1 complete with recommendations to Lifelong Learning Committee. |                 |            |          | 31/01/19       |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                  | Project Title                                                         | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------|------------|----------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000361                                                                                                                      | ECS - Review of Community Campuses Contract and Charging Arrangements | Fiona Easton    | 01/09/15   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0               | 0               | 180             | 0               | 0               | 180           |
| <b>Brief Description :</b>                                                                                                    |                                                                       |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 0               | 180             | 0               | 0               | 180           |
| Reviewing Community Campus contracts and charging to identify efficiency savings and commercial opportunities.                |                                                                       |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0               | 38              | 12              | 0               | 0               | 50            |
|                                                                                                                               |                                                                       |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 0               | 34              | 16              | 0               | 0               | 50            |
| <b>Key Milestones :</b>                                                                                                       |                                                                       |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Revised Campus Management and Operational arrangements in place</li> </ul>             |                                                                       |                 |            |          | 31/08/17       | <b>28/07/2017 - Approved</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Review Campus Leader and Campus Business Manager roles and responsibilities</li> </ul> |                                                                       |                 |            |          | 30/09/17       | <ul style="list-style-type: none"> <li>The new Community Campus Management Group constitution will come into effect from August 2017.</li> <li>Marketing – Work is underway to explore opportunities to improve the marketing of the Community Campuses in conjunction with Live Active Leisure (LAL), Tayside Contracts (TC) and The Environment Service (TES). A short life working group with local elected members will be formed to agree the scope of the review.</li> <li>The review of Campus Leader and Campus Business Manager roles has commenced.</li> </ul> |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Marketing strategy for Community Campuses to be developed</li> </ul>                   |                                                                       |                 |            |          | 31/01/18       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |                 |                 |                 |                 |               |



| Project Code                                                                                                                                                                                                                                                                                                                                                                      | Project Title                        | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------|------------|----------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000365                                                                                                                                                                                                                                                                                                                                                                          | ECS - Strategic Commissioning Review | Caroline Mackie | 01/09/15   | 31/03/19 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 45              | 41              | 37              | 0               | 123           |
| <b>Brief Description :</b><br>Developing a strategic commissioning approach to services for children, young people and families, to ensure that Council funds are more efficiently targeted to meet strategic objectives, and support 3rd sector groups to explore new ways to deliver services, diversify their funding base, and draw upon new and alternative funding streams. |                                      |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 45              | 41              | 37              | 0               | 123           |
|                                                                                                                                                                                                                                                                                                                                                                                   |                                      |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0               | 24              | 0               | 0               | 0               | 24            |
|                                                                                                                                                                                                                                                                                                                                                                                   |                                      |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 0               | 24              | 0               | 0               | 0               | 24            |
| <b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Commissioned Services Board Meeting to agree priority phases</li> <li>Commissioning Strategy to Lifelong Learning Committee</li> <li>Commissioned Services Board Meeting</li> <li>Publish commissioning strategy (this may include collaborative work)</li> <li>Identify 18/19 savings</li> </ul>                  |                                      |                 |            |          |                | <b>Progress to Date :</b><br><b>28/07/2017 - Approved</b> <ul style="list-style-type: none"> <li>Education and Children's Services (ECS) Commissioning Strategy to be presented to Lifelong Learning Committee on 23 August for approval.</li> <li>Priority phasing of the SLA review process agreed at the Commissioned Services Board meeting on 30 June 2017. All SLA reviews due to commence by December 2017.</li> <li>The next ECS Commissioned Services Board meeting is scheduled for 29 August 2017.</li> <li>Continued engagement with the 3rd sector forum is ongoing.</li> </ul> |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                   |                                      |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                   |                                      |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                   |                                      |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                   |                                      |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                 | Project Title                      | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------|------------|----------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000390                                                                                                                                                                                                                                                                     | ECS - Review of Inclusion Services | Rodger Hill     | 01/01/16   | 31/03/18 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Brief Description :</b><br>Redesigning the delivery model which may result in some efficiencies but any savings or changes to service provision must be undertaken within legal duties held by the council.                                                               |                                    |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                                              |                                    |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0               | 20              | 15              | 15              | 0               | 50            |
|                                                                                                                                                                                                                                                                              |                                    |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 0               | 10              | 40              | 0               | 0               | 50            |
| <b>Key Milestones :</b><br><div> <div></div> • ECS SMT to consider review recommendations </div> <div> <div></div> • Next steps considered at ECS SMT </div> <div> <div></div> • Communications Plan </div> <div> <div></div> • Report to Lifelong Learning Committee </div> |                                    |                 |            |          |                | <b>Progress to Date :</b><br><b>28/07/2017 - Approved</b><br><br>The independent report has now been received and it was discussed at ECS SMT (Education and Children Services Senior Management Team) on 20 July 2017. A paper detailing next steps will be presented to ECS SMT in August. It is the intention that a Project Board is set up to oversee the different operational workstreams that will be required to work up the recommendations. These operational groups will be launched at the Headteachers' Development Day on 12 September 2017, with input from the external consultant. Milestones have been updated to reflect this following ECS SMT on 20 July 2017. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                              |                                    |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                              |                                    |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                              |                                    |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                          | Project Title                                                                         | Project Manager | Start Date | End Date | Project Status | Finances                                         | 2015/16 (£000s)                                                                                                                                               | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-----------------|------------|----------|----------------|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000391                                                                                                                                                                                              | ECS - Review and remodelling of Residential Care Services (Children and Young People) | Hazel Robertson | 01/01/16   | 31/03/20 | On Target      | Approved Savings                                 | 0                                                                                                                                                             | 0               | 0               | 0               | 0               | 0             |
| Brief Description :                                                                                                                                                                                   |                                                                                       |                 |            |          |                | Projected Savings                                | 0                                                                                                                                                             | 0               | 0               | 0               | 0               | 0             |
| To avoid escalating costs of residential care for children and to better meet increasing and changing demands of children and young people who need to be looked after in residential care provision. |                                                                                       |                 |            |          |                | Approved Funding                                 | 0                                                                                                                                                             | 41              | 50              | 0               | 0               | 91            |
|                                                                                                                                                                                                       |                                                                                       |                 |            |          |                | Projected Spend                                  | 0                                                                                                                                                             | 4               | 87              | 0               | 0               | 91            |
| Key Milestones :                                                                                                                                                                                      |                                                                                       |                 |            |          |                | Progress to Date :                               |                                                                                                                                                               |                 |                 |                 |                 |               |
|                                                                                                                                                                                                       | • Full feasibility study findings received                                            |                 |            |          |                | 21/07/17                                         | 28/07/2017 - Approved                                                                                                                                         |                 |                 |                 |                 |               |
|                                                                                                                                                                                                       | • Consultation with key officers on recommendations                                   |                 |            |          |                | 31/07/17                                         | This project is a preventative measure to mitigate pressures in overspend                                                                                     |                 |                 |                 |                 |               |
|                                                                                                                                                                                                       | • Workshop with partners and key stakeholders                                         |                 |            |          |                | 15/08/17                                         | • Final report to be presented to Full Council on 16 August 2017 for approval of recommendations.                                                             |                 |                 |                 |                 |               |
|                                                                                                                                                                                                       | • Report to Full Council                                                              |                 |            |          |                | 16/08/17                                         | • Individual consultation with key partner agencies will commence in July 2017. Workshop with all partners and key stakeholders scheduled for 15 August 2017. |                 |                 |                 |                 |               |
|                                                                                                                                                                                                       |                                                                                       |                 |            |          |                | • Implementation plan currently being developed. |                                                                                                                                                               |                 |                 |                 |                 |               |
|                                                                                                                                                                                                       |                                                                                       |                 |            |          |                | • Feasibility study completed.                   |                                                                                                                                                               |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                  | Project Title                        | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------|------------|----------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000392                                                                                                                                                                      | ECS - Expansion of Family Based Care | Linda Richards  | 01/01/16   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Brief Description :</b><br>To meet the increasing demand for foster carers and family-based carers for children and young people looked after by Perth and Kinross Council |                                      |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                          | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                               |                                      |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0               | 67              | 110             | 32              | 0               | 209           |
|                                                                                                                                                                               |                                      |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 30              | 147             | 0               | 0               | 177           |
|                                                                                                                                                                               |                                      |                 |            |          |                | <b>Key Milestones :</b><br><div> <div></div> • New data recording process implemented by the Family Based Care team 30/06/17           <div></div> • Interim project progress report to Executive Officer Team 30/11/17         </div>                                                                                                                                                                                                                     |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                               |                                      |                 |            |          |                | <b>Progress to Date :</b><br><b>28/07/2017 - Approved</b> <ul style="list-style-type: none"> <li>Gathering and monitoring of performance data ongoing.</li> <li>New process for recording and managing foster carer recruitment agreed and implemented.</li> <li>Foster carer recruitment in year 1 is currently on target and a full year 1 progress report on the Expansion of Family Based Care project will be developed for November 2017.</li> </ul> |                 |                 |                 |                 |                 |               |
| Approved Savings Total                                                                                                                                                        |                                      |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 45              | 221             | 437             | 700             | 1403          |
| Projected Savings Total                                                                                                                                                       |                                      |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 45              | 221             | 437             | 440             | 1143          |
| Approved Funding Total                                                                                                                                                        |                                      |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 190             | 187             | 47              | 0               | 424           |
| Projected Spend Total                                                                                                                                                         |                                      |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0               | 102             | 290             | 0               | 0               | 392           |

| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Project Title                                                                    | Project Manager                              | Start Date | End Date | Project Status | Finances           | 2015/16 (£000s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|----------------------------------------------|------------|----------|----------------|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|---------------|
| Housing and Community Care                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                  |                                              |            |          |                |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |               |
| Business Transformation Programme                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                  |                                              |            |          |                |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |               |
| BT000370                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | HCC - Communities First Review                                                   | Jamie Cormack, Diane Fraser, Lesley Sinclair | 30/11/15   | 31/03/19 | On Target      | Approved Savings   | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 72              | 322             | 200             | 0               | 594           |
| Brief Description :                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                  |                                              |            |          |                | Projected Savings  | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 72              | 218             | 287             | 0               | 577           |
| By reshaping current commissioning, creating greater co-production opportunities in communities and restructuring the management and fieldwork teams in localities, Communities first will facilitate greater use of innovative mobile technologies, build integrated working in localities, support the wider commissioning strategy for the partnership and develop alternative market place opportunities. This will support people to live as independently as they can, with greater choice and control. |                                                                                  |                                              |            |          |                | Approved Funding   | 286                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 304             | 331             | 0               | 0               | 921           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                  |                                              |            |          |                | Projected Spend    | 98                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 205             | 407             | 165             | 46              | 921           |
| Key Milestones :                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                  |                                              |            |          |                | Progress to Date : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | • End of formal consultation process                                             |                                              |            |          |                | 14/07/17           | <b>27/07/17</b> <ul style="list-style-type: none"><li>• End to end process mapping to support locality structures continues. This involves reviewing current processes for the Early Intervention &amp; Prevention process and how that dovetails with Long-term/complex functions.</li><li>• Formal consultation with Community Support Workers closed on 14/07/17</li><li>• Responses have been collated and discussed at Community Care Management Team Meeting 25/07/17</li><li>• Continue the development of SWIFT AIS and other Information Technology (IT) developments to support locality working</li><li>• Continuing to develop E-Market place to provide alternative provision of services</li><li>• Further funding is available to roll our Participatory Budgeting and is on agenda to be taken forward through the locality management groups. South Locality meeting has taken place.</li><li>• Development Worker Proposal redrafted following feedback before further discussion at Community Care Management Team meeting</li></ul> |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | • Undertake review of third sector provision within localities                   |                                              |            |          |                | 31/07/17           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | • Development Worker proposal approved by Joint Senior Management Team           |                                              |            |          |                | 17/08/17           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | • Consultation outcome report approved and signed off by Joint Senior Management |                                              |            |          |                | 17/08/17           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | • Consultation outcome report to Executive Officer Team for information          |                                              |            |          |                | 18/08/17           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | • Review of eligibility criteria completed                                       |                                              |            |          |                | 31/03/18           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | • E-Marketplace created                                                          |                                              |            |          |                | 31/03/18           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                 | Project Title                                                                                               | Project Manager                              | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|----------------------------------------------|------------|----------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000371                                                                                                                                                                                     | HCC - Review of Residential Care                                                                            | Diane Fraser, Jamie Cormack, Lesley Sinclair | 10/11/15   | 31/03/19 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 0               | 0               | 696             | 0               | 696           |
| <b>Brief Description :</b>                                                                                                                                                                   |                                                                                                             |                                              |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 0               | 0               | 696             | 0               | 696           |
| Reviewing residential care provision to ensure that people are supported to live in the community for longer, and that available care home provision across the full area is fully utilised. |                                                                                                             |                                              |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 25              | 100             | 50              | 0               | 0               | 175           |
|                                                                                                                                                                                              |                                                                                                             |                                              |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 14              | 47              | 98              | 16              | 0               | 175           |
| <b>Key Milestones :</b>                                                                                                                                                                      |                                                                                                             |                                              |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | • Update to be tabled at Members Officer Working Group (MOWG)                                               |                                              |            |          | 16/08/17       | <b>27/07/17 -</b> <ul style="list-style-type: none"> <li>Options appraisal (including staff and management implications) and committee paper currently being prepared and to be presented to Housing and Communities Committee for information on 20/09/17 and Integration Joint Board (IJB) for decision in August.</li> <li>Paper will ask for permission to consult with residents and families on options returning to committee/IJB in November 2017 with a final recommendation following consultation</li> </ul> |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | • Sign-off of options for consultation by Integrated Joint Board (IJB)                                      |                                              |            |          | 20/09/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | • Based on IJB decision move to formal consultation and workforce planning                                  |                                              |            |          | 22/09/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | • Present recommendation based on council consultation (Transformation Board)                               |                                              |            |          | 06/11/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | • Sign-off of final recommendations at Integrated Joint Board and info to Housing and Communities Committee |                                              |            |          | 30/11/17       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                              | • Completion of the review                                                                                  |                                              |            |          | 31/03/19       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                    | Project Title                                                                                | Project Manager                              | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------------------|------------|----------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000381                                                                                                                                                                                        | HCC - Review of Day Care Services                                                            | Jamie Cormack, Lesley Sinclair, Diane Fraser | 10/11/15   | 31/03/18 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 0               | 239             | 463             | 0               | 702           |
| <b>Brief Description :</b>                                                                                                                                                                      |                                                                                              |                                              |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0               | 0               | 239             | 463             | 0               | 702           |
| Reviewing and redesigning existing Day Services and Day Opportunities across community care client groups, in line with the ethos of 'supporting people at home' in a more personalised manner. |                                                                                              |                                              |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                 |                                                                                              |                                              |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Key Milestones :</b>                                                                                                                                                                         |                                                                                              |                                              |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                 | • Proposal for new service provision model and amended business case signed off by Joint SMT |                                              |            | 13/07/17 |                | <b>27/07/17 -</b> <ul style="list-style-type: none"> <li>Engagement with service users completed and results included in options paper</li> <li>Options appraisal (including staff and management implications) and committee paper currently being prepared and to be presented at Housing and Communities Committee for information on 20/09/17 and Integrated Joint Board for decision in August.</li> <li>Regular day care modelling continues to be undertaken to ensure that current usage of services across all day care services remains up to date during the review and is representative of all service groups sitting within it</li> </ul> |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                 | • Update tabled at Member Officer Working Group (MOWG) - estimated                           |                                              |            | 16/08/17 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                 | • Sign-off of final recommendations at Integrated Joint Board                                |                                              |            | 20/09/17 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                 | • Paper submitted to Housing & Communities for info                                          |                                              |            | 20/09/17 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                 | • Based on decision begin formal consultation and workforce planning                         |                                              |            | 22/09/17 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                 | • Recommendations following formal consultation reviewed by Transformation Board             |                                              |            | 10/11/17 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                 | • Capital resource recommendations approved at Transformation Board                          |                                              |            | 30/11/17 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |

| Project Code                                                                                       | Project Title                                                                                                                                      | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                        | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------|----------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000373                                                                                           | HCC - Review of HCC Repairs Service                                                                                                                | Lorna Cameron   | 22/10/15   | 31/10/18 | Some Issues    | Approved Savings                                                                                                                                                                                                | 0               | 100             | 200             | 200             | 0               | 500           |
| <b>Brief Description :</b>                                                                         |                                                                                                                                                    |                 |            |          |                | Projected Savings                                                                                                                                                                                               | 0               | 100             | 50              | 150             | 200             | 500           |
| Reviewing options for housing repairs in localities to improve services and maximize cost savings. |                                                                                                                                                    |                 |            |          |                | Approved Funding                                                                                                                                                                                                | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                    |                                                                                                                                                    |                 |            |          |                | Projected Spend                                                                                                                                                                                                 | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Key Milestones :</b>                                                                            |                                                                                                                                                    |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                    | • Report to Senior Management Team (SMT)/ Transformation Board seeking approval for revised roles and workforce structure, extended - Workstream 1 |                 |            | 13/07/17 |                | <b>27/07/17 -</b>                                                                                                                                                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                    | • Consult with Trade Unions prior to formal consultation with staff - Workstream 1                                                                 |                 |            | 14/08/17 |                | <b>Workstream 1 – Workforce Planning</b>                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                    | • Formal consultation with staff regarding changes to workforce structure - Workstream 1                                                           |                 |            | 17/08/17 |                | <ul style="list-style-type: none"> <li>Addendum to Business Case approved Thursday 6th July 2017</li> <li>Project team met to develop implementation plan and next steps on Wednesday 19th July 2017</li> </ul> |                 |                 |                 |                 |                 |               |
|                                                                                                    | • Stores implementation plan finalised – Workstream 3                                                                                              |                 |            | 01/09/17 |                | <b>Workstream 3 –Supply Chain and Procurement</b>                                                                                                                                                               |                 |                 |                 |                 |                 |               |
|                                                                                                    | • End of consultation process, feedback to SMT/Transformation together with recommendations for approval - Workstream 1                            |                 |            | 14/09/17 |                | <ul style="list-style-type: none"> <li>No further developments this month, previous update still applies.</li> </ul>                                                                                            |                 |                 |                 |                 |                 |               |
|                                                                                                    | • Total mobile to produce mobile solutions for trades in line with corporate transformation agenda - Workstream 4                                  |                 |            | 30/09/17 |                | <b>Workstream 4 – Scheduler</b>                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                    |                                                                                                                                                    |                 |            |          |                | <ul style="list-style-type: none"> <li>The full progress of this is reported under Project BT000369 – Corporate Mobile Working</li> <li>Training for staff is being planned for August 2017</li> </ul>          |                 |                 |                 |                 |                 |               |



| Project Code                                                                                                      | Project Title                                      | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-----------------|------------|----------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000374                                                                                                          | HCC - Review of Community Care Packages for Adults | Diane Fraser    | 23/09/15   | 31/03/19 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0               | 0               | 0               | 560             | 0               | 560           |
| <b>Brief Description :</b>                                                                                        |                                                    |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0               | 303             | 0               | 257             | 0               | 560           |
| Working with community care clients, their families and carers, to provide financially sustainable care packages. |                                                    |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 75              | 249             | 249             | 149             | 0               | 722           |
|                                                                                                                   |                                                    |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 14              | 146             | 252             | 219             | 90              | 721           |
| <b>Key Milestones :</b>                                                                                           |                                                    |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Review existing care packages and amend where appropriate</li> </ul>       |                                                    |                 |            |          |                | 30/04/18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Continue with the reviews and monitor any financial impact</li> </ul>      |                                                    |                 |            |          |                | 30/04/18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                 |                 |                 |               |
|                                                                                                                   |                                                    |                 |            |          |                | <b>27/07/2017</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                 |                 |                 |               |
|                                                                                                                   |                                                    |                 |            |          |                | £303k accelerated saving have been achieved.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                   |                                                    |                 |            |          |                | <ul style="list-style-type: none"> <li>Reviews ongoing with any financial impact being monitored</li> <li>There is an ongoing transition to the new providers following care at home tender. So far no impact on delayed discharges.</li> <li>Reviews are being updated as part of the transition and there have been some funding request changes as a result of the new provider rates.</li> <li>No impact on providers or service level agreements at present, and unlikely to be in future due to the savings target for this project being a small percentage of the overall requirement for social care</li> </ul> |                 |                 |                 |                 |                 |               |
| <b>Approved Savings Total</b>                                                                                     |                                                    |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>0</b>        | <b>172</b>      | <b>761</b>      | <b>2119</b>     | <b>0</b>        | <b>3052</b>   |
| <b>Projected Savings Total</b>                                                                                    |                                                    |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>0</b>        | <b>475</b>      | <b>507</b>      | <b>1853</b>     | <b>200</b>      | <b>3035</b>   |
| <b>Approved Funding Total</b>                                                                                     |                                                    |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>386</b>      | <b>653</b>      | <b>630</b>      | <b>149</b>      | <b>0</b>        | <b>1818</b>   |
| <b>Projected Spend Total</b>                                                                                      |                                                    |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>126</b>      | <b>398</b>      | <b>757</b>      | <b>400</b>      | <b>136</b>      | <b>1817</b>   |

| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Project Title                                                       | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                              | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-----------------|------------|----------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| The Environment Service                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                     |                 |            |          |                |                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
| Business Transformation Programme                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                     |                 |            |          |                |                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
| BT000398                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | TES - Council Vehicle Fleet Utilisation and Optimisation Review     | Bill Morton     | 01/04/16   | 30/03/18 | On Target      | Approved Savings                                                                                                                                                                      | 0               | 0               | 25              | 75              | 50              | 150           |
| <b>Brief Description :</b><br>The Council Vehicle Fleet Utilisation and Optimisation Review looks towards the better utilisation of the council's small vehicle fleet through the introduction of telematics and effective ongoing analysis of associated data. In addition the project proposes to undertake a review of the grey fleet (ie private vehicles used for council business) with the aim of reducing the extent to which delivery of Council Services rely on this. |                                                                     |                 |            |          |                | Projected Savings                                                                                                                                                                     | 0               | 0               | 25              | 50              | 75              | 150           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                     |                 |            |          |                | Approved Funding                                                                                                                                                                      | 96              | 36              | 18              | 0               | 0               | 150           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                     |                 |            |          |                | Projected Spend                                                                                                                                                                       | 0               | 1               | 134             | 15              | 0               | 150           |
| <b>Key Milestones :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                     |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | • Project Officer start date                                        |                 |            |          | 01/05/17       | 19/07/2017<br><br>The smaller fleet installs have now been completed. There will be 1 further phase of installs planned for September to capture any remaining vehicles (approx 140). |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | • Review 2016/17 data on fleet usage                                |                 |            |          | 31/05/17       |                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | • Review Travel Policy                                              |                 |            |          | 30/09/17       |                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | • Installation of telematics tracker system                         |                 |            |          | 30/09/17       |                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | • Complete business case for Pool Booking System                    |                 |            |          | 31/10/17       |                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | • Initial analysis of vehicle journeys using tracker information    |                 |            |          | 30/11/17       |                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | • 1st phase of savings identified                                   |                 |            |          | 31/01/18       |                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | • Actions implemented for 2017/18 savings                           |                 |            |          | 31/03/18       |                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | • Full year report on vehicle usage identifying savings for 2018/19 |                 |            |          | 30/04/18       |                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                  | Project Title                                                                       | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                          | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-----------------|------------|----------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000375                                                                                                                                                      | TES - Review of Roads Activities                                                    | Willie Young    | 01/11/15   | 31/03/18 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                  | 0               | 0               | 0               | 200             | 0               | 200           |
| <b>Brief Description :</b>                                                                                                                                    |                                                                                     |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                 | 0               | 0               | 0               | 200             | 0               | 200           |
| Examining potential efficiencies, including collaborative working with other Councils and working arrangements with current and potential future contractors. |                                                                                     |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                  | 10              | 40              | 0               | 0               | 0               | 50            |
|                                                                                                                                                               |                                                                                     |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                   | 0               | 2               | 40              | 8               | 0               | 50            |
| <b>Key Milestones :</b>                                                                                                                                       |                                                                                     |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
|                                                                                                                                                               | • Baseline information                                                              |                 |            | 30/09/16 |                | <b>24/07/2017- Approved</b>                                                                                                                                                                                                                                                                                       |                 |                 |                 |                 |                 |               |
|                                                                                                                                                               | • Options developed for potential service delivery approaches                       |                 |            | 30/10/16 |                |                                                                                                                                                                                                                                                                                                                   |                 |                 |                 |                 |                 |               |
|                                                                                                                                                               | • Approval of option for potential future service delivery by Joint Management Team |                 |            | 15/12/16 |                | There has been a collaborative board created between Angus; Dundee and Perth and Kinross Councils to establish a programme to work towards achieving the Roads Review. There have been various meetings held and an option appraisal has been undertaken on potential future service delivery models.             |                 |                 |                 |                 |                 |               |
|                                                                                                                                                               | • Second report with detailed options approved by Joint Management Team             |                 |            | 29/09/17 |                |                                                                                                                                                                                                                                                                                                                   |                 |                 |                 |                 |                 |               |
|                                                                                                                                                               | • Full business case and options to be considered                                   |                 |            | 26/01/18 |                |                                                                                                                                                                                                                                                                                                                   |                 |                 |                 |                 |                 |               |
|                                                                                                                                                               | • Develop implementation plan                                                       |                 |            | 30/03/18 |                | The group has updated and verified the baseline data as at 1st April 2017 as several organisational changes have taken place since September 2016 when originally completed.                                                                                                                                      |                 |                 |                 |                 |                 |               |
|                                                                                                                                                               |                                                                                     |                 |            |          |                | The expanded working group covering the full range of activities outlined in the scope met on 29 May to review different options. Potential savings were identified but with a significant impact on service delivery and these impacts are to be examined more fully when the group next meet in late June 2017. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                               |                                                                                     |                 |            |          |                | The update report will therefore be presented to the Joint Executives of the 3 authorities in September 2017 with a view to a more detailed business case being submitted in December 2017/January 2018                                                                                                           |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                                              | Project Title                                                                                      | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                     | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-----------------|------------|----------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000366                                                                                                                                                                                                                                                                                                  | Corporate - Corporate Property Asset Management Review                                             | Keith Colville  | 01/11/15   | 31/03/20 | On Target      | Approved Savings                                                                                                                                                                                             | 0               | 0               | 190             | 605             | 1000            | 1795          |
| <b>Brief Description :</b>                                                                                                                                                                                                                                                                                |                                                                                                    |                 |            |          |                | Projected Savings                                                                                                                                                                                            | 0               | 0               | 0               | 795             | 1000            | 1795          |
| Reviewing the Council's property assets to; provide a property estate which is appropriately sized for requirements, well used, properly maintained, integrated with partner organisations' asset management plans, maximising collaborative opportunities, and is in appropriate geographical locations. |                                                                                                    |                 |            |          |                | Approved Funding                                                                                                                                                                                             | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                                                                           |                                                                                                    |                 |            |          |                | Projected Spend                                                                                                                                                                                              | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Key Milestones :</b>                                                                                                                                                                                                                                                                                   |                                                                                                    |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                    |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           | • Vacant properties database collated to identify opportunities to reduce costs                    |                 |            |          | 31/08/16       | <b>27/07/17</b><br><br>A full report on this project has been prepared and will be considered by the Executive Officer Team in September. A project update will then be subsequently submitted to Committee. |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           | • Completion of property review project in Crieff/Blairgowrie                                      |                 |            |          | 31/12/16       |                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           | • Data gathering and development of programme plan for "Place based/ Area Asset Management Review" |                 |            |          | 31/12/16       |                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           | • Start of area reviews (5 reviews - each started 6 months apart, 18 months duration)              |                 |            |          | 01/01/17       |                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |
|                                                                                                                                                                                                                                                                                                           | • Completion of Area Reviews                                                                       |                 |            |          | 31/03/20       |                                                                                                                                                                                                              |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                      | Project Title                     | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|------------|----------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| BT000376                                                                                                                                                                                                                                          | TES - Review of Recycling Service | Donna Rigby     | 30/06/15   | 30/09/17 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                        | 0               | 0               | 110             | 110             | 0               | 220           |
| <b>Brief Description :</b>                                                                                                                                                                                                                        |                                   |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                       | 0               | 0               | 0               | 220             | 0               | 220           |
| Reviewing the range of recyclables accepted through the kerbside lidded bin, while reducing households' general waste capacity, thereby creating an incentive to recycle more, with savings achieved through reduced costs for landfilling waste. |                                   |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                        | 0               | 0               | 0               | 0               | 0               | 0             |
|                                                                                                                                                                                                                                                   |                                   |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                         | 0               | 0               | 0               | 0               | 0               | 0             |
| <b>Key Milestones :</b>                                                                                                                                                                                                                           |                                   |                 |            |          |                | <b>Progress to Date :</b>                                                                                                                                                                                                                                                                                               |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Phase 3 - Perth</li> </ul>                                                                                                                                                                                 |                                   |                 |            |          | 31/08/16       | <b>24/7/17</b><br><br>7811 Householders in the Phase 8 (Eastern/Blairgowrie) had new 140 bin delivered. 240s removed w/c 19th June & 26th June.<br><br>All householders moving over to the New Household Waste & Recycling Service should now have received the 140 bin they require to participate in the new service. |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Phase 4 - Perth - 6132 householders</li> </ul>                                                                                                                                                             |                                   |                 |            |          | 31/12/16       |                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Phase 5 - Kinrosshire - 5798 householders</li> </ul>                                                                                                                                                       |                                   |                 |            |          | 31/12/16       |                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Phase 6 - Crieff and Strathearn - 5734 householders</li> </ul>                                                                                                                                             |                                   |                 |            |          | 31/03/17       |                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Phase 7 - Highland Perthshire - 4536 householders</li> </ul>                                                                                                                                               |                                   |                 |            |          | 31/05/17       |                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |
| <ul style="list-style-type: none"> <li>Phase 8 - Blairgowrie and Eastern Perthshire - 7700 householders</li> </ul>                                                                                                                                |                                   |                 |            |          | 31/08/17       |                                                                                                                                                                                                                                                                                                                         |                 |                 |                 |                 |                 |               |

| Project Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Project Title                     | Project Manager | Start Date | End Date | Project Status | Finances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |     |     |      |      |      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|------------|----------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|-----|-----|------|------|------|
| BT000401                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | TES - Community Greenspace Review | Bruce Reekie    | 01/04/16   | 31/12/18 | On Target      | Approved Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 0               | 0               | 0               | 0               | 0               | 0             |     |     |      |      |      |
| <b>Brief Description :</b><br>Exploring the best way to work with our communities to take on smaller community greenspace sites for community benefit, reduce maintenance activities and explore potential alternative delivery mechanisms.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                   |                 |            |          |                | Projected Savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0               | 0               | 0               | 0               | 0               | 0             |     |     |      |      |      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                   |                 |            |          |                | Approved Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 0               | 40              | 0               | 0               | 0               | 40            |     |     |      |      |      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                   |                 |            |          |                | Projected Spend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 0               | 4               | 15              | 21              | 0               | 40            |     |     |      |      |      |
| <b>Key Milestones :</b> <div><div></div><div><ul style="list-style-type: none"><li>Job evaluation and Employee Approval Process (EAP) approval</li></ul></div><div></div><div><ul style="list-style-type: none"><li>Appointment of Greenspace Partnership Officer</li></ul></div><div></div><div><ul style="list-style-type: none"><li>Scoping of framework for sites applicable for review complete</li></ul></div><div></div><div><ul style="list-style-type: none"><li>Implementation of community agreements to adopt sites, support groups where required</li></ul></div><div></div><div><ul style="list-style-type: none"><li>Project completion</li></ul></div><div></div><div><ul style="list-style-type: none"><li>Licence to occupy/agreements complete</li></ul></div><div></div><div><ul style="list-style-type: none"><li>Equip communities</li></ul></div></div> |                                   |                 |            |          |                | <b>Progress to Date :</b> <div><div>31/08/16</div><div>27/07/17</div><div>30/11/16</div><div></div><div>31/08/17</div><div><b>Rannoch Station</b> - Still awaiting lease from Network Rail before transfer takes place. Rannoch Station has now become a constituted Bloom Group. Partnership Officer is arranging delivery of equipment for maintenance of grassed areas. Perth and Kinross Council's Grounds</div><div>30/11/18</div><div></div><div>11/12/18</div><div>Maintenance squad are carrying out a one off tidy up of area (including top-soiling and grass seeding of areas). To take place in the month of August 2017.</div><div>18/12/18</div><div><b>Perth Lade</b> - Partnership Officer to attend second meeting with external contractor regarding</div><div>18/12/18</div><div>Community Benefits clause within their contract and confirm locations of works along the lade for work to be undertaken. Partnership Officer to attend Contractors Open day on the 17 September</div><div></div><div>2017 for gathering community support. Partnership Officer has met with the Tree and Woodland Contractor to discuss tree works along the lade side. Meeting date also to be agreed with bio-diversity officer to confirm update on proposed vegetation control works.</div><div></div><div><b>St Michaels Churchyard</b> - Partnership Officer is continuing to support the community with their maintenance tasks.</div><div></div><div><b>Gleneam Road, Perth</b> - Beds scheduled to be tarmacked over at the end of the building works at this site around late Autumn.</div><div></div><div><b>Alyth In Bloom</b> - Partnership officer and Environment Initiatives Officer to meet with Alyth Bloom Group and Development Trust on Tuesday the 15 August 2017 to discuss a number of proposed Bloom/Community projects.</div><div></div><div><b>Bumbank Meadows, Kinross</b> - Transfer of ground is under way, awaiting legal section to complete transfer. Partnership Officer is keeping the residents representative updated on a regular basis.</div><div></div><div><b>Abermethy</b> - Community for Tesco Bags for Life funding (£4,000) to replace shrubs and adopt two planted areas. Awaiting funding outcome.</div><div></div><div><b>Pitlochry Recreation Park</b> - Community group PUGs (The Pavilion Users Groups) have replanted and adopted maintenance of entrance shrub bed.</div><div></div><div><b>Riverside Group, Blairgowrie</b> - Community Greenspace Partnership Officer and Greenspace Ranger (Eastern) working with Community Group and Volunteer Path Group - Blairgowrie and Rattay Access Network (BRAN) regarding Riverside Project. A number of site meetings have taken place and actions agreed. Partnership Officer is looking into ownership of an area in Loon Braes, Davie Park, Rattray for community works to be carried out.</div></div> |                 |                 |                 |                 |                 |               |     |     |      |      |      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                   |                 |            |          |                | Approved Savings Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                 |                 |                 |                 |                 | 0             | 0   | 325 | 990  | 1050 | 2365 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                   |                 |            |          |                | Projected Savings Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                 |                 |                 |                 | 0             | 0   | 25  | 1265 | 1075 | 2365 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                   |                 |            |          |                | Approved Funding Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                 |                 |                 |                 |                 | 106           | 116 | 18  | 0    | 0    | 240  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                   |                 |            |          |                | Projected Spend Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |                 |                 | 0             | 7   | 189 | 44   | 0    | 240  |

26 / 27

NoneOn TargetSome IssuesAt RiskRemedial ActionCompletedNot StartedOn HoldRescopedProject DelayedAbandonedSlippage

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| Project Code                    | Project Title | Project Manager | Start Date | End Date | Project Status | Finances | 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | 2018/19 (£000s) | 2019/20 (£000s) | Total (£000s) |
|---------------------------------|---------------|-----------------|------------|----------|----------------|----------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| Approved Savings Overall Total  |               |                 |            |          |                |          | 0               | 1450            | 3424            | 6404            | 3060            | 14338         |
| Projected Savings Overall Total |               |                 |            |          |                |          | 0               | 1861            | 1948            | 5402            | 2180            | 11391         |
| Approved Funding Overall Total  |               |                 |            |          |                |          | 525             | 2547            | 2628            | 1927            | 283             | 7910          |
| Projected Spend Overall Total   |               |                 |            |          |                |          | 129             | 1123            | 2942            | 2820            | 388             | 7402          |





**PERTH AND KINROSS COUNCIL**  
**STRATEGIC POLICY AND RESOURCES COMMITTEE**

**13 SEPTEMBER 2017**

**PERTH & KINROSS COUNCIL EQUALITY OUTCOMES AND MAINSTREAMING  
REPORT**

**John Fyffe, Senior Depute Chief Executive**

**PURPOSE OF REPORT**

This report seeks to update elected members and seek formal approval for the published draft Equality Outcomes, draft Mainstreaming Report and updated Corporate Equalities Policy.

**1. BACKGROUND**

- 1.1 Perth & Kinross Council is committed to equality of opportunity both as a service provider and as an employer. The Council values the diversity of the communities in its area and works towards providing services that are inclusive and accessible. The Council recognises that social inclusion and promoting equality of opportunity and good relations between different groups is best achieved by incorporating equalities into the planning, implementation and monitoring processes for all our Council Services.
- 1.2 Each Service in the Council has a Business Management and Improvement Plan (BMIP) which annually reports on progress and performance, including specific actions which have been progressed to meet one or more of our Equality Outcomes, thus ensuring a fully mainstreamed approach across the Council. (Equality Outcomes must satisfy at least one aspect of the General Equality Duty by eliminating discrimination, advancing equality of opportunity, or fostering good relations between communities).

**2. PROPOSALS**

- 2.1 The Council along with all other public authorities, was required to report on, and publish progress in relation to our approach to mainstreaming equalities, and also review our existing Equality Outcomes by 30 April 2017.
- 2.2 The documents (provided at Appendices 1 and 2) were published online in draft format following a report to Executive Officer Team (on 25 April 2017), pending the local government elections, and the establishment of the new Council.
- 2.3 Appendix 1 highlights progress towards the Equality Outcomes which existed up until 31 March 2017.

- 2.4 Appendix 1 also sets out the proposed revisions to each of the four Equality Outcomes, and the associated consultation process. Importantly, the main adjustment to the proposed revisions is recognition that our responsibility for promoting equality must go beyond the protected characteristics (age, disability, gender reassignment, pregnancy and maternity, marriage/civil partnership, race, religion or belief, sex, sexual orientation). Issues such as health, income, gender identity, employment status or housing circumstance can impact on people's life chances and should be considered when tackling inequalities. This aims to reinforce recommendations emerging from the Perth and Kinross Fairness Commission in its Fairer Futures Report (report number 17/175, Council Meeting of 26 April 2017).
- 2.5 The Mainstreaming Report is attached at Appendix 2 outlining how this work will be integrated into our day-to-day practice. This includes recognition of the distinct roles for the Council as an Education Authority and Licensing Board which are classed as separate public bodies under the Equality Act, 2010. (We note the requirement to produce separate Mainstreaming Reports for Perth & Kinross Council, and for the Perth & Kinross Education Authority and Licensing Board. However, on a practical basis, the work of each body is so significantly and interdependently linked, that the reports are combined).
- 2.6 The Corporate Equalities Policy was reviewed at the same time and this is provided at Appendix 3 for information and approval.

### **3. RECOMMENDATION(S)**

- 3.1 It is recommended that Strategic Policy & Resources Committee:
- note progress towards the Equality Outcomes which existed up until 31 March 2017 (Appendix 1)
  - approve the proposed amendments to each of the four Equality Outcomes (Appendix 1)
  - note and approve the Equality Mainstreaming Report (Appendix 2)
  - note and approve the updated Corporate Equalities Policy (Appendix 3)

#### **Author(s)**

| <b>Name</b>     | <b>Designation</b>                         | <b>Contact Details</b> |
|-----------------|--------------------------------------------|------------------------|
| David McPhee    | Senior Commissioning and Contracts Officer | 01738 475000           |
| Sandra Flanigan | Corporate Strategy and OD Manager          | 01738 475000           |

**Approved**

| <b>Name</b>       | <b>Designation</b>                   | <b>Date</b>          |
|-------------------|--------------------------------------|----------------------|
| <b>John Fyffe</b> | <b>Senior Depute Chief Executive</b> | <b>9 August 2017</b> |

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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           | <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>Yes</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>Yes</b>        |
| Risk                                                | <b>Yes</b>        |
| <b>Consultation</b>                                 |                   |
| Internal                                            | <b>Yes</b>        |
| External                                            | <b>Yes</b>        |
| <b>Communication</b>                                |                   |
| Communications Plan                                 | <b>Yes</b>        |

### 1. Strategic Implications

#### Community Plan/Single Outcome Agreement

#### 1.1 *The work outlined in this report supports all relevant outcomes:*

- (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 work outlined in this report supports all relevant outcomes:*

- (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 additional financial implications arising directly as a result of the report at this time. Ongoing work is managed within existing budget and any new developments which arise in future will be subject to appropriate budget approval.*

### Workforce

- 2.2 *There are no additional workforce implications arising directly as a result of this report at this time.*

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

- 2.3 *There are no additional Asset Management implications arising as a result of this report at this time.*

## **3. Assessments**

### Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties. The work which arises from the contents of this report will be Assessed as **relevant** and actions taken to reduce or remove any negative impacts which arise.

### 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.

However, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

### 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.

No steps required to be taken in this area.

#### Legal and Governance

- 3.4 The Head of Legal and Governance Services has been consulted during the preparation of this report.
- 3.5 Any risk associated with this report will be mitigated by the governance and reporting arrangements put in place.

### **4. Consultation**

#### Internal

- 4.1 Representatives of all services were consulted in the preparation of the work outlined within this report. The Executive Officer Team have also been consulted during the drafting of the revised equality outcomes.

#### External

- 4.2 Members of the Community Equalities Advisory Group (CEAG) were consulted and contributed to the content of the revised equality outcomes.

### **5. Communication**

- 5.1 The work outlined in this report will be reported regularly to the Equality and Diversity Member Officer Working Group and regular communication will take place with members of that group as well as externally via the CEAG. An Equality Operational Group has also been established with representation from each service to ensure that progress in relation to the equality outcomes is evidenced and good practice shared.

## **2. BACKGROUND PAPERS**

No other background papers were referred to in the preparation of this report.

## **3. APPENDICES**

Appendix 1 – Revised Equalities Outcomes and Progress Report

Appendix 2 – Equality Mainstreaming Report 2017

Appendix 3 – Corporate Equalities Policy

## APPENDIX 1

### Revised Equalities Outcomes and Progress Report

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#### 1. Background

- 1.1 Perth & Kinross Council is committed to equality of opportunity both as a service provider and as an employer. The Council values the diversity of the communities in its area and works towards providing services that are inclusive and accessible. The Council recognises that social inclusion and promoting equality of opportunity and good relations between different groups is best achieved by incorporating equalities into the planning, implementation and monitoring processes for all our Council Services.

By working in partnership to promote equality this Council believes that we will make better use of all available resources, and in doing so, provide better services to the citizens and communities of Perth and Kinross.

- 1.2 This Council, with all other Scottish public authorities, is legally obliged by the Equality Act 2010 to pay 'due regard' to the need to eliminate unlawful discrimination, victimisation and harassment; to advance equality of opportunity and to foster good relations between those people who share a protected characteristic and those who do not.
- 1.3 Our work continues across the equality protected characteristics continues, and a specific example saw the first ever Perthshire Pride event held for members of our local Lesbian, Gay, Bisexual and Transgender (LGBT) communities. The event was hosted as part of the wider ActiviTAY event on the North Inch in July where information, advice and fund activities were made available for LGBT community members, family and friends.
- 1.4 In terms of making human rights a reality, our participation in a pilot innovation forum (facilitated by the Scottish Human Rights Commission), led to the establishment of our Fairness Commission – the resulting *Fairer Futures* was published in July of this year, offering the Community Planning Partnership a specific and collective focus on tackling the causes and consequences of poverty and inequality in the area.
- 1.5 We recognise that discrimination, victimisation and harassment are unlawful and unacceptable and we will take action to prevent this occurring. If this does occur, we will take agreed and appropriate action to deal with it.
- 1.6 This Council also recognises that, when used legally and appropriately, positive action strategies can support greater inclusion by addressing the adverse effects of past discrimination or other causes of inequality and disadvantage. Where necessary, we will therefore implement positive action strategies to make our services more inclusive - this is required by the Equality Act 2010 which require the Council to have due regard of the the need to:
- remove or minimise disadvantage suffered by people due to their protected characteristics
  - take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people
  - encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low

#### 2. Evolving the Approach: Proposed Revisions to Equality Outcomes

- 2.1 Each service in the Council has a Business Management and Improvement Plan

## APPENDIX 1

### Revised Equalities Outcomes and Progress Report

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(BMIP) which annually reports on progress and performance, including specific actions which have been progressed to meet one or more of the Equality Outcomes, thus ensuring a fully mainstreamed approach. The responsibility for this lies with lead service equality contacts in each individual service. Additionally, everyone working for, or with Perth & Kinross Council has responsibility for promoting equality of opportunity in their everyday business activity, be it through day-to-day service delivery, strategic planning systems, service support or partnership work.

- 2.2 These outcomes must satisfy at least one aspect of the General Equality Duty by:
- eliminating discrimination, or
  - advancing equality of opportunity, or
  - fostering good relations between communities
- 2.3 The existing four Equality Outcomes have been reviewed, with minor adjustments proposed to update them. The review process involved an external community consultation with an initial presentation to members of the Community Equalities Advisory Group (CEAG) on 23 February 2017, which was followed up by an online survey for all group members. A similar internal online survey was also undertaken with service equality contacts in all Council services during March 2017. The responses from this consultation fully informed the proposed revisions to the Equality Outcomes.
- 2.4 The main adjustment to the proposed revisions is recognition that our responsibility for equality is wider than just those protected characteristics (*\*Age, Disability, Gender Reassignment, Pregnancy and Maternity, Marriage/Civil Partnership, Race, Religion or Belief, Sex, Sexual orientation*). Issues such as health, income, gender identity, employment status or housing circumstance can impact on people's life chances and should be considered when tackling inequalities. This aims to reinforce recommendations emerging from the Perth and Kinross Fairness Commission.
- 2.5 Proposed revisions to the equality outcomes are as follows:
- 1. Equality Outcome 1 – The Council will ensure its services are accessible to all individuals and community groups, with due regard to the breadth of circumstances which impact on people's experience of equality**
  - 2. Equality Outcome 2 – All individuals and community groups in Perth and Kinross regardless will experience inclusive opportunities to participate in, and influence Council decisions**
  - 3. Equality Outcome 3 – Employees in Perth & Kinross Council will have opportunities to achieve their full potential in an equal opportunity workplace**
  - 4. Equality Outcome 4 – All individuals and community groups in Perth and Kinross will have opportunities to be involved in inclusive community activities and events in the area, in a safe and welcoming environment**
- 2.6 This proposed adjustment to the Council's Equality Outcomes will be put forward for consideration and approval of the new Council at the first appropriate meeting.

The report which follows overleaf report highlights the key work which has been undertaken by Council Services and in its separate roles as an Education Authority and Licensing Board to evidence progress to meet existing equality outcomes up to 31 March 2017.



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Equality Outcome 1 – The Council will ensure its services are accessible to individuals and community groups with relevant protected characteristics*</b>                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                            |
| <i>Context: Many people do not know how to get help from the Council. Many people do not know which services the Council provides or whether those services are available for them. Many people face barriers such as living in rural areas where transport and internet connectivity may be more difficult to access or because their age may prevent them having access to services. Some communities or individuals may not seek help if information is not available in relevant formats or community languages (for people with disabilities or minority ethnic groups)</i> |                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• Relevant Corporate Plan Priorities: <i>Develop educated, responsible and informed citizens</i></li> <li>• <i>Giving every child the best start in life</i></li> <li>• <i>Supporting people to live independent, healthy and active lives</i></li> <li>• <i>Creating a safe and sustainable place for future generations</i></li> </ul> | <b>*Relevant Protected Characteristics: <i>Disability, Race, Age, Sex</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Relevant Aspects of General Duty:</b> <ul style="list-style-type: none"> <li>- <i>Eliminate Discrimination</i></li> <li>- <i>Advance equality of opportunity</i></li> <li>- <i>Foster Good Relations between communities</i></li> </ul> |
| <b>Lead Service</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Action</b>                                                                                                                                                                                                                                                                                                                                                                   | <b>Evidence of Progress (based on March 2017 update)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Delivery timescales</b>                                                                                                                                                                                                                 |
| <b>TES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Operate an annual scams awareness seminar in partnership with Police Scotland, Housing and Community Care and the Voluntary Sector.                                                                                                                                                                                                                                             | We continue to develop the project to include those from other agencies who have a responsibility to protect vulnerable adults from financial harm e.g. those from the financial sector. The programme was adapted to accommodate those with special needs and delivered during 2016/17. In addition a 'Friends against scams' campaign has been developed by the National Trading Standards Scams Team (UK), this includes material and training resources to assist in 'training the trainers'. Perth and Kinross Trading Standards are hoping to be the first authority in Scotland to take this forward in their area. It is anticipated that the target will be met by the end of the financial year. 93 people have been given training in scam awareness between 1 April 2016 and 26 February 2017. | Ongoing                                                                                                                                                                                                                                    |

| Equality Outcome 1 (continued) – The Council will ensure its services are accessible to individuals and community groups with relevant protected characteristics* |                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| Lead Service                                                                                                                                                      | Action                                                                               | Evidence of Progress (based on March 2017 update)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Delivery timescales                                                              |
| HCC                                                                                                                                                               | Provision of accessible housing and community care service at first point of contact | <p>We have developed our web-based information on the service we provide, the most common welfare benefits and the welfare reform changes.<br/> <a href="http://www.pkc.gov.uk/welfarerights">www.pkc.gov.uk/welfarerights</a></p> <p>We have regular Outreach Surgeries at the PKAVS Minority Communities Hub Project with language support for housing advice; welfare rights and community safety</p> <p>We have access to Language Line interpreting support at first point of contact in all Council services</p> <p>We have worked in partnership with the PKAVS Minority Communities Hub to develop a localised interpreting and translation service as a social enterprise model called Language Base which launched in May 2014 use of which is now encouraged locally.</p> <p>We have updated the equalities information available on the Council website<br/> <a href="http://www.pkc.gov.uk/equality">http://www.pkc.gov.uk/equality</a></p> <p>We have revised the interpreting and translation guidance available to staff on <i>eric</i> (<i>intranet site</i>)</p> <p>We have made local information available through DisabledGo website (<a href="http://www.disabledgo.com">www.disabledgo.com</a>)</p> <p>We operate 7 specific call centres for customer services and provide web/email/text access as well.</p> | Ongoing commitment to continue to review in response to customer demand/feedback |

| Equality Outcome 1 (continued) – The Council will ensure its services are accessible to individuals and community groups with relevant protected characteristics* |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                               |                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Lead Service                                                                                                                                                      | Action                                                                                           | Evidence of Progress (based on March 2017 update)                                                                                                                                                                                                                                                                                                                                             | Delivery timescales |
| ECS                                                                                                                                                               | Encourage appropriate use of translation and interpreting services where required within schools | <p>Continued to monitor number and types of requests.</p> <p>Staff made aware of interpreting and translation guidance on eric</p> <p>Where appropriate advice sought from EAL team and equalities contact to respond to requests in the most informed way</p>                                                                                                                                | 2014 - 2017         |
|                                                                                                                                                                   | Implement Evidence2Success Project                                                               | <ul style="list-style-type: none"> <li>• Evidence- based programmes developed</li> <li>• Data influencing Early Years Collaborative workstreams, Health &amp; Wellbeing Curriculum, PSD programmes, Partnership working, community support and intervention.</li> <li>• Staff working with parents with EAL have delivered Incredible Years and Strengthening Families Programmes.</li> </ul> | 2013 - 2017         |
|                                                                                                                                                                   | Contribute to the Stonewall Good Practice Programme                                              | Several teaching staff have undergone the “Train the Trainer” programme through the Education Champions Programme and cascaded training. Teachers and Youth services staff attended Stonewall training on Homophobic, Biphobic and Transphobic Bullying in May 2016.                                                                                                                          | 2015 -17            |

**PART 2: Perth & Kinross Council, Existing Equality Outcome Action Plan and Progress Report to 31 March 2017**

| <b>Equality Outcome 1 (continued) – The Council will ensure its services are accessible to individuals and community groups with relevant protected characteristics*</b> |                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                     |
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| <b>Lead Service</b>                                                                                                                                                      | <b>Action</b>                                                                                                                                                                   | <b>Evidence of Progress (based on March 2017 update)</b>                                                                                                                                                                                                                                                                                                                                         | <b>Delivery timescales</b>                                          |
| <b>ECS</b>                                                                                                                                                               | Continue to support LGBT Young People                                                                                                                                           | <p>A GLOW Online group set up in March 2017 to enable staff to continue to receive and share information and practice and discuss ideas</p> <p>Stonewall has reviewed our Anti-Bullying Policy and the recommendations will inform the our next update</p> <p>Education Equality Index has been submitted to Stonewall for this year and feedback and support will feed into new Action Plan</p> | Ongoing                                                             |
| <b>ECS</b>                                                                                                                                                               | Improve access to Library and Information Services and digital participation                                                                                                    | <ul style="list-style-type: none"> <li>•%increase in accessible items borrowed</li> <li>•% increase in use of people's network PC's</li> <li>•Partnership working to provide focused support</li> </ul>                                                                                                                                                                                          | Library and Information Services moved to Culture PKC in April 2016 |
| <b>CADS</b>                                                                                                                                                              | Ensure translation of relevant information can be made available if required for licencing board applicants                                                                     | Any information or guidance can be translated. No requests have been received but the position will continue to be monitored.                                                                                                                                                                                                                                                                    | Ongoing / Core Business                                             |
| <b>CADS</b>                                                                                                                                                              | Review information available which assists those applying for licences and wider community who might be affected by licensed premises to ensure it is as accessible as possible | The information available on internet, site notices and written correspondence has been reviewed but will continue to be kept under review.                                                                                                                                                                                                                                                      | Ongoing / Core Business                                             |

*N.B = (Specific Education Authority actions) = (specific Licensing Board actions)*

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|                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                           |
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| <b>Equality Outcome 2 – Individuals and community groups with relevant protected characteristics* in Perth and Kinross will have opportunities to participate in and influence Council decisions</b>                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                           |
| <i>Context: Some individuals or community groups may be under-represented in different parts of the local community and may not have the same opportunity to have their 'voice' heard or understand how they can put their points of view forward.</i> |                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                           |
|                                                                                                                                                                                                                                                        | <b>Relevant Corporate Plan Priorities:</b><br><i>Promoting a prosperous, inclusive and sustainable economy</i><br><br><i>Developing educated, responsible and informed citizens</i>                                                                                                                                                                                                                               | <b>*Relevant Protected Characteristics: All</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Relevant Aspects of General Duty:</b><br><i>- Eliminate Discrimination</i><br><i>- Advance equality of opportunity</i> |
| <b>Lead Service</b>                                                                                                                                                                                                                                    | <b>Action</b>                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Evidence of Progress (based on March 2017 update)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Delivery Timescales</b>                                                                                                |
| <b>TES</b>                                                                                                                                                                                                                                             | <p>Local drivers and passengers in Perth and Kinross who suffer from severe mobility problems and have been awarded a Blue Badge will no longer need to collect it in person from one of Perth &amp; Kinross Council's Customer Service points but rather receive it by post.</p> <p>Review the approach for supporting organisations transporting people with disabilities to access blue badges for parking</p> | <p>The move to posting blue badges to successful applicants has bedded in well and has been well received by stakeholders. The controls put in place to manage the risk of fraud have been effective and there have been no issues in this regard. More people are encouraged to apply for a blue badge due to the ease of access once successful. This means more people are able to park close to where they need to be regardless of the mobility challenges they face.</p> <p>The move to considering applications from organisations which do not have residential care obligations to members has bedded in well and the controls put in place to ensure the organisational blue badge scheme remains fit for purpose have been effective. More people are now able to get to where they want to be regardless of the mobility challenges they face.</p> | Complete / Core Business                                                                                                  |

| Equality Outcome 2 (continued) – Individuals and community groups with relevant protected characteristics* in Perth and Kinross will have opportunities to participate in and influence Council decisions |                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                           |
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| Lead Service                                                                                                                                                                                              | Action                                                                                      | Evidence of Progress (based on March 2017 update)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Delivery Timescales                       |
| HCC                                                                                                                                                                                                       | Undertake consultation events with equalities groups as part of strategy/policy development | <p>Establishment of a Golf Memories group for adults with dementia which has involved them being able to meet weekly at a Golf Driving Range to hit a golf ball and reminisce</p> <p>Establishment of a Safe Place programme of meetings for adults with disabilities in partnership with Centre for Inclusive Living which focussed on Safety in the community; Safety in the home and Safety and Accessibility on public transport</p> <p>Establishment of a Minority Ethnic Strategic Group to give a focal point for those organisations working with minority ethnic communities (including Gypsy/Travellers) to discuss key issues</p> <p>Establishment of a LGBTI Strategic Group to give a focal point for those organisations working with LGBTI communities to discuss key issues</p> <p>Continued participation in the Multi-Agency Working Group (and associated sub-groups) in relation to migrant workers</p> <p>Continued monitoring of actions in relation to the Gypsy/Traveller Strategy 2013-18</p> <p>Monitoring of those voluntary organisations which have a Service Level Agreement that work specifically with an equality protected characteristic group</p> | Ongoing work as strategies are rolled out |

**PART 2: Perth & Kinross Council, Existing Equality Outcome Action Plan and Progress Report to 31 March 2017**

| <b>Equality Outcome 2 (continued) – Individuals and community groups with relevant protected characteristics* in Perth and Kinross will have opportunities to participate in and influence Council decisions</b> |                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                           |
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| <b>Lead Service</b>                                                                                                                                                                                              | <b>Action</b>                                                                                                                                                    | <b>Evidence of Progress (based on March 2017 update)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Delivery Timescales</b>                |
| <b>HCC</b>                                                                                                                                                                                                       | Undertake consultation events with equalities groups as part of strategy/policy development                                                                      | <ul style="list-style-type: none"> <li>• Syrian Refugee Multi-agency group established to support new families resettled here</li> <li>• Engagement with Perth Islamic Society regarding relocation to new Mosque</li> <li>• Co-ordination of engagement and participation by groups and individuals to the Fairness Commission Perth City Centre for people with disabilities</li> <li>• Us and the Housing Group for people with learning disabilities</li> <li>• Homeless Voice Group</li> <li>• Regular tenant participation</li> </ul> | Ongoing work as strategies are rolled out |
| <b>ECS</b>                                                                                                                                                                                                       | Support and encourage active participant and engagement in Pupil and Parent Councils                                                                             | Continued work to identify barriers for involvement in parent councils and ways to increase wider involvement                                                                                                                                                                                                                                                                                                                                                                                                                               | 2017                                      |
|                                                                                                                                                                                                                  | Ensure that consultation and engagement methods adhere to the National Standards for Community Engagement                                                        | Increased engagement of wider community including those with protected characteristics Eg BigListen2, Gypsy Traveller Strategy, Us and the Housing Group. Wider consultation through local Action Partnerships, Participatory Budget process and local outreach consultations                                                                                                                                                                                                                                                               | 2017                                      |
|                                                                                                                                                                                                                  | Individuals and groups supported to participate in Youth Councils, Local CLD partnerships and consultations                                                      | Increased capacity of individuals and groups and increase in participation                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2017                                      |
| <b>CADS</b>                                                                                                                                                                                                      | Licensing Board will examine consultation process in relation to licensing policy statement to ensure that it engages as many of the local community as possible | In 2016 the Scottish Government postponed the review date for policy statements until November 2018. The suitability of the consultation processes will be assessed when preparatory work for the review begins in 2017.                                                                                                                                                                                                                                                                                                                    | 2017                                      |

*N.B = (Specific Education Authority actions) = (specific Licensing Board actions)*



**PART 2: Perth & Kinross Council, Existing Equality Outcome Action Plan and Progress Report to 31 March 2017**

|                     |                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                           |                                                                                                                           |
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|                     | <b>Equality Outcome 3 – Employees in Perth &amp; Kinross Council will have opportunities to achieve their full potential in an equal opportunity workplace</b>                                                                                                               |                                                                                                                                                                                                                                                                                                           |                                                                                                                           |
|                     | <i>Context: As a major local employer the Council wishes to play its part in encouraging a thriving, expanding local economy with suitable employment opportunities and development opportunities for staff and a diverse workforce which reflects the local population.</i> |                                                                                                                                                                                                                                                                                                           |                                                                                                                           |
|                     | <b>Relevant Corporate Plan Priorities:</b><br><i>Promoting a prosperous, inclusive and sustainable economy</i><br><br><i>Developing educated, responsible and informed citizens</i>                                                                                          | <b>Relevant Protected Characteristics: All</b>                                                                                                                                                                                                                                                            | <b>Relevant Aspects of General Duty:</b><br><i>- Eliminate Discrimination</i><br><i>- Advance equality of opportunity</i> |
| <b>Lead Service</b> | <b>Action</b>                                                                                                                                                                                                                                                                | <b>Evidence of Progress (based on March 2017 update)</b>                                                                                                                                                                                                                                                  | <b>Delivery Timescales</b>                                                                                                |
| <b>HCC</b>          | Provision of an employment support service which will assist people with disabilities to access employment opportunities                                                                                                                                                     | Learning Disabilities – 6 paid jobs, 26 voluntary opportunities in PKC<br><br>Mental Health – 3 paid jobs, 2 voluntary opportunities in PKC<br><br><i>(external employers)</i> <ul style="list-style-type: none"> <li>68 Paid Employment.</li> <li>60 Voluntary Opportunities</li> </ul>                  | Ongoing programme                                                                                                         |
|                     | Ensure equality issues are key element of Elected Member Development Programme                                                                                                                                                                                               | Gypsy/Traveller Awareness session held January 2015<br><br>Citizens Advice Bureau Workshop held November 2015<br><br>Perth and Kinross Credit Union workshop held November 2015<br><br>Syrian Refugee Resettlement Programme session held January 2016<br><br>Transgender Awareness Session held May 2016 | Ongoing programme                                                                                                         |



**PART 2: Perth & Kinross Council, Existing Equality Outcome Action Plan and Progress Report to 31 March 2017**

| <b>Equality Outcome 3 (continued) – Employees in Perth &amp; Kinross Council will have opportunities to achieve their full potential in an equal opportunity workplace</b> |                                                                                      |                                                          |                            |                            |                   |
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| <b>Lead Service</b>                                                                                                                                                        | <b>Action</b>                                                                        | <b>Evidence of Progress (based on March 2017 update)</b> |                            | <b>Delivery Timescales</b> |                   |
| <b>HCC</b>                                                                                                                                                                 | Ensure equality issues are a key element of staff learning and development programme | <b>Subject</b>                                           | <b>Number of attendees</b> | <b>Date</b>                | Ongoing programme |
|                                                                                                                                                                            |                                                                                      | Centre for Inclusive Living                              | 10                         | 04/04/2017                 |                   |
|                                                                                                                                                                            |                                                                                      | Knowing our Customers: Transgender Awareness             | 11                         | 14/02/2017                 |                   |
|                                                                                                                                                                            |                                                                                      | LGBT History Month                                       | 9                          | 09/02/2017                 |                   |
|                                                                                                                                                                            |                                                                                      | Knowing our Customers: Transgender Awareness             | 15                         | 07/07/2016                 |                   |
|                                                                                                                                                                            |                                                                                      | Knowing our Customers: Deaf Awareness                    | 15                         | 15/02/2016                 |                   |
|                                                                                                                                                                            |                                                                                      | Knowing our Customers: Nil by Mouth                      | 11                         | 17/09/2016                 |                   |
|                                                                                                                                                                            |                                                                                      | Stonewall Scotland                                       | 5                          | 10/06/2015                 |                   |
|                                                                                                                                                                            |                                                                                      | Knowing our Customers: Interfaith                        | 10                         | 05/05/2015                 |                   |
|                                                                                                                                                                            |                                                                                      | Gypsy Traveller Awareness                                | 7                          | 22/04/2015                 |                   |
|                                                                                                                                                                            |                                                                                      | Interview Initial Impact                                 | 10                         | 30/04/2015                 |                   |
|                                                                                                                                                                            |                                                                                      | Knowing our Customers: Faith & Belief                    | 22                         | 30/03/2015                 |                   |
|                                                                                                                                                                            |                                                                                      | Gypsy Traveller Awareness                                | 16                         | 08/12/2014                 |                   |
|                                                                                                                                                                            |                                                                                      | Centre for Inclusive Living                              | 23                         | 24/11/2014                 |                   |
|                                                                                                                                                                            |                                                                                      | Cultural Awareness                                       | 14                         | 16/10/2014                 |                   |
|                                                                                                                                                                            |                                                                                      | Number of E-learning modules completed – PKC Equality    | 1188                       | 13/04/2017                 |                   |

*N.B = (Specific Education Authority actions) = (specific Licensing Board actions)*

**PART 2: Perth & Kinross Council, Existing Equality Outcome Action Plan and Progress Report to 31 March 2017**

| <b>Equality Outcome 3 (continued) – Employees in Perth &amp; Kinross Council will have opportunities to achieve their full potential in an equal opportunity workplace</b> |                                                                                                                |                                                                                                                                                                                                                                                  |                                                                            |
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| <b>Lead Service</b>                                                                                                                                                        | <b>Action</b>                                                                                                  | <b>Evidence of Progress (based on March 2017 update)</b>                                                                                                                                                                                         | <b>Delivery Timescales</b>                                                 |
| <b>CADS</b>                                                                                                                                                                | Employer Supported Volunteering Policy implemented June 2014                                                   | 8 employees have participate in the Employer Supported Volunteering scheme since August 2014                                                                                                                                                     | Ongoing                                                                    |
|                                                                                                                                                                            | Graduate Work Experience Programme launched February 2014.                                                     | 26 graduates successfully recruited to programme since August 2014                                                                                                                                                                               | Ongoing                                                                    |
|                                                                                                                                                                            | Employment monitoring now includes the protected characteristics of religion or belief and sexual orientation. | Percentage of employees updated their personal details to include religion or belief or sexual orientation since May 2014 - <ul style="list-style-type: none"> <li>• Religion or Belief – 14.7%</li> <li>• Sexual Orientation – 14.8%</li> </ul> | Ongoing                                                                    |
| <b>ECS</b>                                                                                                                                                                 | All staff to be encouraged to complete Equality and diversity e-learning modules                               | Baseline established<br>Increase in % completed                                                                                                                                                                                                  | 2015                                                                       |
|                                                                                                                                                                            | Regular information on equality issues and good practice shared across ECS                                     | Regular Spotlight on Equalities page on ECS News, case studies, info in Headteacher bulletins and agenda items for HT and DHT meetings                                                                                                           | Regular information on equality issues and good practice shared across ECS |

|                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                            |
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| <b>Equality Outcome 4 – Individuals and community groups with relevant protected characteristics* in Perth and Kinross will have opportunities to be involved in community activities and events in the area</b>                          |                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                            |
| <i>Context: An increased migration to the area in recent years has seen the local population become more diverse. We want everyone to have the opportunity to be fully involved in events and activities which take place in the area</i> |                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                            |
|                                                                                                                                                                                                                                           | <b>Relevant Corporate Plan Priorities:</b><br><i>Creating a safe and sustainable place for future generations</i><br><br><i>Developing educated, responsible and informed citizens</i><br><br><i>Supporting people to lead independent, healthy and active lives</i><br><br><i>Promoting a prosperous, inclusive and sustainable economy</i> | <b>*Relevant Protected Characteristics: Race, Age, Disability, Sex, Religion/Belief</b>                                                                                                                                                                                                                                                                                                                | <b>Relevant Aspects of General Duty:</b><br><i>- Foster Good Relations Between communities</i><br><i>- Advance equality of opportunity</i> |
| <b>Lead Service</b>                                                                                                                                                                                                                       | <b>Action</b>                                                                                                                                                                                                                                                                                                                                | <b>Evidence of Progress (based on March 2017 update)</b>                                                                                                                                                                                                                                                                                                                                               | <b>Delivery Timescales</b>                                                                                                                 |
| <b>TES</b>                                                                                                                                                                                                                                | Work with MEAD, to deliver training courses on good practice on food safety, health and safety and other regulatory actions to a range of ethnic communities. Further work now in place around healthy eating and reducing fat, salt and sugar in meals.                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                            |
|                                                                                                                                                                                                                                           | <p>Community Green Space has developed online photo trails for people with disabilities to determine the suitability of a route for them to use.</p> <p>Accessibility audits of Community Greenspace sites undertaken through the design process and addressed as part of Community Greenspace Strategy</p>                                  | <p>Limited progress with <a href="#">phototrails</a> but area specific accessible path information now online <a href="http://www.pkc.gov.uk/paths">http://www.pkc.gov.uk/paths</a> and updated regularly. Further work on this to be done when resources allow.</p> <p>Accessibility considered as part of design process e.g. park upgrades and play provision. Input where required from CILPK.</p> | <p>Ongoing</p> <p>Ongoing</p>                                                                                                              |

| Equality Outcome 4 (continued) – Individuals and community groups with relevant protected characteristics* in Perth and Kinross will have opportunities to be involved in community activities and events in the area |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                       |
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| Lead Service                                                                                                                                                                                                          | Action                                                              | Evidence of Progress (based on March 2017 update)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Delivery Timescales                   |
| TES                                                                                                                                                                                                                   | Support the Perth Shopmobility Scheme                               | <p>Perth's newly refurbished Canal Street multi-storey car park officially reopened on 17 January 2017. The £1.7m refurbishment has seen Canal Street fitted with wider spaces and wider approaches to the up and down ramps, and introduced pay on exit parking. It also boasts improved disabled parking and better lighting. In addition ShopMobility now have improved facilities.</p> <p>Continued funding for the scheme was approved in the 2017/18 revenue budget.</p>                                                                                                                                                                                                                                                 | Ongoing                               |
| HCC                                                                                                                                                                                                                   | Co-ordinate Annual Programme of Show Racism the Red Card activities | <p>1,060 pupils from 35 individual primary schools have benefited in total from the programme funded by the Community Safety Partnership agreement (770 in the initial school workshops; 54 at the stadium event: and 236 at the 'Out of Site' workshops).</p> <p>In addition specific educational workshops were held at those schools (primary and secondary) who received new pupils as part of the Home Office Syrian Refugee Integration Programme. The Refugee Integration workshops were a 'first' in Scotland and were delivered to 3 schools: Inchview Primary (4 classes - P6 and P7), Perth High (6 classes- all S2), and St Johns Academy (all of S1-3 plus 8 primary classes). Overall numbers per age group:</p> | Annual programme during academic year |

**PART 2: Perth & Kinross Council, Existing Equality Outcome Action Plan and Progress Report to 31 March 2017**

| <b>Equality Outcome 4 (continued) – Individuals and community groups with relevant protected characteristics* in Perth and Kinross will have opportunities to be involved in community activities and events in the area</b> |                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                            |
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| <b>Lead Service</b>                                                                                                                                                                                                          | <b>Action</b>                                                                                                                                           | <b>Evidence of Progress (based on March 2017 update)</b>                                                                                                                                                                                                                                                                                                                            | <b>Delivery Timescales</b>                                                                                                                                                                 |
| <b>HCC</b>                                                                                                                                                                                                                   | Co-ordinate Annual Programme of Show Racism the Red Card activities                                                                                     | <p>S1 – 83; S2 – 232; S3 – 78 = Secondary total = 393<br/> P4 – 44; P5 – 51; P6 – 97; P7 – 101 = Primary total = 293</p> <p>‘Twilight’ Continuous Professional Development (CPD) sessions were also delivered to staff at two of the schools with 20 staff participating.</p> <p>The programme for 2016/17 does not finish until May and updated figures will be provided then.</p> | Annual programme during academic year                                                                                                                                                      |
| <b>HCC</b>                                                                                                                                                                                                                   | Co-ordinate annual programme of ‘see me’ activities (mental health anti-stigma campaign)                                                                | The Council committed to the ‘See Me In Work’ programme in 2017 and an Action Plan is in place                                                                                                                                                                                                                                                                                      | Annual programme                                                                                                                                                                           |
| <b>HCC</b>                                                                                                                                                                                                                   | Co-ordinate multi-cultural events programme in partnership with PKAVS Minority Communities Hub and MECOPP Gypsy/Traveller Carers Project                | Annual multi-cultural Events Programme in place:                                                                                                                                                                                                                                                                                                                                    | Ongoing programme of events including: Diwali, Eid, Chinese New Year, Chinese Autumn Mooncake Festival Polish St. Nicholas Day, Wellbeing Mela (co-ordinated by Gypsy/Traveller community) |
| <b>HCC</b>                                                                                                                                                                                                                   | Co-ordinate minority ethnic community lunch club programme in partnership with PKAVS Minority Communities Hub and MECOPP Gypsy/Traveller Carers Project | Regular programme of activities continues for minority ethnic community lunch clubs programme in place                                                                                                                                                                                                                                                                              | Ongoing programme                                                                                                                                                                          |

| Equality Outcome 4 (continued) – Individuals and community groups with relevant protected characteristics* in Perth and Kinross will have opportunities to be involved in community activities and events in the area |                                                                                                |                                                                                                                                                                                                                                                                                                                                |                        |
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| Lead Service                                                                                                                                                                                                          | Action                                                                                         | Evidence of Progress (based on March 2017 update)                                                                                                                                                                                                                                                                              | Delivery Timescales    |
| HCC                                                                                                                                                                                                                   | Provision of funding towards the SAINTS (Saints Academy Inclusion Through Sport) Project       | Increased sporting opportunities and activities for those with learning disabilities, autism or mental wellbeing issues – ongoing programme.<br><br>Now part of St. Johnstone Community Trust also delivering Street Sports and Football Memories (as well as Show Racism the Red Card)                                        | Ongoing programme      |
|                                                                                                                                                                                                                       | Contribute to the Stonewall Good Practice Programme for Public Services                        | Now part of Stonewall Diversity Champions programme – annually assessed<br><br>LGBTI Strategic Group established to co-ordinate policies and activities                                                                                                                                                                        | Ongoing programme      |
| ECS                                                                                                                                                                                                                   | Increased level of attainment, progress and wider achievement of all children and young people | Systematic scrutiny of attainment, assessment and wider achievement data for all children 3 – 18 years <ul style="list-style-type: none"> <li>• Comparative authorities and within schools</li> <li>• By gender</li> <li>• By ethnicity</li> <li>• LAC</li> <li>• ASN</li> <li>• Young Carers</li> <li>• Data Zones</li> </ul> | Annually<br>Until 2017 |

| Equality Outcome 4 (continued) – Individuals and community groups with relevant protected characteristics* in Perth and Kinross will have opportunities to be involved in community activities and events in the area |                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                       |                        |
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| Lead Service                                                                                                                                                                                                          | Action                                                                                                                                                                                                                                                                                                                                                                                                                   | Evidence of Progress (based on March 2017 update)                                                                                                                                                                                                                                                                                     | Delivery Timescales    |
| ECS                                                                                                                                                                                                                   | Increased level of attainment, progress and wider achievement of all children and young people                                                                                                                                                                                                                                                                                                                           | <p>Systematic scrutiny of attainment, assessment and wider achievement data for all children 3 – 18 years</p> <ul style="list-style-type: none"> <li>• Comparative authorities and within schools</li> <li>• By gender</li> <li>• By ethnicity</li> <li>• LAC</li> <li>• ASN</li> <li>• Young Carers</li> <li>• Data Zones</li> </ul> | Annually<br>Until 2017 |
| ECS                                                                                                                                                                                                                   | <p>Children's rights to accessing and being included in ECS will be improved by implementation of reviewed policies in line with Included, Engaged and Involved Agenda:</p> <ul style="list-style-type: none"> <li>• Anti-Bullying</li> <li>• Sexual Health, relationships and parenting</li> <li>• Physical Intervention</li> <li>• Exclusion</li> <li>• ASN paperwork</li> <li>• CP procedures and guidance</li> </ul> | <p>Monitor schools compliance and implementation of renewed guidance</p> <p>Reduction in numbers recorded for</p> <ul style="list-style-type: none"> <li>• Violence</li> <li>• Aggression</li> <li>• Exclusion</li> <li>• Part-time timetables</li> <li>• Bullying and Racist Incidents</li> </ul>                                    | Continuous             |
| ECS                                                                                                                                                                                                                   | Continue to deliver a range of adult literacy , numeracy and ESOL projects with the ALNP (Adult Literacy and Numeracy Partnership)                                                                                                                                                                                                                                                                                       | <p>Increase in number of learners</p> <p>Programmes developed in response to need, increased opportunities for learners through the creation of pathways</p>                                                                                                                                                                          | 2017                   |

**PART 2: Perth & Kinross Council, Existing Equality Outcome Action Plan and Progress Report to 31 March 2017**

| <b>Equality Outcome 4 (continued) – Individuals and community groups with relevant protected characteristics* in Perth and Kinross will have opportunities to be involved in community activities and events in the area</b> |                                                                                                                                                          |                                                                                                                                                   |                                                                                                   |
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| <b>Lead Service</b>                                                                                                                                                                                                          | <b>Action</b>                                                                                                                                            | <b>Evidence of Progress (based on March 2017 update)</b>                                                                                          | <b>Delivery Timescales</b>                                                                        |
|                                                                                                                                                                                                                              | Lifelong learning opportunities through cultural, sporting, volunteering and community programmes are accessible to those with protected characteristics | Increased number of people with a disability who take part in cultural and sporting activities<br><br>Increase number of girls in sport and dance | Establish baseline and review annually<br>Active Schools moved to Live Active in 2016<br><br>2017 |



## **1. Background**

- 1.1 Perth & Kinross Council and its Education Authority and Licensing Board continue to make progress in mainstreaming equality activities. The Council is required to publish progress in relation to our Mainstreaming Report and review our existing Equality Outcomes by 30 April 2017. The work undertaken is regularly reported to the Equality and Diversity Member Officer Working Group, comprising elected Councillors of Perth & Kinross Council. The contents of this Mainstreaming Report have also been issued to the Executive Officer Team of the Council.
- 1.2 We note the requirement to produce separate Mainstreaming Reports for Perth & Kinross Council and for the Perth & Kinross Education Authority and Licensing Board. However, on a practical basis, the work of each body is so significantly and interdependently linked that the reports are combined.
- 1.3 The Mainstreaming Report outlines significant work which has gone on within the Council, Education Authority and Licensing Board to ensure that work of all parts of the authorities reflect the requirements of the General Duty of the Equality Act 2010 i.e. they must:
- *eliminate Discrimination, or*
  - *advance equality of opportunity, or*
  - *foster good relations between communities*
- 1.4 The requirement to publish statutory information relating to the Council's workforce is subject of separate reporting arrangements.
- 1.5 We continue to have 4 mainstreaming areas to report on and these are individually listed with links where appropriate to relevant areas of the General Duty requirements.

## **2. Our Population**

- 2.1 According to General Registers of Scotland 2010 data, the population is estimated to be 147,780. The population of Scotland is predicted to increase by 7.3% between 2008 and 2033. Over the same period, the population of Perth and Kinross is expected to grow by 26.8%.
- 2.2 The number of people aged 65 years and over will increase from approximately 28,000 to around 48,500 - an increase of 73%.
- 2.3 97.97% of the population of Perth and Kinross categorised themselves as 'White' (slightly above the national average of 96.02%) in the 2011 census however, this figure included some 2,482 people categorised as 'White Polish' (1.69% of the total population above the national average of 1.16% and the 4th highest local authority population in Scotland), 3, 130 categorised as 'Other White' which would include other Eastern European countries of origin (2.13% of the total population above the national average of 1.93%). Our Asian population in Perth and Kinross totalled 1,852 (1.26% of the total population below the national average of 2.66%) – this figure includes 585 Indian, 461 Chinese and 331 Pakistani. Similar figures at the 2001 Census were 135

Indian, 310 Chinese and 135 Pakistani. Across all groups it is clear that there has been a significant increase between the 2 census periods and beyond.

- 2.4 We continue to respond to the significant changes which have affected Perth and Kinross in recent years due to an increase in migration. Migrant populations include a combination of seasonal migrant workers, new migrants, and settled communities from different minority ethnic communities. They are working in critical sectors of employment which for us locally is agriculture, tourism, hospitality and the care sector for example, and in many cases are self-employed businesses and employers themselves or they may be studying here.
- 2.5 Perth and Kinross is also home to the highest individual local authority Gypsy / Traveller population according to the 2001 Census with 415 people classifying themselves as Gypsy/Travellers.
- 2.6 The prevalence of disabilities and long-term health\* conditions within localities across the area, based on figures from Scottish Census 2011, are provided overleaf.

## Appendix 2 - Perth & Kinross Council and Perth & Kinross Education Authority and Licensing Board: Equality Mainstreaming Report 2017

| <b>*Prevalence Of Long Term Health Conditions by Locality</b> |                            |                                |                              |                      |
|---------------------------------------------------------------|----------------------------|--------------------------------|------------------------------|----------------------|
| <b>Locality</b>                                               | <b>Learning Disability</b> | <b>Developmental Disorders</b> | <b>Physical Disabilities</b> | <b>Mental Health</b> |
| North Perthshire                                              | 314                        | 456                            | 5,664                        | 2,722                |
| Perth City                                                    | 440                        | 686                            | 5,594                        | 3,730                |
| South Perthshire                                              | 276                        | 462                            | 4,664                        | 2,194                |
| Perth & Kinross Total                                         | 1,030                      | 1,604                          | 15,922                       | 8,646                |

| <b>Prevalence Of Long Term Health Conditions by Age-group</b> |                            |                                |                              |                      |
|---------------------------------------------------------------|----------------------------|--------------------------------|------------------------------|----------------------|
| <b>Age-group</b>                                              | <b>Learning Disability</b> | <b>Developmental Disorders</b> | <b>Physical Disabilities</b> | <b>Mental Health</b> |
| 0 to 4                                                        | 50                         | 72                             | 60                           | 6                    |
| 5 to 9                                                        | 88                         | 326                            | 100                          | 36                   |
| 10 to 14                                                      | 120                        | 458                            | 122                          | 124                  |
| 15 to 19                                                      | 124                        | 332                            | 128                          | 232                  |
| 20 to 24                                                      | 90                         | 150                            | 154                          | 394                  |
| 25 to 29                                                      | 78                         | 78                             | 174                          | 544                  |
| 30 to 34                                                      | 68                         | 18                             | 252                          | 684                  |
| 35 to 39                                                      | 84                         | 30                             | 360                          | 754                  |
| 40 to 44                                                      | 60                         | 16                             | 576                          | 990                  |
| 45 to 49                                                      | 62                         | 30                             | 832                          | 1,016                |
| 50 to 54                                                      | 52                         | 20                             | 1,018                        | 928                  |
| 55 to 59                                                      | 60                         | 40                             | 1,356                        | 868                  |
| 60 to 64                                                      | 36                         | 10                             | 1,814                        | 610                  |
| 65 to 69                                                      | 32                         | 10                             | 1,756                        | 330                  |
| 70 to 74                                                      | 10                         | 6                              | 1,866                        | 270                  |
| 75 and over                                                   | 16                         | 8                              | 5,354                        | 860                  |
| Total                                                         | 1,030                      | 1,604                          | 15,922                       | 8,646                |

**3. Mainstreaming Area 1 – Mainstreaming Equalities**

- 3.1 A structured approach is in place to ensure that the Council promotes a culture of inclusion and delivers positive equality outcomes for the citizens and communities of Perth and Kinross, and Council staff. This approach to mainstreaming equalities has allowed us to ensure services see equality as a vital part of their day-to-day work.
- 3.2 The Council continues to report its progress in relation to equalities to an **Equality and Diversity Member Officer Working Group**, which has cross-party representation and senior representation from all Council services. This group meets 4 times per financial year.

**3.3 *Equalities within Services***

Individual Council services have **Service Equality Contacts** at an officer level who have a responsibility for equalities included within their remit and who are responsible for ensuring their respective service has a **Business Management and Improvement Plan (BMIP)** in place which contain evidence of actions which to meet Equality Outcomes, with progress reported annually. Services may also have **Equalities Working Groups** or **newsletters** to keep staff up-to-date with progress in their respective areas. An **Equalities Operational Group** has been established for these Service Equality Contacts to meet at least twice-yearly to share good practice and raise awareness of key topics. These innovative approaches work well in ensuring that services have access to staff who are able to advise on a wide range of Equalities issues and can assist in the mainstreaming of an effective approach across to equalities all Council services (including the Education Authority and Licensing Board). This group of staff also have access to an Equalities Sharepoint Site for sharing good practice information.

**3.4 *Equalities and Communities***

Relationships with the wider community continue to be positive and the local **Community Equality Advisory Group (CEAG)** which comprises a wide range of equality community interest groups and individuals drawn from the Community Planning Partnership and local and national organisations, continues to meet 3 times per year. The CEAG is chaired by the Chair of the Equality and Diversity Member Officer Working Group with input from Police Scotland. The group have been involved once again, in contributing to the review of our Equality Outcomes for 2017.

- 3.5 We continue to update our information relating to Equality and Diversity on the Council's website [www.pkc.gov.uk/equality](http://www.pkc.gov.uk/equality) (and also our intranet site for staff).

**3.6 Strengthening our Equalities Focus**

The Council's **Equality Outcomes** were reviewed in 2014 as part of the Equality and Human Rights Commission's '*Improving Equality Outcomes*' project and these outcomes are linked to the relevant Corporate Plan priority area to ensure a mainstreamed approach – these equality outcomes have now been reviewed and updated for 2017.

**4.0 Mainstreaming Area 2 – Equalities Policy and Assessment of Impact**

- 4.1 A review of the existing Corporate Equalities Policy has been carried out alongside the review of our Equality Outcomes. The purpose is to ensure that the policy remains accessible, relevant and compliant with relevant regulations. All Council services (including the Education Authority and Licensing Board) participated in the review and therefore, the policy was widely discussed in all parts of the authority, bringing the range of information contained in the policy to the attention of a wide range of employees and further advancing mainstreaming.
- 4.2 As part of the review, we looked at increasing the learning and development opportunities for staff in relation to different areas of equality. This included our face-to-face and e-learning opportunities. A programme of lunchtime learning sessions for equality groups has been introduced and branded as 'Knowing Your Customer'. Specific awareness raising sessions have also been undertaken with Elected Members as part of their Development Programme and this opportunity will continue for all newly Elected Members after the forthcoming Elections in May 2017.
- 4.3 Our **Integrated Impact Assessment** Tool continues to be used and has been constructed to allow all aspects of Impact Assessment to be readily considered using an online approach through the Intranet. This integrated approach offers an accessible, digital tool which allows an assessment of impact at the point that policies are being considered for introduction, and encourages equality impact to be measured at the same time as other areas being considered. Consideration is being given as to how best to incorporate a Human Rights assessment to this process, in line with the introduction of a new socio-economic duty on public bodies. It is anticipated that this will be introduced later in 2017 – this emerged as a recommendation in the Fairer Scotland Action Plan published in October 2016.
- 4.4 This approach to reviewing our Equalities Policy and Impact Assessment process supports our aim to *advance equality of opportunity* for all staff, strengthen the approach to mainstreaming, and build capacity and expertise across all services.

**5. Mainstreaming Area 3 – Partnership Working**

- 5.1 We continue to work with a range of different partner organisations to deliver our equalities programme. Many of those organisations are experts in a specific area of equalities and it is vital that we are able to learn from their expertise to ensure our services remain inclusive and fair for all. Our **Community Equalities Advisory Group (CEAG)** also has a wide range of membership.
- 5.2 We have the longest running partnership agreement of any Scottish local authority with **Show Racism the Red Card** to deliver anti-racism educational workshops to our schools in conjunction with **St. Johnstone Community Trust** – an organisation we also work with to deliver an inclusive sports programme for adults with learning disabilities, autism and mental wellbeing issues; a Football Memories programme for those with experience of dementia or age-related memory problems and a Street Sports programme as a deterrent to anti-social behaviour.
- 5.3 We were the first local authority in Scotland to sign the **Stonewall Scotland** 'No Bystanders' pledge and remain committed to their Diversity Champions and Education Champions programme. We established a **LGBTI Strategic Group** in 2016, chaired by the Elected Member who also chairs the Equality and Diversity Member Officer Working Group and Community Equalities Advisory Group. This group provides a focal point for those organisations working with LGBTI communities to discuss key issues and develop specific actions. Membership of the group includes partner organisations **LGBT Youth Scotland, Perth College UHI, PKAVS, Culture PK and Horsecross Arts** in addition to Stonewall Scotland and St. Johnstone Community Trust.
- 5.4 We also fund 3 organisations to deliver specialist services to minority ethnic communities – **PKAVS Minority Communities Hub; MECOPP Gypsy/Traveller Carers Project** and **Ethnic Minorities Law Centre**. We work closely with those organisations on a number of initiatives to provide our diverse communities with the necessary support and advice to access the services they require. At the heart of this work to help those communities integrate and feel fully included has been our **Multi-cultural events** and **community lunch club** programme. Joint work has also taken place in relation to the **Bridging the Gap Project** (funded through the Integrated Care Fund in response to this research into the Ageing Minority Ethnic population in Perth and Kinross (<https://www.pkavs.org.uk/media/uploads/Minority%20Ethnic%20Older%20People's%20Research%20Project%20-Report.pdf>) and most recently in response to the integration of a number of Syrian Refugee families in the area under the **Home Office Re-settlement Programme**.
- 5.5 The Council has also been the pilot authority for the **Equality and Human Rights Innovation Forum** (in 2015) and this area of work offered useful insight for the work of the Fairness Commission.

- 5.6 We also established a **Minority Ethnic Strategic Group** in 2016 chaired by the Elected Member who also chairs the Equality and Diversity Member Officer Working Group and Community Equalities Advisory Group. This group provides a focal point for those organisations working with our minority ethnic and Gypsy/Traveller communities to discuss key issues and develop specific actions. As well as those organisations mentioned above membership includes Perth College UHI. We are also working closely with **Perth Islamic Society** to support a smooth transition as they plan to relocate to a new Mosque.
- 5.7 At a national level we were one of the participating pilot areas within the **CoSLA Migration Matters** project  
[http://www.migrationscotland.org.uk/uploads/15-08-25%20MMS\\_FINAL%20REPORT%20FOR%20COUNCIL.pdf](http://www.migrationscotland.org.uk/uploads/15-08-25%20MMS_FINAL%20REPORT%20FOR%20COUNCIL.pdf).
- 5.8 We have specific care group strategies for our different disability groups including **Mental Health and Wellbeing; Physical Disability** (including a **See Hear** sub-group) and **Learning Disabilities** (Keys to Life). Each of those strategies are joint with **NHS Tayside** and involve range of other partner organisations as appropriate. We have also established a **Safe Place Group** in the past year in partnership with the **Centre for Inclusive Living in Perth and Kinross** which was established to look at issues surrounding safety/access for people with disabilities and to bring key partner organisations/agencies face-to-face with service users. Meetings have looked at Safety in the Community, Safety in the Home and Safety/Accessibility of Public Transport. We have also just approved a draft **Health Inequalities Strategy**.
- 5.9 Age related initiatives are taken forward by the **Health and Social Care Partnership** for older people and by our Education and Children's Services (incorporating the Education Authority) for younger people.
- 5.10 Gender specific initiatives have seen over 240 young women from across Perth and Kinross attended the '**Challenge to Make a Change**' Conference in Perth Concert Hall on Thursday 24 March 2016. Delegates attended from every secondary school in the area and were deliberately chosen from a diverse variety of socio-economic groups. Pupils from a local special school, Fairview School, Modern Apprentices, Young Graduates, Young Mums Groups, Young Carers, Youth Services and other third sector partnership organisations all participated. It was a vehicle for young women in Perth & Kinross to come together, to discuss, examine and consider gender equality and stereotyping. In supporting this event the Council demonstrated their commitment to its youth and the promotion of the voice of young people.
- 5.11 Various events with partners continue to be held to celebrate **International Women's Day** and during the 16 days of action with the **Perth and Kinross Violence Against Women Partnership**.

- 5.12 A recent significant initiative for the Council was the establishment of a **Fairness Commission** – an independent Commission of 11 individuals, with a broad range of experience, expertise and influence at both national and local levels. Appointed by **Perth & Kinross Community Planning Partnership (CPP)** specifically to learn more about how people living in Perth and Kinross experience poverty and inequality in their everyday lives. The Fairness Commission published their Fairer Futures Report in April 2017 and where appropriate recommendations will be taken forward within our wider equalities work.
- 5.13 Another important piece of partnership work has been our bid to become **City of Culture 2021** - this bid seeks to celebrate the diversity of our local community, and use culture and creativity to address the wicked social issues which characterise the quiet crisis we face across the area.
- 5.14 This partnership approach has helped us to continue to foster good relations between communities and encourage a cohesive and inclusive approach for different groups wishing to access and find out about services appropriate to their needs.

The approach also seeks to enable the wider community to learn more about our shared diversity. All equality activity aims to promote Perth and Kinross as an area where people feel safe, welcome, and included.

## **6. Mainstreaming Area 4 – Advancing Equality in Employment**

- 6.1 In accordance with the specific duties, listed authorities, including Perth & Kinross Council and Education Authority are each required to publish a report on the progress made in integrating the general equality duty to the exercise of our respective functions with regard to employees, so as to better perform that duty.
- 6.2 These reports are required to include:
- An annual breakdown of information it has gathered under its duty to gather and use employee information; and
  - Details of the progress that it has made in gathering and using that information to enable it to better perform the general equality duty.
- 6.3 In terms of Perth & Kinross Council Employee Management Information for the periods 2013/14, 2014/15 and 2015/16 is published on the Council's website at <http://www.pkc.gov.uk/equality>
- 6.4 For Perth & Kinross Education Authority annual school staffing census data is published on <http://www.pkc.gov.uk/equality> . This uses data published on the Scottish Government website at <http://www.gov.scot/Topics/Statistics/Browse/School-Education/teachcenssuppdata> and is presented to enable comparisons to be made in future years.



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- 6.5 The Equal Pay Policy and Equal Pay Statement (Feb 2017) apply equally to both Perth & Kinross Council and Education Authority and can be accessed on the Council's website at <http://www.pkc.gov.uk/equality>
- 6.6 The Council's Equality and Diversity in Employment Report is submitted on an annual basis to the Equality and Diversity Member Officer Working Group and contains information on the gender pay gap within the Council.
- 6.7 The Council is also committed to employee wellbeing our **Employee Health & Wellbeing Strategy** progressed several projects which all positively contribute to the health and wellbeing of the Council's employees of all protected characteristics. These are briefly summarised below:

6.8 *Healthy Working Lives - Silver Award*

The Council is committed to safeguarding and promoting the health and wellbeing of employees. This was recognised by NHS Tayside through our attainment of Healthy Working Lives Silver Accreditation in June 2016.

6.9 *Mental Health*

Our priority remains mental wellbeing and supporting mental health in the workplace. Examples include the annual Wellbeing Fair, the 'See Me at Work' Campaign, introduction of a Mental Wellbeing Early Intervention Service and a specific Learning Lunch on "Let's talk about Employee Mental Wellbeing".

6.10 *Building Resilience*

The Council has developed a corporate building resilience workshop and this is currently being rolled out to target teams undergoing change. There are nine corporate trainers with representatives from corporate and front line Services who have been trained in the skills and techniques. The workshop aims to build both individual and team resilience and to develop a resilience team action plan.

6.11 *Carers Kitemark*

Carer Positive is a Scottish Government Initiative that aims to encourage employers to create a supportive working environment for carers in the workplace. The Council was awarded 'engaged' status with Carer Positive on 15 February 2016 and is currently working towards achieving 'established' status. This demonstrates the Council's commitment to supporting employees who provide care and support elderly and disabled relatives.

6.12 *Winter Flu Vaccination Programme*

For the past few years the Council has run a Winter Flu Vaccination Programme for employees who work with vulnerable groups and who occupy front line roles. In 2015/16 the Winter Flu Vaccination Programme became available for all employees and the Council works in partnership with NHS Tayside to enable employees to attend a number of pharmacies within Perth and Kinross to receive their flu vaccination, in 2016/17 407 employees took up this option.

**6.13 Health Promotion**

Health promotion events are regularly held and are extremely well attended by employees. The checks offer employees the opportunity to have a life style assessment; which includes blood pressure check, cholesterol and body mass index.

**6.14 Workplace Chaplaincy Service**

The Workplace Chaplaincy Service is an independent and confidential service which was introduced to support employees. Trained chaplains provide employees (of any faith or none) with a listening ear and a supportive presence. The service offers pastoral and spiritual support to employees regardless of race, creed, gender, age or sexual orientation.

The Workplace Chaplains carry out regular visits to various Council locations meeting employees, explaining what the service is about and building relationships.

**7. What has been delivered over the last year**

*Highlights include:*

- Continued delivery of the multi-cultural events programme and minority ethnic community lunch club programme
- Continued partnership work with St. Johnstone Community Trust to deliver a range of projects including Show Racism the Red Card; SAINTS (inclusion through sport) Project; Street Sports and Football Memories
- Establishment of a Golf Memories group for adults with dementia which has involved them being able to meet weekly at a Golf Driving Range to hit a golf ball and reminisce
- Establishment of a Safe Place programme of meetings for adults with disabilities in partnership with Centre for Inclusive Living which focussed on Safety in the community; Safety in the home and Safety and Accessibility on public transport
- Establishment of a Minority Ethnic Strategic Group to give a focal point for those organisations working with minority ethnic communities (including Gypsy/Travellers) to discuss key issues
- Establishment of a LGBTI Strategic Group to give a focal point for those organisations working with LGBTI communities to discuss key issues
- Continued participation in the Multi-Agency Working Group (and associated sub-groups) in relation to migrant workers

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- Continued monitoring of actions in relation to the Gypsy/Traveller Strategy 2013-18
- Monitoring of those voluntary organisations which have a Service Level Agreement that work specifically with an equality protected characteristic group
- Engagement with Perth Islamic Society regarding relocation to new Mosque
- Delivery of the Fairer Futures Perth and Kinross report





# **CORPORATE EQUALITIES POLICY**

**Revised and Updated April 2017**

## APPENDIX 3

### 1. Introduction

This Policy is an integral part of the Council's vision of a confident and ambitious Perth and Kinross, to which everyone can contribute and in which all can share. Through our strategic objectives we aim to maximise the opportunities available to our citizens to achieve their potential in life. The strategic objectives of the Council are:

1. Giving every child the best start in life
2. Developing educated, responsible and informed citizens
3. Promoting a prosperous, inclusive and sustainable economy
4. Supporting people to lead independent, healthy and active lives
5. Creating a safe and sustainable place for future generations



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### 2. Equalities Policy Statement

Perth & Kinross Council is committed to equality of opportunity both as a service provider and as an employer. The Council values the diversity of the communities in the area and endeavours to provide services which are inclusive and accessible. The Council recognises that social inclusion and promoting equality of opportunity and good relations between different groups is best achieved by incorporating equalities into the planning, implementation and monitoring processes for all our Council Services. This Council, with all other Scottish public authorities, is legally obliged by the Equality Act 2010 to pay 'due regard' to the need to eliminate unlawful discrimination, victimisation and harassment; to advance equality of opportunity and to foster good relations between those people who share a protected characteristic and those who do not.

By working in partnership to promote equality this Council believes that we will make better use of all available resources. This in turn can lead to increased satisfaction by service users and service providers.

We recognise that discrimination, victimisation and harassment is unlawful and unacceptable and we will take action to prevent this occurring. If this does occur, we will take agreed and appropriate action to deal with it.

This Council also recognises that, when used legally and appropriately, positive action strategies can help to counteract the adverse impact of past discrimination or other causes of disadvantage. We will therefore implement positive action strategies to make our services more inclusive. This is required by the Equality Act 2010 which require the Council to have due regards to the need to:

- remove or minimise disadvantage suffered by people due to their protected characteristics
- take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people
- encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

This policy has been revised following the introduction of the Equality Act 2010 and the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. It remains compliant with predecessor legislation as unamended and takes account of the Public Sector Equality Duty, stemming from the Act and the Human Rights Act 1998.

The policy should be considered alongside other relevant Council policies, guidance and codes of practice where appropriate but in particular those relating to our duties as an employer.

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### 3. Scope of the document

The purpose of this document is to set out the statutory requirements placed on this Council by the relevant and related legislation. This policy also identifies the strategies we will employ to meet these duties whether we are fulfilling our role as a service provider (or commissioner of services); an employer; a regulator; a planner or a strategic partner.

The policy applies to Elected Members, employees [and volunteers] including staff representatives. Trade Union representatives are encouraged to support and comply with this policy.

This policy will also inform members of the public and relevant regulatory bodies of the Council's commitment to equality of opportunity and set out its roles and responsibilities.

Partners, contractors and all those in the private, public and voluntary sector who carry out Council functions or work, including all those organisations and individuals who supply goods or services to, on behalf of, or in partnership with the Council - will be informed that the Council intends to work in line with the principles stated in this policy. It is intended that they also will adopt these principles as governing principles for the work they carry out with or on behalf of the Council. Compliance with equality of opportunity is compatible with our obligations under European Union rules and regulations, Best Value, Value for Money and other national or local policies and strategies.

This policy enables the Council to put a framework in place to manage the implementation of the policy and related strategies, review progress, monitor outcomes and report on progress. It will also enable the Council to respond to regulatory assessment, for example, from the Scottish Government, Audit Scotland, the Scottish Housing Regulator, Education Scotland, Care Inspectorate and other statutory bodies.

### 4. Equalities Policy Aims

#### 4.1 Principles

The main aim of the policy is to enable the Council to comply with our legal duties, and to create a foundation for the management of equality of opportunity at a corporate and service level. Specifically, this includes the General Equality duty from the Equality Act 2010 'to have due regard to the need to':

- eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct



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- advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not.'

The 'protected characteristics' are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Marriage/civil partnership
- Race
- Religion or belief
- Sex
- Sexual orientation

Additionally, the Council believes that our responsibility for equality goes beyond the protected characteristics. Issues such as health, income, gender identity, employment status or housing circumstance can impact on people's life chances and should be considered seeking to create fairness and equality of opportunity.

The Perth and Kinross Fairness Commission Report strengthens the focus on addressing inequalities in the area, and the accompanying recommendations will further support our equalities work.

### *4.2 Assessment of Impact*

All existing functions, policies, procedures and strategies that will affect people as service users, members of the public or employees, should be assessed for impact. Assessment for impact is to ensure that the Council understands how a policy will impact on the needs of the general equality duty. This ensures that policies are inclusive and do not cause detriment to people with protected characteristics.

This Council has put in place an easily accessible recording system for its assessments of impact, consultations and monitoring and of any changes made to policies as a result of assessment and consultation.

Our Integrated Impact Assessment Tool continues to allow all aspects of Impact Assessment to be readily considered using an online approach. This integrated approach offers an accessible, digital tool which allows an assessment of impact at the point that policies are being considered for introduction, and encourages equality impact to be measured at the same time as other areas being considered. Consideration is being given as to how best to incorporate a Human Rights assessment to this process, in line with the introduction of a new socio-economic duty on public bodies. It is anticipated that this will be introduced later in 2017 – this

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emerged as a recommendation in the Fairer Scotland Action Plan published in October 2016. on public bodies planned for 2017 recommended in the Fairer Scotland Action Plan published in October 2016.

### 5. Management of this Policy

#### 5.1 Implementation of the Policy

The Corporate Equalities Policy will be published and made available for the public, Elected Members, employees, volunteers, partners and those who carry out work, or supply goods and services for or on behalf of the Council.

Statutory Equality Outcomes have been prepared and published, which will set corporate targets for how the statutory equality measures will be achieved. Equality outcomes were first published by April 2013 and have been regularly reviewed thereafter.

Mainstreaming is part of our legal requirements. This means integrating the work on equality into the Council's day-to-day work. A revised mainstreaming report has been produced alongside this revised policy to strengthen our approach to integrating equalities in all business activities.

#### 5.2 Roles and Responsibilities

Everyone working for or with Perth & Kinross Council has responsibilities in relation to promoting equality of opportunity. We are committed to addressing inequalities locally, and will take every opportunity to raise issues nationally where appropriate. We will do this in our day-to-day service delivery, our strategic planning, our service support or our partnership work.

Continued successful implementation of the Equalities Policy requires ongoing partnership between the Council and the community and should involve:

a) **Elected Members** - to comply with the Equalities Policy and to provide leadership and support; to engage with the local community and to provide a scrutiny role. As part of their Scrutiny role for equalities, Elected Members have responsibility for ensuring that reports before Committee identify any relevant equalities implications and clearly indicate how the equalities implications will be addressed.

Briefings/development opportunities will continue to be provided for Elected Members to enable them to provide leadership and support to encourage compliance with the Corporate Equalities Policy and enable them to develop their engagement with all groups in the local community.

b) **Executive Officer Team/ Directors** - to reinforce and promote the Equalities Policy; to provide leadership and development opportunities to staff and support to Members, and to enable Services to comply with the Equalities Policy; to oversee and monitor compliance. The Executive Officer Team (EOT) has lead responsibility

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for ensuring the equalities policy, legislation and related duties are compliant in both service delivery and employment matters. Directors have responsibility to ensure that the Equalities Policy and related strategies are effectively implemented throughout their Service.

c) **Employees, Staff Representatives, Contractors and Volunteers** - to understand and apply the Equalities Policy, to undertake learning and development opportunities where appropriate, to respectfully challenge unhelpful cultures and traditions and to engage effectively with the community in all business dealings. All employees have responsibilities as well as rights in relation to implementing the Corporate Equalities Policy. A range of development opportunities will be provided for employees, together with guidance and information to enable everyone to positively promote equality of opportunity and good relations between different groups.

d) **Partners, Contractors and Suppliers** - We will work with partners to ensure good equalities practice is shared and that they adopt the principles of equality to enable them to comply with the law. This will include organisations in receipt of Council funding.

### *5.3 Communication and Consultation*

#### Communication

All internal and external communication media should comply with the commitments expressed in the Corporate Equalities policy. We will communicate the outcomes we are working towards and progress made to achieve those outcomes. This will include publishing monitoring and mainstreaming information and data as required by law.

#### Consultation

Consultation will be carried out with the public and employees including Trade Unions as relevant, including in relation to the likely impact of proposed policies. Consultation mechanisms will continue to be monitored to ensure that our arrangements for ensuring access to information and services are effective.

### *5.4 Learning and Development*

Regular assessments will be carried out to ensure everyone who requires it will receive appropriate levels of briefing/training to enable them to carry out their roles effectively and deliver their legal responsibilities in relation to equality. Specific learning opportunities in relation to equalities will consider different methods of training delivery.

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### **6. Policy Review**

The Corporate Equalities Policy will be reviewed annually to ensure it reflects changes to legislation and case law and as otherwise required ensuring it reflects good equalities practice.

DRAFT FOR APPROVAL

**PERTH & KINROSS COUNCIL****Strategic Policy & Resources Committee****13 September 2017****ARMED FORCES COVENANT****Report by Corporate Human Resources Manager**

The purpose of this report is to seek approval for the Council to sign the Armed Forces Covenant.

**1. BACKGROUND**

- 1.1 Perth & Kinross Council has a long and proud tradition of supporting the Armed Forces. The Armed Forces Covenant was brought in under the Armed Forces Act 2011 to recognise sacrifices made by the armed forces and to work with businesses, local authorities, charities and community organisations to support the forces through services, policy and projects.
- 1.2 The Covenant is a promise from the nation to those who serve or who have served, and their families, which says the Council will do all it can to ensure they are treated fairly and not disadvantaged in their day to day lives.
- 1.3 At a local level, the Covenant is a declaration of mutual support between a civilian community and its local armed forces and is a public commitment by Perth & Kinross Council to support defence personnel; provide a supportive environment for reservists and to being a strong advocate of the Armed Forces.
- 1.4 The Covenant must be signed by a senior person in the authority who can ensure that commitments are implemented and maintained. It would be co-signed by a member of the Armed Forces.
- 1.5 Many local authorities have an 'Armed Forces Champion'. The role of a 'champion' is often to make sure that the local authority achieves its commitments to the armed forces community and any blockages are resolved. The Council has identified Councillor Chris Ahern as its champion for Veterans and the Armed Forces.
- 1.6 The Covenant requires employers to make a range of written and publicised promises to set out their support to members of the Armed Forces community who work in their business. By signing up to the covenant employers must be proactive in supporting veterans, and service spouses/partners, by being flexible to their needs when recruiting and during employment. This includes encouraging active participation in local and national activities such as the annual Armed Forces flag raising day in June, the City of Perth Salute on 20 August 2017 and participation of local cadets in all civic parades such as Kirking of the Council.

- 1.7 Human Resources has worked closely with the Highland Reserve Forces Regional Employer Engagement Director to review our support for Reservists and Cadet Adult Volunteers. Earlier this year the Corporate Management Group reviewed our provisions for Employees Supporting the Community including support for the Armed Forces, Police Scotland and Scottish Fire & Rescue Service. These opportunities will be promoted to staff in order to raise awareness of the benefits to individuals, the Council as employer and our communities.
- 1.8 Earlier this year the Council was nominated for the Silver Award in the Armed Forces Employer Recognition Scheme and has now been advised that this has been approved. Arrangements are in hand to attend the formal Ceremony to receive this award in recognition of our support for the Armed Forces and Cadets.

## **2 CONSULTATION WITH SERVICES**

- 2.1 Consultation with Council Services has identified a wide range of examples of the Council's commitment to supporting Veterans and their families in the delivery of Services, in carrying out our civic responsibilities and as an employer. Examples include: -
- A 'Veterans First' guide was published in 2012 to ensure those leaving the Armed Forces and choosing to settle in Perth and Kinross know what help and support is available to them when they are making their transition from military life in terms of housing options, employment, welfare advice etc. All Community Planning partners and a range of other support agencies contribute to this guide.
  - Promotion of external support available such as combat stress which is a 24 hour helpline for the military community and their families.
  - Special leave with pay of up to 15 days per annum for reservists to attend annual training camps.
  - Special leave with pay of up to 15 days per annum for Cadet Force Adult Volunteers to attend local detachments and annual camps.
  - Annual Armed Forces flag raising day, City of Perth Salute and other events in Perth and Kinross.
  - Work with the Veterans Bereavement Support Local Undertakers Group to offer assistance to those who serve or have served in the Armed Forces or Merchant Navy who have passed away with no means for a funeral or no family to assist with the cost of the funeral.
  - Grant funding contribution towards the Stand Easy Project, a two week Tayside wide theatre project for Wounded, Injured or Sick Veterans.

- SSAFA were invited to contribute to the Fairness Commission conversations to camera to ensure veterans issues were represented to commissioners.
  - The remit of the PKAVS Mental Wellbeing hub has been expanded to include work with veterans.
- 2.2 Council Services are reviewing the commitments in the 'Veterans First' guide with a view to producing a refreshed version with additional commitments which will be accessible as a downloadable pdf document on the Council's website.
- 2.3 In addition, an 'Armed Forces Covenant for Frontline Workers' eLearning module is available for roll out to all frontline employees.

### **3 PROPOSALS**

The following proposals are being made:

- 3.1 The Committee approves the signing of the Armed Forces Covenant by stating the Council's commitment to support defence personnel; provide a supportive environment for reservists and to being a strong advocate of the Armed Forces. A sample of the covenant is in Appendix 1.
- 3.2 The existing Veterans First' guide can be accessed as a downloadable pdf document at <http://www.pkc.gov.uk/article/19759/Advice-for-Veterans>. This guide is currently under review and a refreshed guide will be published shortly.
- 3.3 The 'Armed Forces Covenant for Frontline Workers' eLearning module is rolled out to all frontline employees.

### **4 CONCLUSION AND RECOMMENDATIONS**

- 4.1 The first duty of Government is the defence of the realm. Our Armed Forces fulfil that responsibility on behalf of the Government, sacrificing some civilian freedoms, facing danger and, sometimes, suffering serious injury or death as a result of their duty. Families also play a vital role in supporting the operational effectiveness of our Armed Forces.
- 4.2 Signing the Covenant demonstrates corporate social responsibility and vital partnership working with Armed Forces which in turn support the objectives of the Community Plan, encouraging more employees to become involved in volunteering to protect the people and community of Perth and Kinross.
- 4.3 It is recommended that the Committee authorise signing of the Armed Forces Covenant for Perth & Kinross Council in recognition of the efforts to support defence personnel; provide a supportive environment for reservists and continue to being a strong advocate of the Armed Forces.

## Authors

| Name                              | Designation                                                                | Contact Details                                  |
|-----------------------------------|----------------------------------------------------------------------------|--------------------------------------------------|
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## Approved

| Name          | Designation                                         | Date           |
|---------------|-----------------------------------------------------|----------------|
| Jim Valentine | Depute Chief Executive (Chief<br>Operating Officer) | 21 August 2017 |



## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### a) Strategic Implications

This report supports the delivery of the Strategic Objectives within the Community Plan/Single Outcome Agreement 2013-2023 and Corporate Plan 2013-2023.

### b) Consultation

#### Internal

All Council Services have been consulted in preparation of this report

### c) Communication

Internal and external communication will be arranged to raise awareness and actively promote the Council's commitment in the Armed Forces Covenant will be arranged to Council employees and the wider community.

## 2. APPENDICES

Appendix 1 – Draft Armed Forces Covenant





### Perth & Kinross Council

We, the undersigned, commit to honour the Armed Forces Covenant and support the Armed Forces Community.

We recognise the value Serving Personnel, both Regular and Reservists, Veterans and military families contribute to our business and our country.

**Signed on behalf of:  
Ministry of Defence**

**Signed on behalf of:  
Perth & Kinross Council**

Signed: \_\_\_\_\_

Signed: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

**MOD logo**

**PKC logo**

An Enduring Covenant Between

The People of the United Kingdom  
Her Majesty's Government

– and –

All those who serve or have served in the Armed Forces of the Crown

And their Families



The first duty of Government is the defence of the realm. Our Armed Forces fulfil that responsibility on behalf of the Government, sacrificing some civilian freedoms, facing danger and, sometimes, suffering serious injury or death as a result of their duty. Families also play a vital role in supporting the operational effectiveness of our Armed Forces. In return, the whole nation has a moral obligation to the members of the Naval Service, the Army and the Royal Air Force, together with their families. They deserve our respect and support, and fair treatment.

Those who serve in the Armed Forces, whether Regular or Reserve, those who have served in the past, and their families, should face no disadvantage compared to other citizens in the provision of public and commercial services. Special consideration is appropriate in some cases, especially for those who have given most such as the injured and the bereaved.

This obligation involves the whole of society: it includes voluntary and charitable bodies, private organisations, and the actions of individuals in supporting the Armed Forces. Recognising those who have performed military duty unites the country and demonstrates the value of their contribution. This has no greater expression than in upholding this Covenant.

## **Section 1: Principles Of The Armed Forces Covenant**

1.1 We, Perth & Kinross Council, will endeavour in our business dealings to uphold the key principles of the Armed Forces Covenant, which are:

- *no member of the Armed Forces Community should face disadvantage in the provision of public and commercial services compared to any other citizen*
- *in some circumstances special treatment may be appropriate especially for the injured or bereaved.*

## **Section 2: Demonstrating our Commitment**

2.1 Perth & Kinross Council recognises the value serving personnel, reservists, veterans and military families bring to our organisation and our city. We will seek to uphold the principles of the Armed Forces Covenant, by:

- *promoting the fact that we are an armed forces-friendly organisation;*
- *seeking to support the employment of veterans young and old and working with the Career Transition Partnership (CTP), in order to establish a tailored employment pathway for Service Leavers;*
- *striving to support the employment of Service spouses and partners;*
- *endeavouring to offer a degree of flexibility in granting leave for Service spouses and partners before, during and after a partner's deployment;*
- *seeking to support our employees who choose to be members of the Reserve forces, including by accommodating their training and deployment where possible;*
- *offering support to our local cadet units, either in our local community or in local schools, where possible;*
- *actively participating in Armed Forces Flag Raising Day;*
- *offering a discount for regular users of the leisure facilities run on the Council's behalf by Live Active Leisure;*
- *promoting the Council's services to armed forces personnel, veterans and their families to ensure uptake of welfare benefits and access to benefit and money service; housing options, including allocations and homelessness; education; access to leisure facilities; health and social care services, employability and training services; and referrals to other non-Council services.*

2.2 We will publicise these commitments through our literature and/or on our website, setting out how we will seek to honour them and inviting feedback from the Service community and our customers on how we are doing. In particular, the Council is developing and will continue to update a 'Veterans First' guide to provide information for veterans on housing, health, education and training, benefits and money advice and other sources of support.

