

Securing the future... • *Improving services*
• *Enhancing quality of life* • *Making the best use of public resources*

Council Building
2 High Street
Perth
PH1 5PH

08/05/2024

A hybrid meeting of **Perth and Kinross Council** will be held in **the Council Chamber** on **Wednesday, 15 May 2024 at 10:30**.

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

THOMAS GLEN
Chief Executive

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

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

Members:

Provost X McDade
All Councillors

Perth and Kinross Council

Wednesday, 15 May 2024

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**

- 3(i) **MINUTE OF SPECIAL MEETING OF PERTH AND KINROSS COUNCIL OF 28 FEBRUARY 2024 FOR APPROVAL** 7 - 56
(copy herewith)

- 3(ii) **MINUTE OF MEETING OF PERTH AND KINROSS COUNCIL OF 6 MARCH 2024 FOR APPROVAL** 57 - 62
(copy herewith)

- 4 **OUTSTANDING BUSINESS STATEMENT (OBS)** 63 - 64
(copy herewith 24/147)

- 5 **NOTICE OF MOTIONS**

- 5(i) **MOTION TO STAND IN SOLIDARITY WITH THE WOMEN AGAINST STATE PENSION INEQUALITY (WASPI) WOMEN TO BE PAID COMPENSATION** 65 - 66
(copy herewith)

- 5(ii) **MOTION TO MERGE CLIMATE CHANGE AND SUSTAINABILITY COMMITTEE AND ECONOMY AND INFRASTRUCTURE COMMITTEE** 67 - 68
(copy herewith)

- 6 **CORPORATE DELIVERY AND IMPROVEMENT PLAN (CDIP) 2024/25** 69 - 128
Report by Chief Executive (copy herewith 24/148)

- 7 **UK GOVERNMENT SPRING BUDGET 2024 LEVELLING UP FUND** 129 - 150

Report by Strategic Lead - Economy, Development and Planning
(copy herewith 24/149)

**NOTE: THERE WILL ALSO BE A PRESENTATION ON THIS
ITEM.**

8 **DISPOSAL OF LAND AND BUILDINGS AMENDMENT** 151 - 158
Report by Strategic Lead - Property Services (copy herewith
24/150)

9 **BELL'S SPORT CENTRE** 159 - 218
Report by Strategic Lead - Economy, Development and Planning
(copy herewith 24/151)

10 **REVISIONS TO STANDING ORDERS**

In relation to Section 19 of the Standing Orders, Contributions from
Councillors, Council is asked to agree that Standing Order 19.9 be
amended to read as follows:

*Any Councillor who is not a member of the Committee, may, with
the consent of the Convener, address the Committee for a
maximum of 10 minutes on any item of business on an agenda that
affects their ward area. The Councillor shall address the Committee
prior to questions to officers from the committee and following any
deputations from members of the public. The Councillor shall not
be entitled to participate in the questioning and discussion or to
vote on the matter. This standing order will not be applicable for
meetings of the Licensing Committee, Local Review Body, Review
Sub-Committee of the Learning and Families Committee or
Appeals Sub-Committee of the Finance and Resources Committee.*

11 **UPDATE TO SCHEME OF ADMINISTRATION**

In relation to the remit of the Climate Change and Sustainability
Committee, Council is asked to agree that Section 29.14 of the
Scheme of Administration be amended to read as follows:

*Reservoirs - To exercise the strategic and policy functions of the
Council in terms of the Reservoirs (Scotland) Act 2011.*

12 **ELECTED MEMBERS BRIEFING NOTES**

Council is asked to note the following [Elected Members Briefing
Notes](#) that have been issued to elected Members since the
previous Council meeting:

3 February 2024 Elected Members Briefing - Incident Management
Team 3/2/2024

5 February 2024 Elected Members Briefing - Incident Management Team 5/2/2024
12 February 2024 Update on Progress with Multi-Storey Strategy
15 February 2024 Perth and Kinross Response to the Annual National Adult Support & Protection Day Campaign
16 February 2024 A9 Update
16 February 2024 Heat Networks and Strategic Energy Partnership
19 February 2024 Perth Harbour Update
20 February 2024 Update on Rent Levels 2024/25
26 February 2024 Elected Members Business Support Survey
26 February 2024 Update on Affordable Housing in Rural Perth and Kinross
27 February 2024 Stagecoach Proposed Timetable Changes
29 February 2024 Mid-year Homelessness Figures
13 March 2024 Bin Charges for New Build Properties
15 March 2024 Future Use of Surplus Public Toilets
18 March 2024 Local Government Benchmarking Framework Update - March 2024
25 March 2024 Update to Stagecoach Proposed Timetable Changes
28 March 2024 Shatter the Silence Suicide Prevention Campaign
28 March 2024 Community Learning and Development Plan
2 April 2024 Campervan Waste Disposal
3 April 2024 Supporting Neurodiversity in Perth and Kinross
3 April 2024 Perth Harbour Update - Future Operations
10 April 2024 Scottish Housing Regulator Engagement Plan 2024/25
12 April 2024 Grow Wild for Perth and Kinross
15 April 2024 Community Asset Transfer Update

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All Council Services can offer a telephone translation facility.

SPECIAL MEETING OF PERTH AND KINROSS COUNCIL

Minute of special hybrid meeting of Perth and Kinross Council held in the Council Chamber, 2 High Street, Perth on Wednesday 28 February 2024 at 10.30am.

Present: Provost X McDade, Depute Provost A Parrott, Bailies C Ahern, A Bailey, R Brock, C McLaren and M Williamson, Councillors K Allan, H Anderson, L Barrett, P Barrett, B Brawn, S Carr, A Chan, D Cuthbert, S Donaldson, E Drysdale, J Duff, A Forbes, M Frampton, N Freshwater, K Harvey, D Illingworth, I James, N Khogali, G Laing, B Leishman, I MacPherson, I Massie, S McCole, T McEwan, J Rebeck, C Reid, W Robertson, C Shiers, F Smith, C Stewart, G Stewart, R Watters and J Welch.

In Attendance: T Glen, Chief Executive; L Simpson, Strategic Lead - Legal and Governance; B Renton, Executive Director (Communities); S Devlin, Strategic Lead – Education and Learning; J Pepper, Director/Chief Officer, Perth and Kinross Health & Social Care Partnership; S MacKenzie, Head of Finance; C Mailer, Director – Strategy, People and Resources; S Walker, Strategic Lead – Finance and Business Support; K Donaldson, Chief Operating Officer; A Williams, Director – Economy, Place and Learning; F Crofts, Strategic Lead – Environment and Infrastructure, D Littlejohn, Strategic Lead – Economy, Development and Planning; L Brady, K Fraser, A O'Brien, N Sutherland, S Hendry, K Molley, A Brown and M Pasternak (all Strategy, People and Resources).

Provost X McDade, Presiding.

1. WELCOME AND APOLOGIES

Provost McDade welcomed all those present to the meeting.

2. DECLARATIONS OF INTEREST

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

3. STRATEGIC PLANNING UPDATE 2024/25 TO 2026/27 AND GENERAL FUND REVENUE BUDGET

There was submitted a joint report by the Chief Executive and the Strategic Lead – Finance and Business Support (24/63) (1) providing an update on the how the Council's approach to organisational transformation and budget planning activity mitigates, as far as possible, the impact of the financial challenges facing the Council; (2) presenting the 2024/25 and 2025/26 updated provisional General Fund Revenue Budgets, based on decisions taken by Council on 1 March 2023 and presenting the 2026/27 provisional General Fund Revenue Budget; (3) seeking the Council's approval to set the indicative Council Tax level for 2026/27; (4) providing an update on and seeking approval of the Council's Reserves Strategy and (5) providing an update on the financial risks facing the Council over the medium term, including significant inflationary and pay pressures, uncertainty over future funding levels and potential challenges for partners.

Motion (Councillors G Laing and E Drysdale)

The Council agrees:

1. To approve the 2024/25 Provisional Revenue Budget of £462.700 million as set out in Appendix B of Report No. 24/63.
2. To approve the 2025/26 Provisional Revenue Budget of £464.697 million as set out in Appendix B of Report No. 24/63.
3. To approve the 2026/27 Provisional Revenue Budget of £469.549 million as set out in Appendix B of Report No. 24/63.
4. To approve the expenditure pressures as set out in Appendix C of Report No. 24/63 with the exception of those listed in Appendix (i).
5. To approve the budget reductions / additional income as set out in Appendix C of Report No. 24/63 with the exception of those listed in Appendix (ii).
6. To approve the additional budget reductions / additional income as set out in Appendix (iii) of this Revenue Budget Motion.
7. To approve the additional expenditure proposals as set out in Appendix (iv) of this Revenue Budget Motion.
8. To approve an additional contribution from Reserves of £2.350 million in 2024/25 in this Revenue Budget Motion.
9. To approve an additional contribution from Reserves of £354,000 in 2025/26 in this Revenue Budget Motion.
10. To approve an additional contribution to Reserves of £2.384 million in 2026/27 in this Revenue Budget Motion.
11. To approve the Council Tax bases of 74,004 for 2024/25, 74,866 for 2025/26 and 75,518 for 2026/27.
12. To approve the contribution to Perth & Kinross Integration Joint Board of £87.438 million which is included in the 2024/25 Provisional Revenue Budget.
13. To approve the earmarked general fund balances set out in Table 10 with the exception of those included in Appendices (v), (vi) and (vii).
14. To approve that uncommitted Reserves are maintained at a minimum of 2% to 4% of the 2024/25 Provisional Revenue Budget which equates to £9.254 million to £18.508 million.
15. To approve a provision for the non-collection of Council Tax of 1.75% in 2024/25, 2025/26 and 2026/27.
16. To approve the 2024/25 Final Revenue Budget of £467.142 million resulting in a Band D Council Tax of £1,403.69 in 2024/25 as summarised in Appendix (v) of this Revenue Budget Motion. This represents a 0% increase from the Council Tax Band D figure for 2023/24.
17. To approve the 2025/26 Provisional Revenue Budget of £467.167 million resulting in an indicative Band D Council Tax of £1,472.47 in 2025/26 as summarised in Appendix (vi) of this Revenue Budget Motion. This represents an indicative 4.9% increase from the Council Tax Band D figure for 2024/25.
18. To approve the 2026/27 Provisional Revenue Budget of £470.300 million resulting in an indicative Band D Council Tax of £1,544.62 in 2026/27 as summarised in Appendix (vii) of this Revenue Budget Motion. This represents an indicative 4.9% increase from the Council Tax Band D figure for 2025/26.

PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27

APPENDIX (i)

	Reference Report No. 24/63 Page No.	24/25 £'000	25/26 £'000	26/27 £'000
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REVENUE BUDGET MOTION - SCOTTISH NATIONAL PARTY EXPENDITURE PRESSURES REJECTED

Enabling our children and young people to achieve their full potential

4 Slippage in Schools	47	386		
TOTAL EXPENDITURE PRESSURES REJECTED		386	0	0

PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27

APPENDIX (ii)

	Reference Report No. 24/63 Page No.	24/25 £'000	25/26 £'000	26/27 £'000
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REVENUE BUDGET MOTION - SCOTTISH NATIONAL PARTY BUDGET REDUCTIONS REJECTED

Tackling climate change and supporting sustainable places

2 Food Initiative Budget (partial)	57		67	
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Developing a resilient, stronger and greener local economy

1 Funding for Mobile Toilets	62	26		
Business & Place Development Team: Economic Development				
3 Events	64	220		
Business & Place Development Team: City & Town Centre				
4 Management	65	95		
8 Business & Place - Business Tourism	69	50		

Enabling our children and young people to achieve their full potential

2 Reject increase in primary schools and rephase increase in secondary over three years	72	420	(170)	(75)
5 Educational Psychology Capacity	75		86	
6 School Crossing Patroller Service - accept vacancies (partial)	76	42	28	
7 Primary Swimming Lessons	77	40	20	
14 Closure of Loss Making Breakfast Clubs	85		61	37

Protecting and caring for our most vulnerable people

1 Housing and Homeless Support - Contract & Commissioning (partial)	92		34	
2 Housing and Homeless Support - SLAs with Providers	93			117

3	Housing and Homeless Support - Private Sector Housing Team	94		88
4	Housing and Homeless Support - Housing Service Team (partial)	96		44
8	Criminal Justice Support (CJS)	102		42 43

Working in partnership with our communities

1	Adult Learning SLA	106		92
5	Public Transport - Local Bus Services	111	775	
7	Community Greenspace Nursery	113	21	
8	Winter Maintenance	114	110	
9	Winter Maintenance - Reduce Network Coverage by 20%	115	450	
10	Winter Maintenance - Increase route gritting times to 3 hours across all Category 1 routes.	116	100	
13	Street Cleansing Activity	120	168	168
14	Operations Training	121		48
16	Regulatory Services	123	10	144 83
17	Road Maintenance Partnership - Reactive Maintenance	125		128 59
18	Traffic and Road Safety	127	50	48 48

Organised to Deliver / Transformation

3	Regulation - Corporate Health & Safety	133		35 35
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TOTAL SAVINGS REJECTED

2,577 915 395

PERTH & KINROSS COUNCIL

28 FEBRUARY 2024

REVENUE BUDGET 2024/25, 2025/26 & 2026/27

APPENDIX (iii)

REVENUE BUDGET MOTION - SCOTTISH NATIONAL PARTY

	24/25	25/26	26/27
	£'000	£'000	£'000
ADDITIONAL SAVINGS PROPOSALS			
Working in partnership with our communities			
Additional income from sale of recyclates	30		
Protecting and caring for our most vulnerable people			
Increase in income target from PK Lets	20		
Organised to Deliver / Transformation			
Leadership	100		
Use of Contingency Budget		1,395	2,003
TOTAL ADDITIONAL SAVINGS PROPOSALS	150	1,395	2,003

PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET MOTION - SCOTTISH NATIONAL PARTY

CORPORATE PLAN 2023 - 2028

24/25 **25/26** **26/27**
£'000 **£'000** **£'000**

ADDITIONAL EXPENDITURE PROPOSALS

TACKLING POVERTY

Think Yes - Child Poverty Fund

75

Funding to enable front line workers to make instant decisions and one-off payments for the purchase of goods and services to resolve a problem for a child or family affected by poverty (non-recurring)

Financial Insecurity Funding / Scottish Welfare Fund

500

The cost of living crisis has caused significant hardships for many. Now in 2024, with price inflation including food and clothing, rising mortgage rates and increasing energy costs, more and more families are struggling to make ends meet month to month. This funding will be available to residents feeling the impact of the cost of living crisis. (non-recurring)

The Big Hoose

35

35

The Big Hoose provides access to essential goods to support children and families in need. It is a hub where a number of organisations donate goods for recycling that would otherwise be sent to landfill. By far the largest donator is Amazon. There is currently a part-time post funded by Gannochy Trust. This proposal will provide match funding in order to increase the 3 day a week post to full time and also recruit a delivery driver.(non-recurring)

Buttons & Bows

15

Additional funding to support the inspirational work of this Buttons and Bows who provide a valuable service to our families (non recurring)

TACKLING CLIMATE CHANGE AND SUPPORTING SUSTAINABLE PLACES

Funding for Public Transport

120

Additional investment in local buses to provide free travel on one Saturday per month (non recurring)

DEVELOPING A RESILIENT, STRONGER AND GREENER LOCAL ECONOMY

Market Development Grants

75

Reinstatement of the budget for market development grant support in order to ensure that businesses are assisted to expand. This funding will also allow for the continuation of support for businesses to attend national / international trade fairs. (recurring)

Residents Parking

5

No increase in residents car parking permits

Funded by the Car Park Trading Account	(5)		
Rural Business Support Funding for Growbiz to expand coverage including rural social care providers (non-recurring)	100		
Feasibility Study Funding Additional investment to ensure that the Council is best placed to take full advantage of any national funding at both a UK and Scottish Government level (e.g. Levelling Up Fund, UK Shared Prosperity Fund, Community Renewal Fund, Learning Estate Investment Programme, Town Centre Fund, Regeneration Capital Grant Fund etc). This investment will allow feasibility studies to be developed in key areas of opportunity which fit with the Council's strategic objectives and outcomes and that the Council has 'shovel ready' projects to submit as and when funding opportunities arise. Initially this funding will be targeted at rail and bus hubs. The funding will sit in an earmarked Reserve and be drawn down through the Finance & Resources Committee (non-recurring)	100	100	100
Investment in Economic Development Meet borrowing costs associated with a £2 million capital investment in economic development to provide serviced unit and land (recurring)	100		
Identification of Funding Opportunities Additional investment in our workforce to create capacity to identify opportunities to secure external funding and maximise current and future funding streams to augment both the Revenue and Capital Budgets and provide the level of investment needed to help Perth and Kinross recover and grow. (recurring)	80		
ENABLING OUR CHILDREN AND YOUNG PEOPLE TO ACHIEVE THEIR FULL POTENTIAL			
Promise Improvement Lead Funding for 2025/26 and 2026/27 will allow the trial of this new role to run for the duration of the forthcoming Raising Attainment Strategy 2024-2027, maintaining a clear focus on improving outcomes for our care experienced young people in line with our commitment as a Council to Keeping The Promise. We have begun to make some good progress and are determined to do better still. (non-recurring)		59	33
Continue with the provision of Food and Fun activities during schools holiday periods This fund will enable community and 3rd sector groups to bid for funds to operate food and fun activities for groups of children and young people during school holiday periods. (non-recurring)	50		
PROTECTING AND CARING FOR OUR MOST VULNERABLE PEOPLE			
RASAC Further funding to support the vital work of this organisation (non-recurring)	30		
Women's Aid Further funding to support the vital work of this organisation (non-recurring)	30		

Care at Home	200		
Additional investment to transform the care at home service in order to deliver longer term efficiencies (non-recurring)			
Increase in amount designated in earmarked Reserves	(200)		
<hr/>			
SUPPORTING AND PROMOTING PHYSICAL AND MENTAL WELLBEING			
Free Pitch Hire	20		
To encourage use of our grass pitches throughout Perth and Kinross for organised / pre-booked matches (non-recurring)			
<hr/>			
Library Review	191		
Funding that will maintain rural library provision for one year to allow communities, CPK and the Council to work together to develop a sustainable community led model of library provision in localities (non-recurring)			
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WORKING IN PARTNERSHIP WITH OUR COMMUNITIES			
Flood Schemes	50		
Investment of £1 million to carry out the flood schemes at Dunkeld and Buckie Braes to protect our communities (recurring)			
<hr/>			
Waste Strategy	80	30	
Reintroduction of funding to enhance capacity in the Waste Team to support procurement, contract management and waste minimisation initiatives (recurring)			
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Investment in local communities	400		
Via the Local Action Partnerships (£100,000) and Community Investment Fund (£300,000) , to fund projects aimed at helping our communities deal with the cost of living crisis for a better future (non-recurring)			
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Visitor Ranger Service	200		
Bridge funding to allow officers time to bring forward a proposal to modernise the way the service is delivered. (non recurring)			
<hr/>			
Grounds Maintenance	150	150	(50)
Reinvestment of funding in grounds maintenance to allow for a more managed reduction in levels of service. During this transition period, engagement will be undertaken with communities and partners to understand whether the service can be delivered differently. (recurring)			
<hr/>			
TOTAL ADDITIONAL EXPENDITURE PROPOSALS	2,401	374	83

PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET MOTION - SCOTTISH NATIONAL PARTY

2024/25 COUNCIL TAX CALCULATION

	2024/25	
	£'000	£'000
2024/25 Provisional Revenue Budget		462,700
Adjustments:		
Reject Expenditure Pressures (Appendix i)	(386)	
Reject Savings (Appendix ii)	2,577	
Additional Savings Proposals (Appendix iii)	(150)	
Additional Expenditure Proposals (Appendix iv)	2,401	
	<hr/>	<hr/>
		4,442
2024/25 Updated Provisional Revenue Budget		467,142
<u>Funding</u>		
Total Revenue Funding	(344,767)	
Council Tax Second Home / Long Term Empty Properties	(3,300)	
Capital Grants	(1,600)	
Council Tax Single Person Discount	(300)	
Net Contribution from Reserves included in the Provisional Budget	(3,946)	
Contribution from Service Concession Scheme	(7,000)	
Contribution from unearmarked Reserves included in this Motion	(1,225)	
Contribution from earmarked Reserves included in this Motion	(1,125)	
	<hr/>	<hr/>
		(363,263)
AMOUNT TO BE LEVIED FROM COUNCIL TAX		103,879
TAX BASE BAND D EQUIVALENT PROPERTIES (1.75% Non Collection)		74,004
FINAL 2024/25 BAND D COUNCIL TAX		<hr/> <hr/> £ 1,403.69
INCREASE (2023/24 FINAL BAND D COUNCIL TAX £1,403.69)		<hr/> <hr/> £ -
PERCENTAGE INCREASE		<hr/> <hr/> 0.0%

Excluding Water and Waste Water charges determined by Scottish Water.

PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET MOTION - SCOTTISH NATIONAL PARTY

2025/26 COUNCIL TAX CALCULATION

	2025/26	
	£'000	£'000
2025/26 Provisional Revenue Budget		464,697
Recurring impact of 2024/25 proposals		2,576
Adjustments:		
Reject Expenditure Pressures (Appendix i)	0	
Reject Savings (Appendix ii)	915	
Additional Savings Proposals (Appendix iii)	(1,395)	
Additional Expenditure Proposals (Appendix iv)	374	
	<hr/>	(106)
2025/26 Updated Provisional Revenue Budget		<hr/> 467,167
<u>Funding</u>		
Total Revenue Funding	(344,767)	
Council Tax Second Home / Long Term Empty Properties	(3,300)	
Capital Grants	(1,600)	
Council Tax Single Person Discount	(300)	
Net Contribution to Reserves included in the Provisional Budget	392	
Contribution from Service Concession Scheme	(7,000)	
Contribution from earmarked Reserves included in this Motion	(35)	
Contribution from unearmarked Reserves included in this Motion	(319)	
	<hr/>	(356,929)
AMOUNT TO BE LEVIED FROM COUNCIL TAX		110,238
TAX BASE BAND D EQUIVALENT PROPERTIES (1.75% Non Collection)		74,866
FINAL 2025/26 BAND D COUNCIL TAX		<hr/> <hr/> £ 1,472.47
INCREASE (2024/25 FINAL BAND D COUNCIL TAX £1,403.69)		<hr/> <hr/> £ 68.78
PERCENTAGE INCREASE		<hr/> <hr/> 4.9%

Excluding Water and Waste Water charges determined by Scottish Water.

PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET MOTION - SCOTTISH NATIONAL PARTY

2026/27 COUNCIL TAX CALCULATION

	2026/27	
	£'000	£'000
2026/27 Provisional Revenue Budget		469,549
Recurring impact of 2024/25 proposals		2,576
Recurring impact of 2025/26 proposals		(300)
Adjustments:		
Reject Expenditure Pressures (Appendix i)	0	
Reject Savings (Appendix ii)	395	
Additional Savings Proposals (Appendix iii)	(2,003)	
Additional Expenditure Proposals (Appendix iv)	83	
	<hr/>	<hr/>
2026/27 Updated Provisional Revenue Budget		(1,525)
		470,300
<u>Funding</u>		
Total Revenue Funding	(344,767)	
Council Tax Second Home / Long Term Empty Properties	(3,300)	
Capital Grants	(1,600)	
Council Tax Single Person Discount	(300)	
Net Contribution to Reserves included in the Provisional Budget	930	
Contribution from Service Concession Scheme	(7,000)	
Contribution to unearmarked Reserves included in this Motion	2,384	
	<hr/>	<hr/>
		(353,653)
AMOUNT TO BE LEVIED FROM COUNCIL TAX		116,647
TAX BASE BAND D EQUIVALENT PROPERTIES (1.75% Non Collection)		75,518
FINAL 2026/27 BAND D COUNCIL TAX		<hr/> <hr/>
		£ 1,544.62
INCREASE (2025/26 FINAL BAND D COUNCIL TAX £1,472.47)		<hr/> <hr/>
		£ 72.15
PERCENTAGE INCREASE		<hr/> <hr/>
		4.9%

Excluding Water and Waste Water charges determined by Scottish Water.

1st Amendment (Councillors J Duff and C Reid)

The Council agrees:

1. To approve the 2024/25 Provisional Revenue Budget of £462.700 million as set out in Appendix B of Report No. 24/63.
2. To approve the 2025/26 Provisional Revenue Budget of £464.697 million as set out in Appendix B of Report No. 24/63.
3. To approve the 2026/27 Provisional Revenue Budget of £469.549 million as set out in Appendix B of Report No. 24/63.
4. To approve the expenditure pressures as set out in Appendix C of Report No. 24/63 with the exception of those listed in Appendix (i).
5. To approve the budget reductions / additional income as set out in Appendix C of Report No. 24/63 with the exception of those listed in Appendix (ii).
6. To approve the additional budget reductions / additional income as set out in Appendix (iii) of this Revenue Budget Amendment.
7. To approve the additional expenditure proposals as set out in Appendix (iv) of this Revenue Budget Amendment.
8. To approve an additional contribution from Reserves of £2.797 million in 2024/25 in this Revenue Budget Amendment.
9. To approve an additional contribution from Reserves of £908,000 in 2025/26 in this Revenue Budget Amendment.
10. To approve an additional contribution to Reserves of £804,000 in 2026/27 in this Revenue Budget Amendment.
11. To approve the Council Tax bases of 73,818 for 2024/25, 74,677 for 2025/26 and 75,328 for 2026/27.
12. To approve the contribution to Perth & Kinross Integration Joint Board of £87.438 million which is included in the 2024/25 Provisional Revenue Budget.
13. To approve the earmarked general fund balances set out in Table 10 with the exception of those included in Appendices (v), (vi) and (vii).
14. To approve that uncommitted Reserves are maintained at a minimum of 2% to 4% of the 2024/25 Provisional Revenue Budget which equates to £9.254 million to £18.508 million.
15. To approve a provision for the non-collection of Council Tax of 2.0% in 2024/25, 2025/26 and 2026/27.
16. To approve the 2024/25 Final Revenue Budget of £467.328 million resulting in a Band D Council Tax of £1,403.69 in 2023/24 as summarised in Appendix (v) of this Revenue Budget Amendment. This represents a 0% increase from the Council Tax Band D figure for 2023/24.
17. To approve the 2025/26 Provisional Revenue Budget of £467.443 million resulting in an indicative Band D Council Tax of £1,472.47 in 2025/26 as summarised in Appendix (vi) of this Revenue Budget Amendment. This represents an indicative 4.9% increase from the Council Tax Band D figure for 2024/25.
18. To approve the 2026/27 Provisional Revenue Budget of £470.588 million resulting in an indicative Band D Council Tax of £1,531.37 in 2026/27 as summarised in Appendix (vii) of this Revenue Budget Amendment. This represents an indicative 4.0% increase from the Council Tax Band D figure for 2025/26.

REVENUE BUDGET AMENDMENT - SCOTTISH CONSERVATIVE & UNIONIST GROUP

Reference Report No. 24/63 Page No.	24/25 £'000	25/26 £'000	26/27 £'000
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EXPENDITURE PRESSURES REJECTED

Enabling our children and young people to achieve their full potential

4 Slippage in schools (partial) - revised target of 3.25%	47	245		
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TOTAL EXPENDITURE PRESSURES REJECTED

245	0	0
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REVENUE BUDGET AMENDMENT - SCOTTISH CONSERVATIVE & UNIONIST GROUP

Reference Report No. 24/63 Page No.	24/25 £'000	25/26 £'000	26/27 £'000
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BUDGET REDUCTIONS REJECTED

Tackling climate change and supporting sustainable places

1 Grounds Maintenance	59			100
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Developing a resilient, stronger and greener local economy

1 Removal of funding for mobile toilets	62	26		
3 Business & Place Development Team - Economic Development Events	64	220		
4 Business & Place - City & Town Centre Management	65	95		
8 Business & Place - Business Tourism	69	50		

Enabling our children and young people to achieve their full potential

2 Increase in charges (partial) - school lets	72	1	1	1
5 Reduction of Education psychology capacity	75		86	
6 Full Removal of the School Crossing Patroller Service	76	61	28	
7 Removal of Primary Swimming Lessons	77	40	20	

12	Reduction in Teacher Capacity	82	190	
15	Reductions to Devolved School Management Budgets (DSM)	86	52	

Protecting and caring for our most vulnerable people

1	Housing and Homeless Support - Contract and Commissioning	92	66	
3	Housing and Homeless Support - Private Sector Housing Team	94	88	
4	Housing and Homeless Support - Housing Service Team	96	88	
5	Housing Service - Care and Repair Service	98	300	100
8	Reduction to Criminal Justice Support (CJS)	102	42	43

Working in partnership with our communities

1	Adult Learning SLA	106	92	
2	Community Learning and Development - Adult Literacy	107	28	152
5	Public Transport - Local Bus Service	111	775	
8	Winter Maintenance - Out of Hours Treatment	114	110	
9	Winter Maintenance - Reduce Network Coverage by 20%	115	450	
10	Winter Maintenance - Increase route gritting times to 3 hours across all Category 1 routes.	116	100	
12	Community Greenspace - Infrastructure	119	85	
13	Street Cleansing - Reduction in Activity	120	168	168
14	Operations Training	121		48
15	Operations - Management & Supervisory Capacity	122		131
17	Road Maintenance Partnership - Reactive Maintenance (partial) - retention of the budget for repairs to damaged bollards, potholes etc.	125	81	
18	Traffic and Road Safety	127	50	48

TOTAL BUDGET REDUCTIONS REJECTED

2,501 1,260 471

**PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27**

APPENDIX (iii)

REVENUE BUDGET AMENDMENT - SCOTTISH CONSERVATIVE & UNIONIST GROUP

ADDITIONAL SAVINGS PROPOSALS

**24/25 25/26 26/27
£'000 £'000 £'000**

Tackling climate change and supporting sustainable places

Climate Change - Energy efficiency 25

Organised to Deliver / Transformation

Delete Contingency budget

1,395 2,003

TOTAL ADDITIONAL SAVINGS PROPOSALS**25 1,395 2,003****APPENDIX (iv)****PERTH & KINROSS COUNCIL**

28 FEBRUARY 2024

REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET AMENDMENT - SCOTTISH CONSERVATIVE & UNIONIST GROUP

CORPORATE PLAN 2023 - 2028

	24/25	25/26	26/27
	£'000	£'000	£'000

Additional Expenditure Proposals**TACKLING POVERTY**

Welfare Rights - Additional funding of £650,000 for financial insecurity including community care and crisis grants, to provide support for our residents experiencing financial difficulty (recurring).

650

Community Kitchen - funding of £50,000 to support Giraffe Perth to continue to develop their training programme to teach cooking skills, reduce food waste, build confidence and promote wellbeing to individuals and families in Perth and Kinross (non-recurring).

50

TACKLING CLIMATE CHANGE AND SUPPORTING SUSTAINABLE PLACES

Roads and Gullies - additional funding of £100,000 to support the process of gully, culvert and ditch cleaning to reduce flooding (non-recurring).

100

DEVELOPING A RESILIENT, STRONGER AND GREENER LOCAL ECONOMY

Investment in Public Toilets - £85,000 for the retention of the public toilets at Auchterarder, Blairgowrie, Crieff and Marshall Place, Perth in 2024/25 to allow further work on Community Asset Transfers or the removal of toilet attendants and implementation of controlled access (non-recurring).

85

Perth & Kinross Business Partnership - support of £10,000 for a new business partnership involving Perth Chamber of Commerce, Growbiz and Perthshire Local aimed at encouraging local business enterprise and development across Perth and Kinross (non-recurring).

10

Growbiz Connected Hubs - Funding of £20,000 towards the extension of community-based hubs across rural Perth and Kinross providing co-working space, hot-desking, meeting space, and access to advice and support such as enterprise and employability support, skills development and capacity building (non-recurring).

20

ENABLING OUR CHILDREN AND YOUNG PEOPLE TO ACHIEVE THEIR FULL POTENTIAL

Pipes and Drums - Funding of £36,000 to support the continuation and expansion of the successful programme of pipes and drums tuition in Perth and Kinross (non-recurring).

36

School of Football - Funding of £30,000 to extend the highly successful School of Football programme, currently in place within our East Perthshire Primary Schools, across Perth and Kinross (non-recurring).	30
Development of Quiet Spaces in Schools - Funding of £20,000 to support the development of comfortable, calming, quiet spaces for young people who exhibit higher levels of dysregulation, allowing 1-2-1 and small group learning which enables a more productive learning experience in an environment designed to meet their needs. (non-recurring).	20
Supply of iPads - Funding of £20,000 for digital technology to support the communication needs in Secondary Intensive Support Provisions. Having a range and sufficiency of digital devices, with appropriate software installed, will support a number of young people for whom communication can be challenging (non-recurring).	20
PROTECTING AND CARING FOR OUR MOST VULNERABLE PEOPLE	
RASAC Perth & Kinross - additional funds of £40,000 in 2024/25 to support women and young people who have experienced sexual violence at any time in their lives (non-recurring).	40
Women's Aid - additional funding of £40,000 for Women' Aid in 2024/25 in recognition of the increased incidence of domestic abuse in Perth and Kinross (non-recurring).	40
SUPPORTING AND PROMOTING PHYSICAL AND MENTAL WELLBEING	
Pitch Hire - Additional funding of £20,000 to maintain free grass pitch hire throughout Perth and Kinross for matches which are organised and pre-booked (non-recurring).	20
CulturePK - Investment of £191,000 in 2024/25 to keep the public libraries in Alyth, Comrie, Pitlochry, Auchterarder, Birnam and North Inch open (non-recurring).	191
CulturePK - Investment of £25,000 in 2024/25 to examine alternative ways to provide library facilities in the areas with the lowest footfall such as Open+ Libraries (Cambridgeshire County Council) (non-recurring).	25
The Lighthouse - Support of £100,000 for the vital work of The Lighthouse, Perth, a local non-profit service offering crisis support for anyone aged 12+ who is at risk of self-harm or suicide (non-recurring).	100
Mental Health Community Groups - £60,000 funding for Community Groups supporting better mental health in Perth and Kinross such as The Men's Shed, the Women's Wellbeing Club, Mindspace and Andy's Man Club (non-recurring).	60
Live Active Leisure - Funding of £90,000 during 2024/25 for Live Active Leisure to continue management of the Atholl Leisure Centre and the Community Halls while the Property Asset Transformation Review and opportunities for Community Asset Transfer or Community Management take place. (non-recurring).	90
WORKING IN PARTNERSHIP WITH OUR COMMUNITIES	
Visitor Rangers - Further investment of £210,000 for the Visitor Ranger service to support communities with their response to visitor management issues such as littering, inconsiderate camping and illegal parking (non-recurring).	210
Community Investment Fund - Further funding of £400,000 in 2024/25 for devolved decision making through the Community Investment Fund with the eligibility criteria to include inequalities, increased energy costs and tackling poverty projects (non-recurring).	400

Bloom Groups and Friends of Cemeteries Groups etc - Additional funding of £60,000 for the direct use of local Bloom Groups, Friends of Cemeteries Groups, Paths Groups and Litter Picking Groups (non-recurring).	60		
Verge cutting - £65,000 to complete an additional verge cutting exercise in Perth and Kinross to improve road safety for walkers, cyclists and other road users (non-recurring).	65		
Investment in capacity to Redesign our Public Transport Service (non-recurring)	75	100	25
Efficiency savings following re-design of the Public Transport Service (recurring)		(100)	(100)
TOTAL EXPENDITURE PROPOSALS	2,397	0	(75)

APPENDIX (v)

PERTH & KINROSS COUNCIL

28 FEBRUARY 2024

REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET AMENDMENT - SCOTTISH CONSERVATIVE & UNIONIST GROUP

2024/25 COUNCIL TAX CALCULATION

	2024/25	
	£'000	£'000
2024/25 Provisional Revenue Budget		462,700
Adjustments:		
Reject Expenditure Pressures (Appendix i)	(245)	
Reject Savings (Appendix ii)	2,501	
Additional Savings Proposals (Appendix iii)	(25)	
Additional Expenditure Proposals (Appendix iv)	2,397	
		<u>4,628</u>
2024/25 Updated Provisional Revenue Budget		467,328
<u>Funding</u>		
Total Revenue Funding	(344,767)	
Council Tax Second Home / Long Term Empty Properties	(3,300)	
Capital Grants	(1,600)	
Council Tax Single Person Discount	(300)	
Net Contribution from Reserves included in the Provisional Budget	(3,946)	
Contribution from Service Concession Scheme	(7,000)	
Contribution from Earmarked Reserves included in this Amendment	(1,943)	
Contribution from unearmarked Reserves included in this Amendment	(854)	
		<u>(363,710)</u>
AMOUNT TO BE LEVIED FROM COUNCIL TAX		103,618

TAX BASE BAND D EQUIVALENT PROPERTIES (2.0% Non Collection)	73,818
FINAL 2024/25 BAND D COUNCIL TAX	<u>£ 1,403.69</u>
INCREASE (2023/24 FINAL BAND D COUNCIL TAX £1,403.69)	<u>£ -</u>
PERCENTAGE INCREASE	<u>0.00%</u>

Excluding Water and Waste Water charges determined by Scottish Water.

APPENDIX (vi)

PERTH & KINROSS COUNCIL 28 FEBRUARY 2024 REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET AMENDMENT - SCOTTISH CONSERVATIVE & UNIONIST GROUP

2025/26 COUNCIL TAX CALCULATION

	2025/26	2025/26
	£'000	£'000
2025/26 Provisional Revenue Budget		464,697
Recurring impact of 2024/25 proposals		2,881
Adjustments:		
Reject Expenditure Pressures (Appendix i)	0	
Reject Savings (Appendix ii)	1,260	
Additional Savings Proposals (Appendix iii)	(1,395)	
Additional Expenditure Proposals (Appendix iv)	0	
	<hr/>	(135)
2025/26 Updated Provisional Revenue Budget		<hr/> 467,443
<u>Funding</u>		
Total Revenue Funding	(344,767)	
Council Tax Second Home / Long Term Empty Properties	(3,300)	
Capital Grants	(1,600)	
Council Tax Single Person Discount	(300)	
Net Contribution to Reserves included in the Provisional Budget	392	
Contribution from Service Concession Scheme	(7,000)	
Contribution from Earmarked Reserves included in this Amendment	(100)	
Contribution from unearmarked Reserves included in this Amendment	(808)	
	<hr/>	<hr/> (357,483)

AMOUNT TO BE LEVIED FROM COUNCIL TAX	109,960
TAX BASE BAND D EQUIVALENT PROPERTIES (2.0% Non Collection)	74,677
FINAL 2025/26 BAND D COUNCIL TAX	<u>£ 1,472.47</u>
INCREASE (2024/25 FINAL BAND D COUNCIL TAX £1,403.69)	<u>£ 68.78</u>
PERCENTAGE INCREASE	<u>4.90%</u>

Excluding Water and Waste Water charges determined by Scottish Water.

APPENDIX (vii)

PERTH & KINROSS COUNCIL

28 FEBRUARY 2024

REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET AMENDMENT - SCOTTISH CONSERVATIVE & UNIONIST GROUP

2026/27 COUNCIL TAX CALCULATION

	2026/27	
	£'000	£'000
2026/27 Provisional Revenue Budget		469,549
Recurring impact of 2024/25 proposals		2,881
Recurring impact of 2025/26 proposals		(235)
Adjustments:		
Reject Expenditure Pressures (Appendix i)	0	
Reject Savings (Appendix ii)	471	
Additional Savings Proposals (Appendix iii)	(2,003)	
Additional Expenditure Proposals (Appendix iv)	(75)	
		<u>(1,607)</u>
2026/27 Updated Provisional Revenue Budget		470,588

Funding

Total Revenue Funding	(344,767)
Council Tax Second Home / Long Term Empty Properties	(3,300)
Capital Grants	(1,600)
Council Tax Single Person Discount	(300)
Net Contribution to Reserves included in the Provisional Budget	930
Contribution from Service Concession Scheme	(7,000)
Contribution from Earmarked Reserves included in this Amendment	(25)
Contribution to unearmarked Reserves included in this Amendment	829

(355,233)

AMOUNT TO BE LEVIED FROM COUNCIL TAX 115,355

TAX BASE BAND D EQUIVALENT PROPERTIES (2.0% Non Collection) 75,328

FINAL 2026/27 BAND D COUNCIL TAX £ 1,531.37

INCREASE (2025/26 FINAL BAND D COUNCIL TAX £1,472.47) £ 58.90

PERCENTAGE INCREASE 4.0%

Excluding Water and Waste Water charges determined by Scottish Water.

2nd Amendment (Councillors C Stewart and D Cuthbert)

The Council agrees:

1. To approve the 2024/25 Provisional Revenue Budget of £462.700 million as set out in Appendix B of Report No. 24/63.
2. To approve the 2025/26 Provisional Revenue Budget of £464.697 million as set out in Appendix B of Report No. 24/63.
3. To approve the 2026/27 Provisional Revenue Budget of £469.549 million as set out in Appendix B of Report No. 24/63.
4. To approve the expenditure pressures as set out in Appendix C of Report No. 24/63 with the exception of those listed in Appendix (i).
5. To approve the budget reductions / additional income as set out in Appendix C of Report No. 24/63 with the exception of those listed in Appendix (ii).
6. To approve the additional budget reductions / additional income as set out in Appendix (iii) of this Revenue Budget Amendment
7. To approve the additional expenditure proposals as set out in Appendix (iv) of this Revenue Budget Amendment.
8. To approve an additional contribution from Reserves of £3.432 million in 2024/25 in this Revenue Budget Amendment.
9. To approve an additional contribution to Reserves of £516,000 in 2025/26 in this Revenue Budget Amendment.
10. To approve an additional contribution to Reserves of £94,000 in 2026/27 in this Revenue Budget Amendment.
11. To approve the Council Tax bases of 73,718 for 2024/25, 74,577 for 2025/26 and 75,228 for 2026/27.
12. To approve the contribution to Perth & Kinross Integration Joint Board of £87.438 million which is included in the 2024/25 Provisional Revenue Budget.
13. To approve the earmarked general fund balances set out in Table 10 with the exception of the adjustments listed in Appendices (v), (vi) and (vii).
14. To approve that uncommitted Reserves are maintained at a minimum of 2% to 4% of the 2024/25 Provisional Revenue Budget which equates to £9.254 million to £18.508 million.
15. To approve a provision for the non-collection of Council Tax of 2.0% in 2024/25, 2025/26 and 2026/27.
16. To approve the 2024/25 Final Revenue Budget of £467.822 million resulting in a Band D Council Tax of £1,403.69 in 2024/25 as summarised in Appendix (v) of this Revenue Budget Amendment. This represents a 0% increase from the Council Tax Band D figure for 2023/24.
17. To approve the 2025/26 Provisional Revenue Budget of £463.882 million resulting in an indicative Band D Council Tax of £1,445.80 in 2025/26 as summarised in Appendix (vi) of this Revenue Budget Amendment. This represents an indicative 3% increase from the Council Tax Band D figure for 2024/25.
18. To approve the 2026/27 Provisional Revenue Budget of £467.970 million resulting in an indicative Band D Council Tax of £1,489.17 in 2026/27 as summarised in Appendix (vii) of this Revenue Budget Amendment. This represents an indicative 3.0% increase from the Council Tax Band D figure for 2025/26.

REVENUE BUDGET AMENDMENT - INDEPENDENT

	Reference Report No. 24/63 Page No.	24/25 £'000	25/26 £'000	26/27 £'000
EXPENDITURE PRESSURES REJECTED				
To approve the 2024/25 Provisional Revenue Budget of £462.700 million as set out in Appendix B of Report No. 24/63.				
Tackling climate change and supporting sustainable places				
4	To approve the 2025/26 Provisional Revenue Budget of £464.697 million as set out in Appendix B of Report No. 24/63.	47	386	
11	Central Children Families and Justice	48	80	5
12	Client travel (partial)	48	33	2
Organised to Deliver / Transformation				
5	Corporate Health & Safety	54	25	
TOTAL EXPENDITURE PRESSURES REJECTED		524	7	2

REVENUE BUDGET AMENDMENT - INDEPENDENT

	Reference Report No. 24/63 Page No.	24/25 £'000	25/26 £'000	26/27 £'000
BUDGET REDUCTIONS REJECTED				
To approve the 2024/25 Provisional Revenue Budget of £462.700 million as set out in Appendix B of Report No. 24/63.				
Tackling Poverty				
2	To approve the 2025/26 Provisional Revenue Budget of £464.697 million as set out in Appendix B of Report No. 24/63.	57	53	
Tackling climate change and supporting sustainable places				
2	Planning & Development - Climate Change (partial) - reject the reduction to energy consultancy and energy efficiency advice	61	30	
Developing a resilient, stronger and greener local economy				
1	Removal of funding for mobile toilets	62	26	

2	Reduce Grant Funding to Pitlochry Festival Theatre	63			24
3	Business & Place Development Team: Economic Development Events	64	220		
5	Business & Place Development: Perth & Kinross Heritage Trust (partial) - reject part of proposed cut to effectively deliver a 50% cut to full budget	66		20	

Enabling our children and young people to achieve their full potential

2	Increase in Charges (smooth school meals) (partial)	72	350	(260)	
6	Full removal of the School Crossing Patroller (SCP) Service	76	61	28	
7	Removal of Primary Swimming Lessons	77	40	20	
8	Reduction in Parent Council funding.	78	20		
10	Rationalisation of Minibus Provision	80		39	
14	Closure of Loss Making Breakfast Clubs	85		61	37
15	Reductions to Devolved School Management Budgets (DSM)	86	52		
16	Rationalisation of Education staff across the service	87			4,359

Protecting and caring for our most vulnerable people

1	Housing and Homeless Support - Contract and Commissioning	92		66	
2	Housing and Homeless Support - Service Level Agreements with Providers (partial)	93			48
5	Housing Service - Care and Repair Service (partial) - reject 50% of proposed cut	98		150	50
6	Housing and Homeless Support - Reduce Floating Housing Support Contract by 10%	99			125
8	Reduction to Criminal Justice Support (CJS)	102		42	43

Working in partnership with our communities

1	Adult Learning SLA	106		92	
3	Community Learning and Development - Further Reductions - accelerate part of saving to year 1	108	(60)	60	
5	Public Transport - Local Bus Services	111	775		
8	Winter Maintenance - Out of Hours Treatment	114	110		
9	Winter Maintenance - Reduce Network Coverage by 20%	115	450		
10	Winter Maintenance - Increase route gritting times to 3 hours across all Category 1 routes.	116	100		
11	Community Greenspace - Maintenance	117	51	52	117
12	Community Greenspace - Infrastructure	119	65		
13	Street Cleansing - Reduction in Activity	120	168	168	
14	Operations Training	121			48
	Regulatory Services	123	10	144	83
17	Roads Maintenance Partnership - Reactive Maintenance	125		128	59
18	Traffic & Road Safety	127	50	48	48

TOTAL BUDGET REDUCTIONS REJECTED

2,571	858	5,041
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REVENUE BUDGET AMENDMENT - INDEPENDENT

	24/25	25/26	26/27
	£'000	£'000	£'000
ADDITIONAL SAVINGS PROPOSALS			
To approve the 2024/25 Provisional Revenue Budget of £462.700 million as set out in Appendix B of Report No. 24/63.			
Tackling climate change and supporting sustainable places			
To approve the 2025/26 Provisional Revenue Budget of £464.697 million as set out in Appendix B of Report No. 24/63.	55		
Developing a resilient, stronger and greener economy			
Accelerate increase in EV charges	115	(115)	
Reduction to Development Plan function	200	200	
Enabling our children and young people to achieve their full potential			
Introduce charging from September for use of minibuses by schools and community groups	38	50	50
Redesign of central Education & Learning service		500	500
Increase breakfast club charge from £2 to £3	40		
Recharge 100% of SERCC annual fee to schools' DSM budget	20		
Partially absorb DSM underspend	200		
Perth Secondary School Estate Review			500
Tayside Contracts - further efficiency target	100		
Reduction to quality improvement/educational support function	100	100	
Working in partnership with our communities			
Expansion of Perth City parking permit zone - income to be applied to public transport costs		100	
Charge for Broxden Park and Ride (with a free ticket to City Centre) - income to be applied to public transport costs	200		
Removal of remainder of Community Learning and Development function	220	221	
Generate saving by combining parking warden, dog fouling, safer communities and visitor ranger roles		150	150
Community Greenspace - Infrastructure - accept 10% reduction in tree and woodland maintenance	20		
Allow purchase of permits for more than 2 garden waste bins	35	10	
Organised to Deliver / Transformation			
Closure of Pullar House		1,600	1,600
Contingency Budget		1,395	2,003
Cease membership of CoSLA		90	
Cease membership of Scotland Excel		115	
Sell ES1 number plate	150	(150)	
TOTAL ADDITIONAL SAVINGS PROPOSALS	1,493	4,266	4,803

PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET AMENDMENT - INDEPENDENT

CORPORATE PLAN 2023 - 2028

To approve the
 2024/25
 Provisional
 Revenue Budget of
 £462.700 million as
 set out in Appendix
 B of Report No.
 24/63.

	25/26	26/27
	£'000	£'000

ADDITIONAL EXPENDITURE PROPOSALS

To approve the
 2025/26
 Provisional
 Revenue Budget of
 £464.697 million as
 set out in Appendix
 B of Report No.
 24/63.

Developing a resilient, stronger and greener local economy

Feasibility study into new Ballinluig/Stanley/Bertha Park Integrated Transport Hub - Railway Station/Bus Interchange/Park&Ride (non-recurring)	60		
Feasibility study to bring a rail line and station to Kinross (non-recurring)	50		
GrowBiz base funding of operations (recurring)	100		
Micro business grants scheme - restart of the succesful scheme from previous years (non-recurring, funded from Covid reserve)	1,000		
Small business interest-free loans scheme - to be set up during 2024/25 to commence from April 2025, potentially administered by an external organisation (non-recurring)		1,000	
Adapt your property - continuation of the successful scheme from previous years (non-recurring)	500		
Additional investment in Pitlochry Festival Theatre (recurring)	23		23
Enabling our children and young people to achieve their full potential			
Improve referral and diagnosis pathway in Educational Psychology service (non-recurring to be taken from Transformation Reserve)	100		
Expand breakfast and after-school clubs in areas where provision doesn't exist but could (recurring)	80		

Protecting and caring for our most vulnerable people

Breast Buddies - expansion of the Breast Buddies programme to support best start in life and encourage positive parenting (recurring)	40
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Supporting and promoting physical and mental wellbeing

CPK - To maintain library provision in Pitlochry as part of new Community Campus model (recurring)	20
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CPK - To maintain library provision in Comrie - with a view to reviewing location (recurring)	20
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LAL - Access to curling initiative (non-recurring)	25
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LAL - community halls support (non-recurring)	30
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Reject grass pitches and parks charges, and exempt farmers markets from road closure charges (recurring)	21
--	----

Reduction of income targets for community campuses to increase uptake by local groups. This proposal may include a reduced rate for community-based organisations. (recurring)	24
--	----

LAL - available to Live Active Leisure to maintain leisure provision within Pitlochry, initially in Live Active Atholl and then as part of the new Community Campus model. (recurring)	60
--	----

Working with communities

Community Investment Fund (non-recurring)	300
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New grit bins (non-recurring)	20
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New bus shelters (non-recurring)	60
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Unadopted roads (non-recurring)	100
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Budget to allow Property to adapt school and campus buildings to facilitate more community access and use (non-recurring)	100
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Grant to Crieff Community Trust for regeneration staffing (non-recurring)	40	40	40
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Improving quality and provision of car parks (non-recurring from car park reserve)	500
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Repairs to roads, ie. potholes (non-recurring from car park reserve)	1,000
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Increase in Road Safety staff (recurring)	45
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Community transport initiatives (recurring)	50
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Visitor rangers (non-recurring)	200
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Organised to Deliver

Apply additional money to the loan charges budget over and above the proposed 1% of council tax (non-recurring)

500 500

TOTAL ADDITIONAL EXPENDITURE PROPOSALS

4,568 1,563 540

APPENDIX (v)

PERTH & KINROSS COUNCIL

28 FEBRUARY 2024

REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET AMENDMENT - INDEPENDENT

To approve the 2024/25 Provisional Revenue Budget of £462.700 million as set out in Appendix B of Report No. 24/63.

2024/25 COUNCIL TAX CALCULATION

2024/25

To approve the 2025/26 Provisional Revenue Budget of £464.697 million as set out in Appendix B of Report No. 24/63.

£'000

2024/25 Provisional Revenue Budget

462,700

Adjustments:

Reject Expenditure Pressures (Appendix i)

(524)

Reject Savings (Appendix ii)

2,571

Additional Savings Proposals (Appendix iii)

(1,493)

Additional Expenditure Proposals (Appendix iv)

4,568

5,122

2024/25 Updated Provisional Revenue Budget

467,822

Funding

Total Revenue Funding

(344,767)

Council Tax Second Home / Long Term Empty Properties

(3,300)

Capital Grants

(1,600)

Council Tax Single Person Discount

(300)

Net Contribution from Reserves included in the Provisional Budget

(3,946)

Contribution from Service Concession Scheme

(7,000)

Contribution to unearmarked Reserves included in this Amendment

684

Contribution from earmarked Reserves included in this Amendment

(4,116)

	<u>(364,345)</u>
AMOUNT TO BE LEVIED FROM COUNCIL TAX	103,477
TAX BASE BAND D EQUIVALENT PROPERTIES (2.0% Non Collection)	73,718
FINAL 2024/25 BAND D COUNCIL TAX	<u>£ 1,403.69</u>
INCREASE (2023/24 FINAL BAND D COUNCIL TAX £1,403.69)	<u>£ -</u>
PERCENTAGE INCREASE	<u>0.00%</u>
Excluding Water and Waste Water charges determined by Scottish Water.	

APPENDIX (vi)

**PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27**

REVENUE BUDGET AMENDMENT - INDEPENDENT

To approve the 2024/25 Provisional Revenue Budget of £462.700 million as set out in Appendix B of Report No. 24/63.

2025/26 COUNCIL TAX CALCULATION

2025/26

To approve the 2025/26 Provisional Revenue Budget of £464.697 million as set out in Appendix B of Report No. 24/63. **£'000**

2025/26 Provisional Revenue Budget	464,697
Recurring impact of 2024/25 proposals	1,037
Adjustments:	
Reject Expenditure Pressures (Appendix i)	(7)
Reject Savings (Appendix ii)	858
Additional Savings Proposals (Appendix iii)	(4,266)
Additional Expenditure Proposals (Appendix iv)	1,563
	<u>(1,852)</u>

2025/26 Updated Provisional Revenue Budget

463,882

Funding

Total Revenue Funding	(344,767)
Council Tax Second Home / Long Term Empty Properties	(3,300)
Capital Grants	(1,600)
Council Tax Single Person Discount	(300)
Net Contribution to Reserves included in the Provisional Budget	392
Contribution from Service Concession Scheme	(7,000)
Contribution to unearmarked reserves included in this Amendment	516

(356,059)

AMOUNT TO BE LEVIED FROM COUNCIL TAX

107,823

TAX BASE BAND D EQUIVALENT PROPERTIES (2.0% Non Collection)

74,577

FINAL 2025/26 BAND D COUNCIL TAX

£ 1,445.80

INCREASE (2024/25 FINAL BAND D COUNCIL TAX £1,403.69)

£ 42.11

PERCENTAGE INCREASE

3.0%

Excluding Water and Waste Water charges determined by Scottish Water.

APPENDIX (vii)

PERTH & KINROSS COUNCIL

28 FEBRUARY 2024

REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET AMENDMENT - INDEPENDENT

2026/27 COUNCIL TAX CALCULATION

To approve the 2024/25 Provisional Revenue Budget of £462.700 million as set out in Appendix B of Report No. 24/63.

2026/27

To approve the 2025/26 Provisional Revenue Budget of £464.697 million as

£'000

set out in Appendix
B of Report No.
24/63.

2026/27 Provisional Revenue Budget		469,549
Recurring impact of 2024/25 proposals		1,037
Recurring impact of 2025/26 proposals		(3,392)
Adjustments:		
Reject Expenditure Pressures (Appendix i)	(2)	<hr/>
Reject Savings (Appendix ii)	5,041	<hr/>
Additional Savings Proposals (Appendix iii)	(4,803)	
Additional Expenditure Proposals (Appendix iv)	540	
		<hr/>
		776
2026/27 Updated Provisional Revenue Budget		<hr/> 467,970
<u>Funding</u>		
Total Revenue Funding	(344,767)	
Council Tax Second Home / Long Term Empty Properties	(3,300)	
Capital Grants	(1,600)	
Council Tax Single Person Discount	(300)	
Net Contribution to Reserves included in the Provisional Budget	930	
Contribution from Service Concession Scheme	(7,000)	
Contribution to unearmarked Reserves included in this Amendment	94	
		<hr/>
		(355,943)
AMOUNT TO BE LEVIED FROM COUNCIL TAX		112,027
TAX BASE BAND D EQUIVALENT PROPERTIES (2.0% Non Collection)		75,228
FINAL 2026/27 BAND D COUNCIL TAX		<hr/> <u>£ 1,489.17</u>
INCREASE (2025/26 FINAL BAND D COUNCIL TAX £1,445.80)		<hr/> <u>£ 43.37</u>
PERCENTAGE INCREASE		<hr/> <u>3.0%</u>
Excluding Water and Waste Water charges determined by Scottish Water.		

3rd Amendment (Councillor P Barrett and Bailie C McLaren)

The Council agrees:

1. To approve the 2024/25 Provisional Revenue Budget of £462.700 million as set out in Appendix B of Report No. 24/63.
2. To approve the 2025/26 Provisional Revenue Budget of £464.697 million as set out in Appendix B of Report No. 24/63.
3. To approve the 2026/27 Provisional Revenue Budget of £469.549 million as set out in Appendix B of Report No. 24/63.
4. To approve the expenditure pressures as set out in Appendix C of Report No. 24/63.
5. To approve the budget reductions / additional income as set out in Appendix C of Report No. 24/63 with the exception of those listed in Appendix (i).
6. To approve the additional budget reductions / additional income as set out in Appendix (ii) of this Revenue Budget Amendment.
7. To approve the additional expenditure proposals as set out in Appendix (iii) of this Revenue Budget Amendment.
8. To approve an additional contribution from Reserves of £2.627 million in 2024/25 in this Revenue Budget Amendment.
9. To approve an additional contribution to Reserves of £1.181 million in 2025/26 in this Revenue Budget Amendment.
10. To approve an additional contribution to Reserves of £2.531 million in 2026/27 in this Revenue Budget Amendment.
11. To approve the Council Tax bases of 73,768 for 2024/25, 74,627 for 2025/26 and 75,278 for 2026/27.
12. To approve the contribution to Perth & Kinross Integration Joint Board of £87.438 million which is included in the 2024/25 Provisional Revenue Budget.
13. To approve the earmarked general fund balances set out in Table 10 with the exception of the adjustments listed in Appendices (iv), (v) and (vi).
14. To approve that uncommitted Reserves are maintained at a minimum of 2% to 4% of the 2024/25 Provisional Revenue Budget which equates to £9.254 million to £18.508 million.
15. To approve a provision for the non-collection of Council Tax of 2.0% in 2024/25, 2025/26 and 2026/27.
16. To approve the 2024/25 Final Revenue Budget of £467.803 million resulting in a Band D Council Tax of £1,500.54 in 2024/25 as summarised in Appendix (iv) of this Revenue Budget Amendment. This represents a 6.9% increase from the Council Tax Band D figure for 2023/24.
17. To approve the 2025/26 Provisional Revenue Budget of £467.664 million resulting in an indicative Band D Council Tax of £1,590.56 in 2025/26 as summarised in Appendix (v) of this Revenue Budget Amendment. This represents an indicative 6.0% increase from the Council Tax Band D figure for 2024/25.
18. To approve the 2026/27 Provisional Revenue Budget of £473.996 million resulting in an indicative Band D Council Tax of £1,686.00 in 2026/27 as summarised in Appendix (vi) of this Revenue Budget Amendment. This represents an indicative 6.0% increase from the Council Tax Band D figure for 2025/26.

REVENUE BUDGET AMENDMENT - LIBERAL DEMOCRAT GROUP

	Reference Report No. 24/63 Page No.	24/25 £'000	25/26 £'000	26/27 £'000
BUDGET REDUCTIONS REJECTED				
Tackling poverty				
2 Full removal of Food Initiative Budget	57	53	67	
Tackling climate change and supporting sustainable places				
1 Grounds Maintenance	59			100
Developing a resilient, stronger and greener local economy				
3 Business & Place Development Team: Economic Development Events (partial)	64	165		
4 Business & Place Development Team: City & Town Centre Management	65	95		
Enabling our children and young people to achieve their full potential				
2 Increase in charges - phased implementation	72	300	(300)	
3 Reintroduce charges for Central Groups and full cost recovery for Music Camps	73	48		
4 School Based Music Instruction	74	13	116	70
5 Reduction in Education Psychology Capacity	75		86	
6 Full removal of the School Crossing Patroller (SCP) Service	76	61	28	
7 Removal of Primary Swimming Lessons	77	40	20	
14 Closure of Loss Making Breakfast Clubs	85		61	37
15 Reductions to Devolved School Management Budgets (DSM)	86	52		
16 Rationalisation of Education Staff across the service (partial)	87			2,000
17 Young People with emotional and behavioural difficulties in Residential Care (partial)	88	200		
Protecting and caring for our most vulnerable people				
1 Housing and Homeless Support - Contract and Commissioning	92		66	
2 Housing and Homeless Support - Service Level Agreements with Providers	93			117
3 Housing and Homeless Support - Private Sector Housing Team	94		88	
4 Housing and Homeless Support - Housing Service	96		88	
5 Housing Service - Care and Repair Service	98		300	100
6 Housing and Homeless Support - Reduce Floating Housing Support Contract	99			125
8 Reduction to Criminal Justice Support (CJS)	102		42	43
9 Reduction in Children Family and Justice Service workforce	103			464
Working in partnership with our communities				
1 Adult Learning SLA	106		92	
2 Community Learning and Development - Adult Literacy	107	28	152	

3	Community Learning and Development - Further Staff Reductions	108		119	
4	Community Planning - Reduced Capacity	110		42	
5	Public Transport - Local Bus Services (partial)	111	650		
9	Winter Maintenance - Reduce Network Coverage by 20%	115	450		
10	Winter Maintenance - Increase route gritting times to 3 hours across all Category 1 routes.	116	100		
11	Community Greenspace - Maintenance	117	51	52	117
12	Community Greenspace - Infrastructure	119	85		
13	Street Cleansing - Reduction in Activity	120	168	168	
14	Operations Training	121			48
15	Operations Management and Supervisory	122			131
16	Regulatory Services	123	10	144	83
18	Traffic and Road Safety	127	50	48	48
TOTAL BUDGET REDUCTIONS REJECTED			2,619	1,479	3,483

PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27

APPENDIX (ii)

REVENUE BUDGET AMENDMENT - LIBERAL DEMOCRAT GROUP

	24/25	25/26	26/27
	£'000	£'000	£'000
ADDITIONAL SAVINGS PROPOSALS			
Organised to Deliver / Transformation			
Contingency		1,395	2,003
TOTAL ADDITIONAL SAVINGS PROPOSALS	0	1,395	2,003

APPENDIX (iii)

PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET AMENDMENT - LIBERAL DEMOCRAT GROUP

	24/25	25/26	26/27
	£'000	£'000	£'000
CORPORATE PLAN 2023 - 2028			
<u>Additional Expenditure Proposals</u>			

TACKLING POVERTY

Scottish Welfare Fund Augmentation	650	
To provide an emergency safety net and support independent living through crisis and community care grants to those in need (non-recurring)		
Financial Insecurity Fund	350	
To assist residents struggling with the cost of living(non-recurring)		
Welfare Rights Team	44	
Add 1FTE to reduce pressure on staff and assist in swift provision of advice and distribution of Scottish Welfare Fund and Financial Insecurity Fund (recurring)		
Housing Private Sector Tenancy Sustainment	80	
Continue to deliver early intervention and prevention to support private sector tenants, administered by frontline homelessness team, to find solutions to avoid homelessness (recurring)		
Housing - Intensive Housing Support	140	140
To continue successful outreach service to support people with complex needs experiencing homelessness. High fidelity approach delivered by lead/peer support practitioners with specialist alcohol and substance misuse training skills to more people into tenancies with intensive support to sustain their home and maintain positive relationships with neighbours (non-recurring)		
TACKLING CLIMATE CHANGE AND SUPPORTING SUSTAINABLE PLACES		
Think Yes fund for Community Resilience Groups	50	
for swift response to Community Resilience Groups to invest in equipment and training to help residents and businesses to protect themselves from the impact of severe weather events (non-recurring)		
DEVELOPING A RESILIENT, STRONGER AND GREENER LOCAL ECONOMY		
Adapt your Property Fund	300	
To continue the successful scheme facilitating conversion/ adaptation/ improvement of under-used/ vacant town and city centre commercial space for new commercial/ residential development (non-recurring)		
ENABLING OUR CHILDREN AND YOUNG PEOPLE TO ACHIEVE THEIR FULL POTENTIAL		
Outreach Pupil Support Resource	50	
Outreach support for experienced practitioners to work alongside pupil support assistant workforce across schools, sharing expertise and good practice and providing appropriate training. This will enhance support where it is most needed, resulting in more young people being able to maintain a full time class placement and reduced disruption for all pupils through distressed or challenging behaviours (non-recurring)		

PROTECTING AND CARING FOR OUR MOST VULNERABLE PEOPLE

RASAC Perth & Kinross	30
Additional Funding to support the vital work of this organisation (non-recurring)	

Perthshire Women's Aid	30
Additional Funding to support the vital work of this organisation (non-recurring)	

WORKING IN PARTNERSHIP WITH OUR COMMUNITIES

Severe weather resilience	100
Recognising the increased frequency and intensity of weather events, additional resources to ensure PKC can serve residents and communities in severe weather events (non-recurring)	

Visitor Rangers	200
Additional resource to retain Visitor Ranger services to enhance the experience of visitors and protect our environment (non-recurring)	

Community Investment Fund	400
Further funding for projects in our communities to help tackle our Council priorities in line with the Local Outcome Improvement Plans (non-recurring)	

Community Asset Transfer Support Fund	150
Funding to support community asset transfer of buildings, including Community Halls (through e.g. repairs, leverage matched/ external funding) to reduce burden of surplus buildings on the Council (non-recurring)	

Community transport	50
Support for communities to set up sustainable community transport arrangements in areas of need (non-recurring)	

TOTAL ADDITIONAL EXPENDITURE PROPOSALS	2,484	140	140
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PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET AMENDMENT - LIBERAL DEMOCRAT GROUP

2024/25 COUNCIL TAX CALCULATION

	2024/25	
	£'000	£'000
2024/25 Provisional Revenue Budget		462,700
Adjustments:		
Reject Savings (Appendix i)	2,619	
Additional Savings Proposals (Appendix ii)	0	
Additional Expenditure Proposals (Appendix iii)	2,484	
	<hr/>	5,103
2024/25 Updated Provisional Revenue Budget		<hr/> 467,803
<u>Funding</u>		
Total Revenue Funding	(338,338)	
Council Tax Second Home / Long Term Empty Properties	(3,300)	
Capital Grants	(1,600)	
Council Tax Single Person Discount	(300)	
Net Contribution from Reserves included in the Provisional Budget	(3,946)	
Contribution from Service Concession Scheme	(7,000)	
Contribution from earmarked Reserves included in this Amendment	(1,088)	
Contribution from unearmarked Reserves included in this Amendment	(1,539)	
	<hr/>	<hr/> (357,111)
 AMOUNT TO BE LEVIED FROM COUNCIL TAX		 110,692
 TAX BASE BAND D EQUIVALENT PROPERTIES (2.0% Non Collection)		 73,768
 FINAL 2024/25 BAND D COUNCIL TAX		 <hr/> <hr/> £ 1,500.54
 INCREASE (2023/24 FINAL BAND D COUNCIL TAX £1,403.69)		 <hr/> <hr/> £ 96.85
 PERCENTAGE INCREASE		 <hr/> <hr/> 6.90%

Excluding Water and Waste Water charges determined by Scottish Water.

PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET AMENDMENT - LIBERAL DEMOCRAT GROUP

2025/26 COUNCIL TAX CALCULATION

	2025/26	
	£'000	£'000
2025/26 Provisional Revenue Budget		464,697
Recurring impact of 2024/25 proposals		2,743
Adjustments:		
Reject Savings (Appendix i)	1,479	
Additional Savings Proposals (Appendix ii)	(1,395)	
Additional Expenditure Proposals (Appendix iii)	140	
	<hr/>	<hr/>
2025/26 Updated Provisional Revenue Budget		224 467,664
<u>Funding</u>		
Total Revenue Funding	(338,338)	
Council Tax Second Home / Long Term Empty Properties	(3,300)	
Capital Grants	(1,600)	
Council Tax Single Person Discount	(300)	
Net Contribution to Reserves included in the Provisional Budget	392	
Contribution from Service Concession Scheme	(7,000)	
Contribution to unearmarked Reserves included in this Amendment	1,181	
	<hr/>	<hr/>
		(348,965)
AMOUNT TO BE LEVIED FROM COUNCIL TAX		118,699
TAX BASE BAND D EQUIVALENT PROPERTIES (2.0% Non Collection)		74,627
FINAL 2025/26 BAND D COUNCIL TAX		<hr/> <hr/> £ 1,590.56
INCREASE (2024/25 FINAL BAND D COUNCIL TAX £1,500.54)		<hr/> <hr/> £ 90.02
PERCENTAGE INCREASE		<hr/> <hr/> 6.00%

Excluding Water and Waste Water charges determined by Scottish Water.

PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET AMENDMENT - LIBERAL DEMOCRAT GROUP

2026/27 COUNCIL TAX CALCULATION

	2026/27	
	£'000	£'000
2026/27 Provisional Revenue Budget		469,549
Recurring impact of 2024/25 proposals		2,743
Recurring impact of 2025/26 proposals		84
Adjustments:		
Reject Savings (Appendix i)	3,483	
Additional Savings Proposals (Appendix ii)	(2,003)	
Additional Expenditure Proposals (Appendix iii)	140	
	<hr/>	1,620
2026/27 Updated Provisional Revenue Budget		<hr/> 473,996
<u>Funding</u>		
Total Revenue Funding	(338,338)	
Council Tax Second Home / Long Term Empty Properties	(3,300)	
Capital Grants	(1,600)	
Council Tax Single Person Discount	(300)	
Net Contribution to Reserves included in the Provisional Budget	930	
Contribution from Service Concession Scheme	(7,000)	
Contribution to unearmarked Reserves included in this Amendment	2,531	
	<hr/>	<hr/> (347,077)
AMOUNT TO BE LEVIED FROM COUNCIL TAX		126,919
TAX BASE BAND D EQUIVALENT PROPERTIES (2.0% Non Collection)		75,278
FINAL 2026/27 BAND D COUNCIL TAX		<hr/> <hr/> £ 1,686.00
INCREASE (2025/26 FINAL BAND D COUNCIL TAX £1,590.56)		<hr/> <hr/> £ 95.44
PERCENTAGE INCREASE		<hr/> <hr/> 6.00%

Excluding Water and Waste Water charges determined by Scottish Water.

4th Amendment (Bailie A Bailey and Councillor B Leishman)

The Council agrees:

1. To approve the 2024/25 Provisional Revenue Budget of £462.700 million as set out in Appendix B of Report No. 24/63.
2. To approve the 2025/26 Provisional Revenue Budget of £464.697 million as set out in Appendix B of Report No. 24/63.
3. To approve the 2026/27 Provisional Revenue Budget of £469.549 million as set out in Appendix B of Report No. 24/63.
4. To approve the expenditure pressures as set out in Appendix C of Report No. 24/63 with the exception of those listed in Appendix (i).
5. To approve the budget reductions / additional income as set out in Appendix C of Report No. 24/63 with the exception of those listed in Appendix (ii).
6. To approve the additional budget reductions / additional income as set out in Appendix (iii) of this Revenue Budget Amendment.
7. To approve the additional expenditure proposals as set out in Appendix (iv) of this Revenue Budget Amendment.
8. To approve an additional contribution from Reserves of £1.133 million in 2024/25 in this Revenue Budget Amendment.
9. To approve an additional contribution from Reserves of £986,000 in 2025/26 in this Revenue Budget Amendment.
10. To approve an additional contribution to Reserves of £182,000 in 2026/27 in this Revenue Budget Amendment.
11. To approve the Council Tax bases of 73,838 for 2024/25, 74,817 for 2025/26 and 75,468 for 2026/27.
12. To approve the contribution to Perth & Kinross Integration Joint Board of £87.438 million which is included in the 2024/25 Provisional Revenue Budget.
13. To approve the earmarked general fund balances set out in Table 10 with the exception of the adjustments listed in Appendices (v), (vi) and (vii).
14. To approve that uncommitted Reserves are maintained at a minimum of 2% to 4% of the 2024/25 Provisional Revenue Budget which equates to £9.254 million to £18.508 million.
15. To approve a provision for the non-collection of Council Tax of 2.0% in 2024/25, 2025/26 and 2026/27.
16. To approve the 2024/25 Final Revenue Budget of £465.692 million resulting in a Band D Council Tax of £1,403.69 in 2024/25 as summarised in Appendix (v) of this Revenue Budget Amendment. This represents a 0% increase from the Council Tax Band D figure for 2023/24.
17. To approve the 2025/26 Provisional Revenue Budget of £467.727 million resulting in an indicative Band D Council Tax of £1,472.47 in 2025/26 as summarised in Appendix (vi) of this Revenue Budget Amendment. This represents an indicative 4.9% increase from the Council Tax Band D figure for 2024/25.
18. To approve the 2026/27 Provisional Revenue Budget of £470.292 million resulting in an indicative Band D Council Tax of £1,516.37 in 2026/27 as summarised in Appendix (vii) of this Revenue Budget Amendment. This represents an indicative 2.98% increase from the Council Tax Band D figure for 2025/26.

PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27

APPENDIX (i)

REVENUE BUDGET AMENDMENT - SCOTTISH LABOUR GROUP

	Reference Report No. 24/63 Page No.	24/25	25/26	26/27
		£'000	£'000	£'000
EXPENDITURE PRESSURES REJECTED				
Tackling climate change and supporting sustainable places				
1 Property Maintenance (partial)	54			125
TOTAL EXPENDITURE PRESSURES REJECTED		0	0	125

PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27

APPENDIX (ii)

REVENUE BUDGET AMENDMENT - SCOTTISH LABOUR GROUP

	Reference Report No. 24/63 Page No.	24/25	25/26	26/27
		£'000	£'000	£'000
SAVINGS REJECTED				
Tackling Poverty				
1 Period Dignity (partial)	56	10		
2 Food Initiative Budget	57	53	67	
Tackling climate change and supporting sustainable places				
1 Grounds Maintenance	59			100
Developing a resilient, stronger and greener local economy				
2 Grant funding to Pitlochry Festival Theatre	63			24
3 Business & Place Development Team: Events (partial)	64	110		
4 Business & Place Development Team: City & Town Centre Management (partial)	65	48		
Enabling our children and young people to achieve their full potential				
2 Increase in charges - school meals (partial)	72	370		

5	Reduction in Education Psychology Capacity	75		86
6	School Crossing Patroller (SCP) Service	76	61	28
7	Removal of Primary Swimming Lessons	77	40	20
8	Reduction in Parent Council funding.	78	20	
12	Reduction in Teacher numbers	82	190	
13	33 Week Period in Secondary Schools	83		437
14	Closure of Loss Making Breakfast Clubs	85		61 37
20	Standardisation of School Meal Offer	91	400	

Protecting and caring for our most vulnerable people

1	Housing and Homeless Support - Contract and Commissioning	92		66
2	Housing and Homeless Support - Service Level Agreements with Providers	93		117
3	Housing and Homeless Support - Private Sector Housing Team	94		88
4	Housing and Homeless Support - Housing Service	96		88
5	Housing Service - Care and Repair Service (accelerate)	98	(300)	200 100
6	Housing and Homeless Support - Reduce Floating Housing Support Contract by 10%	99		125
7	Review of SLA Payments	101		130
8	Reduction to Criminal Justice Support (CJS)	102		42 43

Working in partnership with our communities

1	Adult Learning SLA	106		92
2	Community Learning and Development - Adult Literacy	107	28	152
3	Community Learning and Development - Further Reductions	108		119
4	Community Planning - Reduced Capacity (accelerate)	110	(42)	42
5	Public Transport - Local Bus Services	111	775	
8	Winter Maintenance	114	110	
10	Winter Maintenance - Increase route gritting times to 3 hours across all Category 1 routes.	116	100	
17	Roads Maintenance Partnership - Reactive Maintenance	125		128 59
18	Traffic and Road Safety	127	50	48 48

Organised to Deliver / Transformation

1	Customer Service Centre Efficiencies (accelerate)	131	(72)	(10)	82
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TOTAL SAVINGS REJECTED

1,951	1,447	1,172
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REVENUE BUDGET AMENDMENT - SCOTTISH LABOUR GROUP

ADDITIONAL SAVINGS PROPOSALS	24/25 £'000	25/26 £'000	26/27 £'000
Tackling climate change and supporting sustainable places			
Increased target for landfill reduction through public education campaigns, building on the previous successful work in this area		50	
<hr/>			
Developing a resilient, stronger and greener economy			
Removal of budget for city centre business intelligence and support	100		
<hr/>			
Enabling our children and young people to achieve their full potential			
School meal additional increases in years 2 and 3 (9% total)		80	81
Reduction in Tayside Contracts Contract fee	100		
<hr/>			
Working in partnership with our communities			
Closure of Inveralmond Recycling Centre	50		
Charge for Broxden Park and Ride - to promote more turnaround of the spaces and help make sure spaces are available when people need them.	200		
Allow purchase of permits for more than 2 garden waste bins, some residents wish for more than 1 garden waste bin, we as a council will be open to providing that service (subject to availability)	35	10	
Community asset transfer - one off	100	(100)	
<hr/>			
Organised to Deliver / Transformation			
Property maintenance		125	
Contingency		1,395	2,003
Sell ES1 number plate (one off)	150	(150)	
Lease cost saving from withdrawal Pullar House			1,600
<hr/>			
TOTAL ADDITIONAL SAVINGS PROPOSALS	735	1,410	3,684

PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET AMENDMENT - SCOTTISH LABOUR GROUP

CORPORATE PLAN 2023 - 2028	24/25 £'000	25/26 £'000	26/27 £'000
<u>Additional Expenditure Proposals</u>			
Tackling Poverty			
Further investment in staffing to support closing the poverty-related attainment gap (recurring)	383	187	
Child Poverty focussed top up for the Welfare fund (recurring) Provides 1 welfare rights officer and also school clothing for kids of £65k and £5k for infant formula and the rest as a discretionary fund for reasonable living expenses	170		
Warm Spaces (non-recurring)	200		
Letham4All - community fridge (non recurring), to support the continuation of this organisation's fantastic support for its community	13		
Tackling climate change and supporting sustainable places			
Buses 2030 - funding for the development of a fully-costed business case for new models of public transport delivery (officer capacity) (non-recurring) Officer capacity to develop proposals for future public transport operation which restore public accountability by setting the needs of residents and the environment as top priority. To include franchising, public-interest, public-ownership, and other models as appropriate. Will complement the Mobility Strategy and review options for regional working with TACTRAN partners.	115	105	105
Community Transport Initiatives (non-recurring)	50		
Developing a resilient, stronger and greener economy			
Borrowing cost to create a £3 million pot to contribute towards the construction costs of the Park and Choose facility at West Kinfauns/Walnut Grove		135	
Enabling our children and young people to achieve their full potential			
Creation of an additional child psychologist post (recurring) to further support ASN pupils	97		
Further investment in staffing to support ASN pupils in achieving their full potential (recurring)	313	187	
Working in partnership with our communities			
Funding for localised road/footway drainage improvements where needed to alleviate localised flooding issues (non-recurring)	200		
Tulloch play facilities (non-recurring), to support the work already underway by Saints in the Community	35		

Equalities Fund (non-recurring), to be awarded to 3rd sector organisations seeking funding for projects that align with council's corporate plan including holiday activities for kids	200	
Funding to grow the council housing stock through more newbuilds or buybacks. Borrowing capacity to unlock £7.8 million of capital spending (recurring, subject to Ministerial Approval and Tenant Approval)		350

Organised to Deliver / Transformation

Funding to cover adaptations/additional office space after withdrawal from Pullar House (recurring)	200	
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TOTAL ADDITIONAL EXPENDITURE PROPOSALS

1,776	814	455
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APPENDIX (v)

PERTH & KINROSS COUNCIL

28 FEBRUARY 2024

REVENUE BUDGET 2024/25, 2025/26 & 2026/27

REVENUE BUDGET AMENDMENT - SCOTTISH LABOUR GROUP

2024/25 COUNCIL TAX CALCULATION

	2024/25	
	£'000	£'000
2024/25 Provisional Revenue Budget		462,700
Adjustments:		
Reject Expenditure Pressures (Appendix i)	0	
Reject Savings (Appendix ii)	1,951	
Additional Savings Proposals (Appendix iii)	(735)	
Additional Expenditure Proposals (Appendix iv)	1,776	
	<hr/>	2,992
2024/25 Updated Provisional Revenue Budget		<hr/> 465,692

Funding

Total Revenue Funding	(344,767)	
Council Tax Second Home / Long Term Empty Properties	(3,300)	
Capital Grants	(1,600)	
Council Tax Single Person Discount	(300)	
Net Contribution from Reserves included in the Provisional Budget	(3,946)	
Contribution from Service Concession Scheme	(7,000)	
Contribution from earmarked reserves included in this Amendment	(2,956)	
Contribution to unearmarked Reserves included in this Amendment	1,823	
	<hr/>	<hr/> (362,046)

AMOUNT TO BE LEVIED FROM COUNCIL TAX	103,646
TAX BASE BAND D EQUIVALENT PROPERTIES (2.0% Non Collection)	73,838
FINAL 2024/25 BAND D COUNCIL TAX	<u>£ 1,403.69</u>
INCREASE (2023/24 FINAL BAND D COUNCIL TAX £1,403.69)	<u>£ -</u>
PERCENTAGE INCREASE	<u>0.0%</u>

Excluding Water and Waste Water charges determined by Scottish Water.

APPENDIX (vi)

**PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27**

REVENUE BUDGET AMENDMENT - SCOTTISH LABOUR GROUP

2025/26 COUNCIL TAX CALCULATION

	2025/26	
	£'000	£'000
2025/26 Provisional Revenue Budget		464,697
Recurring impact of 2024/25 proposals		2,179
Adjustments:		
Reject Expenditure Pressures (Appendix i)	0	
Reject Savings (Appendix ii)	1,447	
Additional Savings Proposals (Appendix iii)	(1,410)	
Additional Expenditure Proposals (Appendix iv)	814	
	<hr/>	<hr/>
2025/26 Updated Provisional Revenue Budget		851 467,727
<u>Funding</u>		
Total Revenue Funding	(344,767)	
Council Tax Second Home / Long Term Empty Properties	(3,300)	
Capital Grants	(1,600)	
Council Tax Single Person Discount	(300)	
Net Contribution to Reserves included in the Provisional Budget	392	
Contribution from Service Concession Scheme	(7,000)	
Contribution from unearmarked Reserves included in this Amendment	(986)	

	<u>(357,561)</u>
AMOUNT TO BE LEVIED FROM COUNCIL TAX	110,166
TAX BASE BAND D EQUIVALENT PROPERTIES (2.0% Non Collection)	74,817
FINAL 2025/26 BAND D COUNCIL TAX	<u>£ 1,472.47</u>
INCREASE (2024/25 FINAL BAND D COUNCIL TAX £1,403.69)	<u>£ 68.78</u>
PERCENTAGE INCREASE	<u>4.9%</u>
Excluding Water and Waste Water charges determined by Scottish Water.	

APPENDIX (vii)

**PERTH & KINROSS COUNCIL
28 FEBRUARY 2024
REVENUE BUDGET 2024/25, 2025/26 & 2026/27**

REVENUE BUDGET AMENDMENT - SCOTTISH LABOUR GROUP

2026/27 COUNCIL TAX CALCULATION

	2026/27	£'000	£'000
2026/27 Provisional Revenue Budget			469,549
Recurring impact of 2024/25 proposals			2,179
Recurring impact of 2025/26 proposals			746
Adjustments:			
Reject Expenditure Pressures (Appendix i)	(125)		
Reject Savings (Appendix ii)	1,172		
Additional Savings Proposals (Appendix iii)	(3,684)		
Additional Expenditure Proposals (Appendix iv)	455		
			<u>(2,182)</u>
2026/27 Updated Provisional Revenue Budget			470,292
<u>Funding</u>			
Total Revenue Funding	(344,767)		
Council Tax Second Home / Long Term Empty Properties	(3,300)		
Capital Grants	(1,600)		

Council Tax Single Person Discount	(300)	
Net Contribution to Reserves included in the Provisional Budget	930	
Contribution from Service Concession Scheme	(7,000)	
Contribution to unearmarked Reserves included in this Amendment	182	
		<u>(355,855)</u>
AMOUNT TO BE LEVIED FROM COUNCIL TAX		114,437
TAX BASE BAND D EQUIVALENT PROPERTIES (2.0% Non Collection)		75,468
FINAL 2026/27 BAND D COUNCIL TAX		<u>£ 1,516.37</u>
INCREASE (2025/26 FINAL BAND D COUNCIL TAX £1,472.47)		<u>£ 43.90</u>
PERCENTAGE INCREASE		<u>2.98%</u>
Excluding Water and Waste Water charges determined by Scottish Water.		

THERE FOLLOWED A RECESS AND THE MEETING RECONVENED AT 1.50PM

Note: The Mover and Seconder of the Motion agreed to make the following adjustments to the Motion:

From the Independent Group:

- In line with Administrations aspirations of increasing community usage of our Schools and Community Campuses to provide £24k (recurring) funding to reduce the income targets for hire within Community Campuses and a new budget of £50k (non-recurring) to support adapting schools and community campuses to help facilitate increased community access.
- Reject the £52k (recurring) reduction to Devolved School Management Small School Supply Contingency budget.
- Reinstate the recurring grant funding of £23k (2024/25), £23k (2025/26) and £24k (2026/27) for Pitlochry Festival Theatre.
- Provide £60k (recurring) available to Live Active Leisure to maintain leisure provision within Pitlochry, initially in Live Active Atholl and then as part of the new Community Campus model.
- In recognition of ongoing regeneration efforts within Crieff to commit non-recurring grant funding of £40k (2024/25), £40k (2025/26), £40k (2026/27) to Crieff Community Trust.
- In line with aspiration to support small rural business to provide £1k (recurring) funding to exempt farmers markets from road closure charges.
- To allow for further engagement with communities to provide £30k (non-recurring) to Live Active Leisure to keep Community Halls open for a further year to allow time to facilitate community asset transfer requests by local groups.
- In recognition of the significant work that Growbiz does to support rural businesses to make £100k funding recurring.

From Labour Group

- In line with significant support for public transport to provide £115k (Y1), £105k (Y2) and £105k (Y3) for their Buses 2030 proposal – funding for the development of a fully costed business case for a public-interest or public-owned bus operator to transform local public transport.
- To support £35k towards Tulloch play facilities.
- As part of ongoing commitment to reduce food waste to provide a £13k (non-recurring) grant to Letham4All for their Community Fridge
- To provide an additional £50k (non-recurring) to support community transport.

From Conservative Group:

- Additional non-recurring funding of £20k to provide quiet places in our schools.
- A further £60k (non-recurring) for community mental health support groups.
- Reinstatement of the budget for Parent Councils - £20k recurring.

This will impact on the Council in future years and this will be included in the 2025/26 budget.

	24/25	25/26	26/27	
Increasing community usage of Schools and Community Campuses	24	-	-	Recurring
Community Campus Access	50	10	-	Non-recurring
Small School Supply Contingency Budget	52	-	-	Recurring
Pitlochry Festival Theatre	23	23	24	Recurring
Live Active Leisure Pitlochry	60	-	-	Recurring
Crieff Community Trust	40	40	40	Non-recurring
Exempt farmers market charges	1			Recurring
Community Asset Transfer Request	30			Non-recurring
Growbiz	100			Recurring
Buses 2030 proposal	115	105	105	Non-recurring
Tulloch Play facilities	35			Non-recurring
Letham4All Community Fridge	13			Non-recurring
Support Community Transport	50			Non-recurring
Quiet Spaces in schools	20			Non-recurring
Community Mental Health Support Groups	60			Non-recurring
Parent Councils	20			Non-recurring

In accordance with Standing Order 21.6, a roll call vote was taken.

6 Members voted for 4th Amendment as follows:

Provost X McDade, Bailies A Bailey and R Brock, Councillors D Cuthbert, B Leishman, and C Stewart.

4 Members voted for 3rd Amendment as follows:

Bailie C McLaren, Councillors L Barrett, P Barrett and W Robertson.

30 Members abstained as follows:

Depute Provost A Parrott, Bailies C Ahern and M Williamson, Councillors K Allan, H Anderson, B Brawn, S Carr, A Chan, S Donaldson, E Drysdale, J Duff, A Forbes, M Frampton, N Freshwater, K Harvey, D Illingworth, I James, N Khogali, G Laing, I MacPherson, I Massie, S McCole, T McEwan, J Rebbeck, C Reid, C Shiers, F Smith, G Stewart, R Watters and J Welch.

The 4th Amendment was therefore carried and became the 3rd Amendment. This was then put against the 2nd Amendment.

2 Members voted for 3rd Amendment as follows:

Bailie A Bailey and Councillor B Leishman

4 Members voted for 2nd Amendment as follows:

Provost X McDade, Bailie R Brock, Councillors D Cuthbert and C Stewart.

34 Members abstained as follows:

Depute Provost A Parrott, Bailies C Ahern, C McLaren and M Williamson, Councillors K Allan, H Anderson, L Barrett, P Barrett, B Brawn, S Carr, A Chan, S Donaldson, E Drysdale, J Duff, A Forbes, M Frampton, N Freshwater, K Harvey, D Illingworth, I James, N Khogali, G Laing, I MacPherson, I Massie, S McCole, T McEwan, J Rebbeck, C Reid, W Robertson, C Shiers, F Smith, G Stewart, R Watters and J Welch.

The 2nd Amendment was therefore carried and was then put against the 1st Amendment.

6 Members voted for 2nd Amendment as follows:

Provost X McDade, Bailies A Bailey and R Brock, Councillors D Cuthbert, B Leishman and C Stewart.

14 Members voted for 1st Amendment as follows:

Bailie C Ahern, Councillors K Allan, H Anderson, B Brawn, A Chan, J Duff, A Forbes, N Freshwater, D Illingworth, I James, N Khogali, C Reid, C Shiers and F Smith.

20 Members abstained as follows:

Depute Provost A Parrott, Bailies C McLaren and M Williamson, Councillors L Barrett, P Barrett, S Carr, S Donaldson, E Drysdale, M Frampton, K Harvey, G Laing, I MacPherson, I Massie, S McCole, McEwan, J Rebbeck, W Robertson, G Stewart, R Watters and J Welch.

The 1st Amendment was therefore carried and became the substantive Amendment which was then put against the Revised Motion.

14 Members voted for the Amendment as follows:

Bailie C Ahern, Councillors K Allan, H Anderson, B Brawn, A Chan, J Duff, A Forbes, N Freshwater, D Illingworth, I James, N Khogali, C Reid, C Shiers and F Smith.

22 Members voted for the Revised Motion as follows:

Provost X McDade, Depute Provost A Parrott, Bailies A Bailey, R Brock and M Williamson, Councillors S Carr, D Cuthbert, S Donaldson, E Drysdale, M Frampton, K Harvey, G Laing, B Leishman, I MacPherson, I Massie, S McCole, T McEwan, J Rebbeck, C Stewart, G Stewart, R Watters and J Welch.

4 Members abstained as follows:

Bailie C McLaren, Councillors L Barrett, P Barrett and W Robertson.

Resolved:

In accordance with the Revised Motion.

THERE FOLLOWED A RECESS AND THE MEETING RECONVENED AT 3.35PM.

4. STRATEGIC INVESTMENT & CAPITAL BUDGET 2024/25 – 2029/30

There was submitted a report by the Head of Finance (24/64) (1) providing an update on the Composite (General Fund) Capital Budget; (2) updating members on the Council's provisional 2024/25 Scottish Government Capital Grant funding; (3) recommending that the Council approve an updated 6 Year Capital Delivery Programme for the period 2024/25-2029/30 and setting out officer recommendations on specific Capital Projects and Programmes of works; (4) providing members with an updated assessment of the overall affordability of the Composite (General Fund) Capital Budget; and (5) outlining the risks and challenges surrounding the Council's Capital Budget and making recommendations on the Capital Funding Strategy underlying current and future investment and disinvestment decisions.

Motion (Councillors G Laing and E Drysdale)

Agree with the recommendations of the Strategic Investment & Capital Budget Update 2023/24 – 2027/28 (Report no. 24/64) with the addition of:

£400,000 to be funded from capital receipts as follows:

- Adapt Your Property - £300,000

Funding to continue the hugely successful scheme that facilitated the conversion / adaptation / improvement of underused / vacant town and city centre commercial space for new commercial / residential development (non-recurring).

- Community Asset Transfer - £75,000

Funding that will be available to assist local groups with community led asset transfers of important buildings across our communities (non-recurring).

- Community Campus Access - £25,000

Investment to support adaptations in our schools and community campuses to help facilitate increased community access (non-recurring).

Resolved:

In accordance with the Motion.

PERTH AND KINROSS COUNCIL

Minute of hybrid meeting of Perth and Kinross Council held in the Council Chamber, 2 High Street, Perth on Wednesday 6 March 2024 at 10.47am.

Present: Provost X McDade, Depute Provost A Parrott, Bailies C Ahern, A Bailey, R Brock (up to and including item 7), C McLaren and M Williamson, Councillors K Allan, H Anderson L Barrett, P Barrett, B Brawn, S Carr, A Chan, D Cuthbert, S Donaldson, E Drysdale, J Duff, A Forbes, M Frampton, N Freshwater, K Harvey, D Illingworth, I James, N Khogali, G Laing, B Leishman, I MacPherson, I Massie, S McCole, T McEwan, J Rebbeck, C Reid (up to and including item 7), W Robertson, C Shiers, F Smith, C Stewart, G Stewart, R Watters and J Welch.

In Attendance: T Glen, Chief Executive; C Mailer, Director – Strategy, People and Resources; B Renton, Executive Director (Communities); S Devlin, Strategic Lead - Education and Learning; K Donaldson, Chief Operating Officer; S Walker, Strategic Lead – Finance & Business Support, E Ritchie, Strategic Lead – Housing and Communities; J Pepper, Director/Chief Officer – Health and Social Care Partnership; A Singh, Strategic Lead – Children, Families and Justice; A Williams, Director – Economy, Place and Learning; H Robertson, Head of Children, Young People and Families; R Drummond and I Wilkie (both Economy, Place and Learning); D McPhee, S Hendry, A Brown and M Pasternak (all Strategy, People and Resources); B Atkinson, Independent Chair of Perth and Kinross Adult Protection Committee and Perth and Kinross Child Protection Committee.

Provost X McDade, Presiding.

The Depute Provost led discussion on Items 6 and 7, and the Provost led discussion on all other items of business.

1. WELCOME AND APOLOGIES

Provost McDade welcomed all those present to the meeting.

2. DECLARATION OF INTEREST

In terms of the Councillors' Code of Conduct, Councillor S McCole declared a non-financial interest in item 7 on the agenda.

A1. URGENT BUSINESS

In terms of Standing Order 9.3(b), the Provost agreed to accept the following motion as urgent business as the related announcement from Stagecoach on a reduction in bus services in Perth and Kinross had come after the deadline stated in Standing Orders for political business items.

Motion by Bailies A Bailey and R Brock

Reduction in Bus Services in Perth & Kinross

1. This Council notes with grave concern the proposal from Stagecoach to remove weekday bus services in their entirety from the Carse of Gowrie and to severely reduce the service in other areas of Perth and Kinross, including the Highland, Strathtay, Strathearn and Perth City wards, amongst other detrimental changes affecting the PRI to Ninewells, and other services announced on February 27.
2. Council further recognises the disadvantage this will put people at in these wards in terms of ability to access education, health, work, shopping, and leisure services if the cuts proceed.
3. Whilst recognising the valuable contribution that Stagecoach makes to the local economy and community, it formally lodges its concern about this proposal and its timing, coming immediately prior to our budget meeting thus reducing options for counteraction.
4. Council requests that Stagecoach now enter into a constructive dialogue with the Council's officers about potential ways to minimise the impact of these reductions on local residents.

Amendment by Councillor P Barrett and Bailie C McLaren

In accordance with the Motion but to add the following as points 5 and 6:

5. Council requests that Stagecoach extend the consultation period to allow the general public, local Councils, NHS Tayside and other interested parties to fully consider and assess the proposed cuts and to provide comprehensive responses.
6. Council requests that the leaders of all political groups write jointly to the Cabinet Secretary for Transport and Infrastructure calling for Scottish Government intervention with Stagecoach to pause and extend the consultation pending publication of the full details and impact assessment.

The Mover and Seconder of the Motion agreed to incorporate the Amendment into the Motion.

Resolved:

In accordance with Revised Motion.

3. OUTSTANDING BUSINESS STATEMENT

The Outstanding Business Statement was noted, and it was agreed to remove the completed actions.

4. CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2022-2023

There was submitted a report by Chief Officer/Director of Integrated Health and Social Care (24/66) (1) providing the Chief Social Work Officer's overview of social work services in Perth and Kinross during 2022/23; (2) setting out how social care, social work, and criminal justice social work services have been delivered up until end of March 2023, and in some instances up to end of July 2023; (3) covering the key challenges that have continued, many associated with Covid-19; (4) outlining the additional needs and demands that were managed over the year for our most vulnerable and at-risk citizens. The report also (5) details the arrangements to enable the Chief Social Work Officer to fulfil the responsibilities outlined in Section 5 (1) of the Social Work (Scotland) Act 1968 (as amended).

Resolved:

The annual report on social care and social work services for 2022-23 (24/66) be approved.

5. MINUTE OF MEETING OF PERTH AND KINROSS COUNCIL OF 22 JANUARY 2024 FOR APPROVAL

The minute of meeting of Perth and Kinross Council of 22 January 2024 was submitted and approved as correct record.

THERE FOLLOWED A RECESS AND THE MEETING RECONVENED AT 12.15PM

6. PERTH AND KINROSS CHILD PROTECTION COMMITTEE STANDARDS AND QUALITY REPORT 2022/2023

There was submitted a report by the Chief Officer/Director of Integrated Health and Social Care (24/67) (1) providing an overview of the key activities and work of the Child Protection Committee (CPC) partners to protect children and young people from harm, abuse and exploitation; (2) describing the CPC's achievements, key strengths and areas for improvement, and also (3) including an update on the CPC's new Improvement Plan, confirming that the CPC continues to focus on learning and improvement, and has in place, a comprehensive programme of improvement work for 2023 and beyond.

Resolved:

- (i) The wide range of work being carried out by Perth and Kinross Council and their partners, through the CPC, to provide high quality services to protect children and young people, in particular, the high-level of commitment to continuous improvement through quality assurance and self-evaluation, be noted;
- (ii) The contents of the report, the Perth and Kinross CPC Standards and Quality Report 2022/2023 (Appendix 1) and the contents of the Perth and Kinross CPC Improvement Plan 1 April 2023 – 31 July 2026 (Update) (Appendix 2), be endorsed.

7. ADULT PROTECTION COMMITTEE ANNUAL REPORT 2022/2023

There was submitted a report by Chief Officer/Director of Integrated Health and Social Care (24/68) providing an overview of the key activities and work of the Perth and Kinross Adult Protection Committee and the partnership approach to safeguarding vulnerable adults at risk of harm over 2022 to 2023.

Resolved:

The Adult Protection Committee report for 2022-23 (24/68) be approved.

THERE FOLLOWED A RECESS AND THE MEETING RECONVENED AT 2.20PM.

8. TREASURY & INVESTMENT STRATEGY AND PRUDENTIAL INDICATORS 2024/25 – 2029/30

There was submitted a report by the Strategic Lead – Finance and Business Support (24/69) detailing the Council's proposed Treasury Strategy for 2024/25 to 2029/30, the Investment & Property Strategy for 2024/25 and Prudential Indicators for 2024/25 to 2029/30.

Resolved:

- (i) The contents of the report be noted.
- (ii) The 6-year Treasury Strategy for 2024/25 to 2029/30, as detailed in the report, which was submitted in accordance with the Council's approved Treasury Management Practices (TMP), be approved.
- (iii) The Permitted Investments and Investment Strategy for 2024/25, outlined at Section 7 and detailed at Appendix III of the report, be approved.
- (iv) The Property Investment Strategy for 2024/25, outlined at Section 8 and detailed at Appendix IV of the report, be approved.
- (v) The proposed Prudential Indicators for 2024/25 to 2029/30, as outlined at Section 11 and detailed at Appendix V of the report, be approved.

9. UK CITY OF SANCTUARY BID REPORT AND COMMITMENT TO RESETTLEMENT

There was submitted a joint report by the Director – Strategy, People and Resources and Executive Director (Communities) (24/70) providing members with the Council’s Policy Statement and Action Plan for approval for submission to become a UK City of Sanctuary member with an accompanying commitment to settle a minimum of 20 people seeking sanctuary each year.

Resolved:

- (i) The contents of the report be noted.
- (ii) The accompanying Policy Statement and Action Plan for submission to become a UK City of Sanctuary member (Appendices 1 and 2) be approved.
- (iii) The recommended commitment to settle a minimum of 20 people seeking sanctuary each year be approved.

10. UPDATES TO SCHEME OF ADMINISTRATION

There was submitted a report by the Strategic Lead – Legal and Governance (24/79) (1) advising members of updates to the Council’s Scheme of Administration in terms of both delegation to officials that are in line with the recently approved revised Executive and Strategic Leadership structure and (2) bringing forward proposals to amend the terms of reference for two of the Council’s committees.

Resolved:

The revisions to the Scheme of Administration as set out in Appendices 1 and 2 of the report be approved.

11. ELECTED MEMBERS BRIEFING NOTES

Resolved:

The Elected Members Briefing Notes, issued since the previous Council meeting and as set out on the agenda, be noted.

12. VALEDICTORIES

The Provost and Bailies / elected members passed on their best wishes to Barbara Renton (Executive Director (Communities)), Karen Donaldson (Chief Operating Officer), Stewart MacKenzie (Head of Finance), and Hazel Robertson (Head of Service, Children, Young People and Families) who were all retiring from the Council at the end of March following each of them working for a number of years with the Council.

PERTH AND KINROSS COUNCIL

OUTSTANDING BUSINESS STATEMENT (OBS)

(Report No. 24/147)

Please note that this statement sets out outstanding decisions of Council / this committee / sub-committee along with an update and estimated completion date. Actions which are overdue are shaded for ease of reference. Where an update reflects that an action is complete then agreement will be sought to its removal from the OBS.

No	Date / Minute Reference / Report Number	Subject Title	Outstanding Action	Update	Lead Officer /Service	Action Due/completed	Action Expected
16.	22 January 2024. Item 6.	Corporate Asset Management Framework.	A briefing session to be offered to all elected members on asset valuation as part of the Corporate Asset Management Framework.	Briefing session being arranged for 25 March 2024.	Capital Programme Manager	COMPLETE	25 March 2024.
17.	6 March 2024. Urgent Business Item.	Reduction in Bus Services in Perth and Kinross.	Leaders of all political groups to write jointly to the Cabinet Secretary for Transport and Infrastructure calling for Scottish Government intervention with Stagecoach to pause and extend the consultation pending publication of the full details and impact assessment.	Letter issued 8 March 2024.	Group Leaders / Members' Support.	COMPLETE	8 March 2024.

No	Date / Minute Reference / Report Number	Subject Title	Outstanding Action	Update	Lead Officer /Service	Action Due/ completed	Action Expected
18.	6 March 2024. Item 9.	UK City of Sanctuary Bid Report and Commitment to Resettlement.	Elected Member briefing session to be arranged providing more background to the information in the report.	Briefing session arranged for 6 May 2024.	Strategic Lead – Housing and Communities / Team Leader (Equalities).	COMPLETE	6 May 2024.

MOTION BY COUNCILLOR M FRAMPTON AND BAILIE M WILLIAMSON**Motion To Stand in Solidarity with The Women Against State Pension Inequality (WASPI) Women to be Paid Compensation**

Women who were born in the 1950's had their rights to retirement age changed from age 60 to 65, and later to 66 without being informed of this.

It has recently been reported by the Parliamentary and Health Service Ombudsman that the Department for Work and Pensions was guilty of "maladministration" by failing to inform women of their retirement age changes.

I would call upon the Council Leader to write to the UK Government to say Perth and Kinross Councillors stand by the WASPI Womens' right to compensation. We ask that the UK Government act now and commit to a compensation payout scheme for the women who were affected by the changes.

MOTION BY COUNCILLORS A FORBES AND N KHOGALI

For almost two years this Council has had a Climate Change and Sustainability Committee, a sensible response to the climate emergency that we all know exists. However, over the last two years, very few new initiatives have been brought to that committee which wouldn't have been brought to the historic Environment, Infrastructure and Economic Development Committee. Often, the committee regularly has very little business to conduct other than general 'housekeeping' Council business.

The last two committees have had only one item to consider.

Given the following pressures faced by the Council, we believe that it would be prudent to merge the Climate Change and Sustainability Committee and the Economy and Infrastructure Committee, as per the details in the proposition below.

Committee timetable: There have been frequent issues with the availability of time in the Chambers. We believe that committees with low number of items are an inefficient use of time in the committee timetable and staff time.

Financial pressures: The financial pressures on the Council are plain to see, and we believe there is an opportunity for efficiency in merging the two committees, both with regard to the PKC and political administration of the committee.

General staffing pressures: Our Council officers do a fantastic job, and we acknowledge that they are under increasing pressure with regard to their time. We believe that we have an opportunity to optimise the use of their time, and that merging the two committees does this.

Proposition:

- a. We propose that the Climate Change and Sustainability Committee and the Economy and Infrastructure Committee be merged, with the business of the former being moved into the latter, and the former be dissolved. The new name of the committee would be the Economy, Infrastructure, Climate and Sustainability Committee.
- b. We propose that a standard agenda item is created within the new Committee's agenda which specifically reviews the climate impact of decisions taken by the committee. The committee to review and decide upon climate change issues across the Council and also for matters relating to climate change that cannot be dealt with by a service committee.
- c. We propose that one of the existing Vice-Conveners of the Housing and Social Wellbeing Committee and the Learning and Families Committee takes responsibility for leading on matters of climate change for that particular service and a standard agenda item be created on each of those committees for climate change matters relating to that service. This will provide political oversight and will build climate change matters into every service committee.

- d. We propose that 3 members of the Perth and Kinross Climate Change Commission (PKCCC) attend the new committee as non-voting members on a rotating basis, with 1 member under the age of 18 wherever possible.
- e. We reaffirm the PKC commitment to achieving a 75% reduction in emissions by 2030 and reaching net zero by no later than 2045. We believe that the above propositions enable us to achieve that, in the most efficient manner possible.

Perth And Kinross Council

Perth and Kinross Council

15 May 2024

CORPORATE DELIVERY AND IMPROVEMENT PLAN 2024/25

Report by the Chief Executive

(Report No. 24/148)

1. PURPOSE

- 1.1 This report presents the finalised Corporate Delivery and Improvement Plan (CDIP) for 2024/25 which has been updated following feedback from the Scrutiny and Performance Committee on 31 January 2024 (Report 24/44) and the setting of the Council's budget on 28 February 2024 (Report 24/63).
- 1.2 Performance reporting on the improvement actions contained within the CDIP will be reported as part of the Annual Performance Report for 2024/25 which will come to Council in autumn 2025.

2. RECOMMENDATIONS

- 2.1 It is recommended that the Council:
 - Notes the feedback from Scrutiny and Performance Committee (appendix 1) and agrees the changes to the CDIP made as a result.
 - Approves the final version of the Corporate Delivery and Improvement Plan for 2024/25 (appendix 2).
 - Approves the recommendation to replace references to the Perth and Kinross Offer within the Corporate Plan and future performance reporting and external/internal communications with reference to the 'working in partnership with communities' corporate priority.
 - Notes that a review of the purpose and timing of the Corporate Delivery and Improvement plan within the annual performance reporting and improvement cycle will be undertaken within 2024 to consider whether a longer-term view of improvement activity would be valuable.
 - Notes that if there are further areas for improvement highlighted by trends within the Annual Performance Report for 2023/24 these additional improvement actions will be recommended to Council alongside that report in autumn 2024.

3. STRUCTURE OF REPORT

3.1 This report is structured over the following sections:

- Section 4: Background
- Section 5: Summary Information
- Appendix 1: Feedback from Scrutiny and Performance Committee 31 January 2024
- Appendix 2: Corporate Delivery and Improvement Plan 2024/25
- Appendix 3: Background information on the proposed evolution of the Perth and Kinross Offer

4. BACKGROUND

4.1 The Corporate Delivery and Improvement Plan (CDIP) is a new element of the Council's strategic planning and performance framework. A diagram showing where the CDIP sits within this framework is included at the end of Appendix 1. Introduced as part of new performance reporting and strategic planning arrangements, it complements the Annual Performance Report approved by Council in August (Report No. 23/234) by setting out key proposed improvement activity for the year ahead.

4.2 This replaces the service-by-service approach to identifying improvements which was previously in place through Business Management and Improvement Plans. By bringing the final CDIP for approval at the start of the financial year it also means Council has sight of in-year improvement activity closer to the start of the new financial year than was the case with the previous approach.

4.3 The CDIP is intended to be read in conjunction with the [Annual Performance Report for 2022/23](#) and details improvement activity to address areas for development identified in the Annual Performance Report (APR) and demonstrate our duty to deliver Best Value. The APR acts as our annual look back at how we have delivered on the priorities of the [Corporate Plan](#), while the CDIP is our look forward to what we will focus on doing to achieve the priorities of the Corporate Plan in the year ahead.

4.4 Linking improvement activity to previous performance and aligning this to the delivery of the Corporate Plan are key to maintaining a robust and effective performance management framework. This is critical to the success of the Council in delivering and improving outcomes for individuals and our communities.

5. SUMMARY INFORMATION

5.1 The Corporate Delivery and Improvement Plan for 2024/25 (Appendix 1) sets out key strategic improvement activities which officers have identified to improve previous performance or introduce new activity which will contribute to the delivery of the Council's key priorities.

It does not represent all of the work which is ongoing to meet our statutory duties or to maintain existing areas which are performing well. Given the scope of the Council's responsibilities these would be too much to contain in any one single document, but the impact of this 'business as usual' work is demonstrated through the performance measures agreed as part of the Corporate Plan and reported in the Annual Performance Report each year.

- 5.2 The proposed improvement activity identified within the CDIP has been developed with Strategic Leads by cross-referencing the Corporate Plan priorities with areas for improvement identified in the Annual Performance Report for 2022/23 and our supplementary report on performance aligned to the Best Value themes. It also includes areas for improvement, where they link to delivery of our Corporate Plan priorities, which have been identified through budget setting, the Best Value Thematic Review 2022/23 (Report 23/366), customer feedback, benchmarking, and other strategic documents. Amendments to the draft CDIP previously considered by Council are noted within an additional comment column in the document, this includes a summary of the reasons for the change.
- 5.3 The draft CDIP 2024/25 was also considered by the Scrutiny and Performance Committee on 31 January 2024 (Report 24/44). The Committee asked several questions and challenged and/or stretched officers on a number of performance measures. Their feedback has been considered by officers and included within the updated CDIP presented today. Appendix 1 provides a summary of the questions asked and points raised by the Committee with a note of the subsequent action taken on the CDIP.

Perth and Kinross Offer

- 5.4 While reviewing the Corporate Delivery and Improvement Plan it has become clear that the previously agreed Perth and Kinross Offer Framework (Report 21/246) has now been fully incorporated within the Corporate Plan approved in December 2022 (Report 22/311). This has raised questions amongst staff and elected members about the role of the Perth and Kinross Offer.
- 5.5 Following consideration we are recommending that Council agrees that the Perth and Kinross Offer has now evolved into the 'working in partnership with communities' priority within the Corporate Plan and is now embedded in our employee engagement programme, Strategic Lead job profiles and leadership competencies for the organisation. As a result, we recommend that public communication and performance reporting against the Corporate Plan should be amended to reflect the language of our Corporate Plan priority rather than the Perth and Kinross Offer. This recommendation is in line with previous directions of Council to consider and rationalise the number of strategies and frameworks and to avoid duplication. Appendix 3 provides further context for this recommendation.

Reviewing the scope of the CDIP

- 5.6 The introduction of the CDIP into our strategic planning and performance cycle has been a positive improvement in aligning our strategic planning and improvement processes to the Council's financial strategy. Bringing a draft CDIP for 2024/25 at the end of 2023, alongside the Medium-Term Financial Plan, for consideration before the budget for the following year is set, and then finalising the improvement actions once budget decisions are made, is part of that approach. Consideration is now being given to whether a longer-term improvement plan which matches either the three-year budget or the Medium-Term Financial Plan approach would further enhance this link. Further engagement will take place with elected members on this issue before the draft CDIP for 2025/26 is brought to Council.
- 5.7 Once agreed the improvement actions within the CDIP for 2024/25 will be monitored regularly by Strategic Leads and performance against the measures set will be reported to Council as part of the Annual Performance Report for 2024/25 in Autumn 2025. Any additional improvement actions identified through the 2023/24 Annual Performance Report will be recommended within that report when it is brought to Council later this year and will also form part of the 2024/25 reporting cycle.

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APPENDICES

Appendix 1 - Feedback from Scrutiny and Performance Committee 31 January 2024

Appendix 2 - Corporate Delivery and Improvement Plan 2024/25

Appendix 3 - Background information on the proposed evolution of the Perth and Kinross Offer

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Community Plan / Corporate Plan

- 1.1 This report sets out improvement activity to be undertaken to support the delivery of the Council Corporate Plan 2022-27.

2. Resource Implications

Financial

- 2.1 There are no financial implications arising from this report.

Workforce

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

Asset Management (land, property, IT)

- 2.3 There are no 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 This report has 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 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

- 3.4 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change (Scotland) Act 2009 the Council also has a duty relating to climate change and, in exercising its functions must act:
- in the way best calculated to delivery of the Act's emissions reduction targets;
 - in the way best calculated to deliver any statutory adaptation programmes; and
 - in a way that it considers most sustainable.
- 3.5 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

- 3.6 Not applicable.

Risk

- 3.7 Not applicable.

4. Consultation

Internal

- 4.1 The Executive Leadership Team, Service Senior Management Teams and the Performance, Planning and Risk Group were consulted during the preparation of this report.

External

- 4.2 Not applicable.

5. Communication

- 5.1 Not applicable.

2. BACKGROUND PAPERS

- 2.1 None.

Feedback from Scrutiny and Performance Committee 31 January 2024

Question asked/point raised	Impact on CDIP
What does the information about the visitor spend/numbers in the baseline data column mean against the improvement outcome of 'more people to choose Perth and Kinross as a destination for holidays and day trips'	Make clearer that this is the baseline against which improvement will be measured. Definitions of measures provided to Scrutiny and Performance Committee.
What percentage of under-22s does the 12,257 who held an NEC card in 2022/23 represent?	Figure updated to March 2024 stats and expressed as a percentage of eligible under 22s.
Number of community asset transfers is exactly the same as the number of community groups apply for community asset transfers. Would expect baseline of number of community asset transfers to be much lower than the number of groups applying.	Updated in CDIP
Suggestion to change success measure for developing cash first partnerships from number of established cash first partnerships to the number of people who are helped by a cash first partnership.	Measure amended as suggested, however, as measurable improvement will not take effect in 2024/25 this has been carried forward to a future year's improvement plan.
Suggestion that 'increase in number of council vehicles with electric or other zero direct carbon fuel technologies' would be improved by a percentage or numerical increase.	Target set in Fleet Decarbonisation Strategy approved by Climate Change and Sustainability Committee in February 2024. Improvement action updated in line with this.
For integrated active travel options into the development of large infrastructure schemes the measure is achieve a 20% reduction in vehicle kilometres – is this achievable in one year?	Measurement amended to reflect that the 20% target is by 2030 and is not an in-year target, however, as measurable improvement will not take effect in 2024/25 this has been carried forward to a future year's improvement plan.
Should we be looking at a target for abuse of teachers?	Advised at committee that this is already being measured and monitored in other places, no change made to CDIP.
Schools will have robust procedures to reduce bullying in line with improving relationships – for future can we have more objective measures.	To be included as reporting on anti-bullying strategy.
Affordable housing – should we be aiming to do more than maintain the 53%/47% split across urban and rural areas?	Reason for split is that it reflects split of population in Perth and Kinross as set out in Local Housing Strategy. No change made to CDIP.



Corporate Delivery and Improvement Plan 2024/25

A Perth and Kinross where everyone can live life well,
free from poverty and inequality

Contents

Introduction	3
Improvement activity: Tackling poverty	4
Improvement activity: Tackling climate change and supporting sustainable places	8
Improvement activity: Developing a resilient, stronger and greener local economy	15
Improvement activity: Enabling our children and young people to achieve their full potential	21
Improvement activity: Protecting and caring for our most vulnerable people	28
Improvement activity: Supporting and promoting physical and mental wellbeing	34
Improvement activity: Working in partnership with communities	37
Improvement activity: Best Value Themes	45
Performance Reporting and Improvement Planning Activity Overview	48

Introduction

Welcome to our Corporate Delivery and Improvement Plan (CDIP) for 2024/25.

This is a new element of the Council's strategic planning and performance framework. Introduced as part of new performance reporting and strategic planning arrangements, it complements the [Annual Performance Report](#) by setting out key proposed improvement activity for the year ahead at an organisational level. Together the CDIP and the APR demonstrate how we are delivering on the commitments we set out in our Corporate Plan to work towards our vision of:

a Perth and Kinross where everyone can live life well, free from poverty and inequality.

This Corporate Delivery and Improvement Plan sets out proposed activities within the 2024/25 year of the Corporate Plan cycle to work towards this vision. The proposed strategic improvements included within this plan are for areas where performance reporting shows more attention is needed, or where new activities to support the delivery of our priorities have been identified through customer feedback, self-evaluation, benchmarking and other strategic reports.

The actions have also been considered within the context of ensuring that we are delivering Best Value for residents of Perth and Kinross, our ongoing programme of transformation and change

for the organisation and our continued focus on aligning our resources to our priorities and budget decisions.

Where our performance reporting shows that we are doing well and that current approaches are achieving or exceeding targets we are not proposing additional improvement activity. This work will continue where it is necessary to maintain performance and the impact will be demonstrated through annual performance reporting to Council.

It's also important to remember that the contents of this improvement plan represent just a small sample of the work being carried out by Council teams in our communities every day. Each team and service area also have local targets and actions that they will be working to deliver throughout 2024/25, and it is thanks to their continued commitment and dedication that we look forward to reporting positively on the improvement activity set out in this plan.

**Councillor Grant Laing,
Council Leader**

**Thomas Glen,
Chief Executive**

Improvement activity: Tackling poverty

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Prevent and mitigate the impacts of poverty for children living in Perth and Kinross	1.1	A co-ordinated and collaborative approach with partners and communities to mitigate the impact of poverty across Perth and Kinross	An overarching Anti-Poverty Strategy for Perth and Kinross, including key strategic actions for 2024/25 to prevent and mitigate the impacts of poverty for children living locally, will be considered in Autumn 2024.	Performance measures will be agreed as part of the Anti-Poverty Strategy (including baselines).	Strategic Planning, People and Performance	March 2025	Anti-Poverty Strategy (in development) Local Child Poverty Action Report	Updated to reflect timetable for preparation of Anti-Poverty Strategy.
	1.2	Encourage and maximise the uptake of all supports targeted for	Increasing uptake of free school meals for eligible children	A 5% increase in uptake of free school meals	Education and Learning	March 2025	Anti-Poverty Strategy (in development)	

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
		children and young people to reduce costs to reduce the impact such costs have on the outgoings families in poverty		Baseline: 2022/23: 65% (primary pupils); 43% (secondary pupils)			Local Child Poverty Action Report	
			Reduce the cost of the school day	Schools using the Cost of the School Day toolkit with action plans in place Qualitative measure to demonstrate positive impact	Education and Learning	March 2025	Anti-Poverty Strategy (in development) Local Child Poverty Action Report	
			Increasing uptake of the National Entitlement Card for free bus travel to reduce travel costs	A 5% increase in uptake of the National Entitlement Card amongst under-22s.	Strategic Planning, People and Performance	March 2025	Anti-Poverty Strategy (in development)	Updated to reflect most up-to-date figures.

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
			<p>Run drop-in sign up sessions to support people who have challenges to sign up online.</p> <p>Promote NEC take up alongside free Saturday bus travel marketing activity</p>	<p>Baseline: March 2024 22,091 of under 22s with a card, 82% of under 22s in Perth and Kinross</p>			Local Child Poverty Action Report	
Mitigate cost of living pressures for households experiencing and at risk of poverty.	2.1	Reduce dependency on foodbanks	Develop cash first partnerships with the third sector in localities to allow support to be provided to those in need in a way that is easily accessible within their communities	<p>Foodbanks reporting reduction in demand</p> <p>Number of established cash first partnerships</p> <p>Number of people receiving support via cash first partnerships</p>	Strategic Planning, People and Performance	March 2026	Anti-Poverty Strategy (in development)	Removed after review as the actions will be delivered in 2025/26. This will therefore be held over to the relevant year's CDIP.

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				Baselines: establish in 2024/25 as new measure				

Improvement activity: Tackling climate change and supporting sustainable places

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Support the prioritisation of sustainable, cleaner, and greener transport	2.1	Develop a long-term sustainable strategy for increasing and maintaining the electric vehicle charging network in Perth and Kinross	An Electric Vehicle Strategy for Perth and Kinross is in development, including key strategic actions for 2024/25 to increase and maintain the electric vehicle charging network.	Performance measures will be agreed as part of the Electric Vehicle Strategy (including baselines).	Economy, Development and Planning	March 2026	Electric Vehicle Strategy	Removed after review as the actions will be delivered in 2025/26. This will therefore be held over to the relevant year's CDIP.
Support the prioritisation of sustainable, cleaner, and greener transport	2.2	Ensure we have a cleaner and greener Council fleet	Implement the Fleet Decarbonisation	From 2025 100% of all fleet vehicles under 3.5 tonnes which reach the	Environment and Infrastructure	March 2025	Fleet Decarbonisation Strategy	Updated to reflect approval of Fleet Decarbonisation

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
greener transport			Strategy for Perth and Kinross Council	end of their useful life or lease period to be replaced with electric vehicles. Baseline: In 2022/23 17 fleet vehicles were electric (4% of total fleet)				Strategy in February 2024
Support the prioritisation of sustainable, cleaner, and greener transport	2.3	Integrate active travel options into the development of large infrastructure schemes	By delivering active travel measures as part of the Cross Tay Link Road, including new and improved paths, controlled crossing facilities, bus stop provisions, a green bridge and a	Increase in active travel measures (with the exception of driving) Baseline: 2019 – walking (22%); driving (53%); passenger (13%); cycling (1%); bus	Economy, Development and Planning	March 2025	Local Development Plan 2 Mobility Strategy (in development) Perth Transport Futures	Removed as Destiny Bridge and New Kingsway opening is February 2025, so no measurable improvements will be achieved

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
			park and choose facility.	(8%); taxi (1%); rail (1%) other (1%) Reduction in total number of vehicle kilometres in Perth and Kinross. Baseline: 2019 – 12,547km per person				in 2024/25. This will therefore be held over to the relevant year's CDIP.
Support the prioritisation of sustainable, cleaner and greener transport in line with the National and Regional	2.4	Develop local public transport solutions which set the needs of residents and the environment as top priority	Consider how subsidised local bus services could be configured to be more effective, efficient and economic, addressing equality issues and	Scoping of proposals and project plan developed Establish baseline for number of journeys delivered through subsidised	Housing and Communities	March 2026		Included from agreed transformation activity as will be influenced by/impact on budget project

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Transport Strategies			environmental commitments Develop a fully-costed business case for new models of public transport delivery	local bus transport, including existing support provided through Demand Responsive Transport and Community Transport				
Improve the energy efficiency of our buildings, and encourage our partners and private householders to consider improvements	2.5	Improved energy efficiency and reduction in carbon emissions in the Council estate	A Local Heat and Energy Efficiency Strategy (LHEES) will be published in May 2024.	Progress on LHEES. Performance measures on this improvement will be agreed as part of LHEES.	Economy, Development and Planning	March 2025	Climate Change Strategy LHEES (link to be added once published)	Updated to reflect timescales for LHEES

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
To conserve and enhance the biodiversity of our natural environment	2.6	Increase provision of biodiversity sites	Developing a long-term plan for managed grassland areas	Increase volume of uncut grassland areas. Baseline: 2023/24 21.7ha (53.68 acres)	Environment and Infrastructure Housing and Communities	March 2025		Updated to include baseline data not included in draft CDIP.
			Delivery of UK Shared Prosperity Fund funded Biodiversity Towns and Villages Project and the Greening Industrial Estates Project.	Increase in number of biodiversity interventions Baseline: 2022/23 – 64 biodiversity interventions completed	Environment and Infrastructure Housing and Communities	March 2025	Tayside Biodiversity Action Plan	

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
To conserve and enhance the biodiversity of our natural environment	2.6	Increased provision of biodiversity sites	Making provisions for biodiversity within the Destiny Bridge and New Kingsway project, ie the green bridge and wetland area	Increases in observed biodiversity markers (insects, animals and wildflowers) Baseline: new measure, baseline data to be established in 2025/26 once measures are implemented	Economy, Development and Planning	March 2026	Tayside Biodiversity Action Plan Perth Transport Futures	Removed as Destiny Bridge and New Kingsway opening is February 2025, so no measurable improvements will be achieved in 2024/25. This will therefore be held over to the relevant year's CDIP.
To adapt to and mitigate the impact of climate changes	2.7	Reduce carbon emissions caused by	Delivery of Destiny Bridge and New Kingsway project to diver traffic away	Air quality and traffic modelling	Economy, Development and Planning	March 2026	Perth Transport Futures	Removed as Destiny Bridge and New Kingsway

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
on the way we operate		traffic in Perth city centre	from the city centre. Supported by preparations for phase 4 of Perth Transport Futures by scoping investment activity in active travel/public transport.	Baseline: new measure, baseline data to be established in 2025/26 once measures are implemented				opening is February 2025, so no measurable improvements will be achieved in 2024/25. This will therefore be held over to the relevant year's CDIP.

Improvement activity: Developing a resilient, stronger and greener local economy

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Support and promote business growth and investment	3.1	Unlock new investment in employment and housing land to support business growth in new growth sectors	Commence design work and development of Perth West Eco Innovation Park	<p>Level of business interest in Perth West demonstrated by leasing or buying land</p> <p>Baseline: new measure, baseline data to be established 2024/25</p>	Economy, Development and Planning	March 2025	<p>Perth and Kinross Economic Action Plan (in development)</p> <p>Tay Cities Regional Economic Strategy Refresh (in development)</p>	Updated improvement action language to widen scope of improvement impact

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Support and promote business growth and investment	3.2	Make Perth and Kinross a more competitive inward investment destination and encourage investment for growth from existing businesses in key growth sectors	Developing and improving Invest in Perth information and support for new and existing businesses investing in Perth and Kinross	Increased levels of interest and awareness in inward investment opportunities in Perth and Kinross. Baseline: new measure, baseline data to be establish in 2024/25 through the new Business Enquiry Management System being introduced in 2024	Economy, Development and Planning	March 2025	Perth and Kinross Economic Action Plan (in development)	Updated language to reflect full intention and to widen scope from Perth city to whole area.
Support and promote business			Working more closely with Business Gateway, Growbiz	Increased levels of interest and awareness in inward investment	Economy, Development	March 2025	Perth and Kinross Economic	Updated improvement

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
growth and investment			and key businesses and sector representatives	opportunities in Perth. Baseline: new measure, baseline data to be establish in 2024/25 through the new Business Enquiry Management System being introduced in 2024	t and Planning		Action Plan (in development)	action to include Growbiz
Support and promote business growth and investment	3.3	Increased number of businesses in the creative and digital industries	Renewed focus on the visitor, cultural and creative economy as a result of greater collaboration through the new	Demand for business space for creative and digital industries will increase Baseline: new measure, baseline data to be establish	Economy, Development and Planning	March 2025	Tay Cities Regional Economic Strategy Refresh (in development)	Updated to include digital industries

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
			focused delivery structure	in 2024/25 through the new Cultural Database in progress for 2024				
Invest in innovative green power and smart technology solutions	3.4	Unlock private investment and expertise to support public and private energy projects	Develop a Strategic Energy Partnership with private partner and pipeline of energy investable projects	<p>Increased investment in energy projects shown through number of strategic cases approved for delivery which include financial investment.</p> <p>Baseline: new measure, baseline data to be establish in 2024/25</p> <p>Increase in number of registered</p>	Economy, Development and Planning	March 2025	<p>Tay Cities Clean Growth Action Plan</p> <p>Tay Cities Regional Economic Strategy Refresh (in development)</p>	Updated to reflect latest developments on Strategic Energy Partnership

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				businesses in energy. Baseline: established in 2022/23 Annual Performance Report				
Promote what our city and towns have to offer to businesses, investors and tourists	3.5	More people choose Perth and Kinross as a destination for holidays and day trips	Increased promotion of consumer and visitor offer via Perth City and Towns website and social media channels	Increased consumer and visitor expenditure, dwell time and overnight stays. Baseline: 2022	Economy, Development and Planning	March 2025	Culture Strategy 2023-2028 Tay Cities Regional Economic Strategy Refresh (in development)	Added missing 'million' to baseline figure for economic impact of tourism
Promote what our city and towns			Deliver national and international	Direct tourism expenditure: £463.48 million				

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
have to offer to businesses, investors and tourists			tourism campaigns with VisitScotland Attend or be represented at national and regional travel trade events	Average length of stay (staying visitors): 3.1 days Economic impact of tourism: £646.50 million				
Support people into work and encourage business to access initiatives to create new opportunities	3.6	Further enhance our employability outreach capacity, supporting individuals in community settings	Review and increase the number of employability outreach locations and frequency	Increased numbers of individuals supported in targeted locations and overall increase in number of people supported Baseline: 2022/23 - 215 number of people supported in outreach locations	Economy, Development and Planning	March 2025	Perth and Kinross Economic Action Plan (in development)	

Improvement activity: Enabling our children and young people to achieve their full potential

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Ensure inclusive and quality education for all and promote lifelong learning	4.1	Attainment at key milestones is raised for all children and young people	Using health and wellbeing census data to inform school level improvement plans	PKC attainment for each of the indicators within the Corporate Plan will increase to at least target levels. Baseline: established in 2022/23 Annual Performance Report	Education and Learning	February 2026 (due to timing of publication of data for 2024/25)	Raising Attainment Strategy 2020-2023 Education Service Improvement Plan 2023-24	Updated to reflect that baseline data previously reported here has already been reported and established in 2022/23 Annual Performance Report

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Ensure inclusive and quality education for all and promote lifelong learning	4.2.1	Increase the number of young people going into positive destinations such as work experience, further education, volunteering and employment	By placing an Employability Youth Worker in each locality to liaise with schools	Increase in school leavers entering positive initial destinations Baseline: 2022/23 (95.97%)	Education and Learning	March 2025		Updated performance measure and baseline to better reflect improvement action.
			Early intervention approach in school and delivery of employability programmes					
Ensure inclusive and quality education for all and promote lifelong learning	4.3	A school atmosphere conducive to learning and personal development, where children and young people feel safe, secure, listened to and	Implementation of the updated Anti-Bullying Strategy which will include key strategic actions for 2024/25	Schools will have robust procedures to reduce bullying in line with improving relationships	Education and Learning	March 2025	Updated Anti-Bullying Strategy (in development)	Removed measures which are not currently collected and reportable

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
		<p>have their views taken into account on issues that affect them</p>		<p>Number of reported incidences of bullying in schools</p> <p>Increase in wellbeing measures recorded at school and local authority level</p> <p>Measures and baselines to be established in Anti-Bullying Strategy</p>				

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Reduce the poverty-related attainment gap	4.4	Improved understanding of causes of attainment gap so that effective interventions can be identified and implemented	Review and refresh the Perth and Kinross Council interventions toolkit to address the needs of key priority groups	<p>All schools will plan, record and track pupil progress via the Closing the Gap tool</p> <p>A reduction in the poverty-related attainment gap for schools leavers</p> <p>Baseline: established in 2022/23 Annual Performance Report</p>	Education and Learning	March 2025	Raising Attainment Strategy 2020-2023	Updated to reflect that baseline data previously repeated here has already been reported and established in 2022/23 Annual Performance Report

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Ensure that Looked After Children and children with additional support needs achieve comparable outcomes	4.5	Improve support to children and young people with additional support needs to realise their full potential	Through the Additional Support for Learning Transformation Programme	Maintain or reduce placement within independent schools Baseline: new measure, baseline to be established in 2024/25	Education and Learning	March 2025	Raising Attainment Strategy 2020-2023	
Ensure that Looked After Children and children with additional support needs achieve comparable outcomes	4.6.1/2	Increase in community placements for children and young people responding to immediate need	Increase the recruitment and range of community placement providers and support more kinship carers	Reduction in use of residential placements Baseline: 2022/23 6% (15) Increase in available community	Children, Families and Justice	March 2025		Replaced after review by alternative 4.6 and 4.7 which evidence how we are looking to influence the balance of care.

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
			Support more kinship carers	placement providers Baseline: new measure, baseline to be established in 2024/25				
Ensure that Looked After Children and children with additional support needs achieve comparable outcomes	4.6	Provide Kinship Carers with a range of supports to enable them to meet the needs of children in their care	Provide opportunities for Kinship Carers to engage in: <ul style="list-style-type: none"> • Support groups • Training 	Number of Support Groups and Training Opportunities afforded to Kinship Carers Baseline: new measure baseline to be established in 2024/25	Children, Families and Justice	March 2025		Alternative action identified after review to prevent kinship breakdowns and keep children within their family network

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Ensure that Looked After Children and children with additional support needs achieve comparable outcomes	4.7	Improve educational outcomes for looked after children	Where additional educational support is identified in a child's plan – to provide access to online tutoring.	Number of looked after children in receipt of online tutoring. Baseline: new measure, baseline to be established in 2024/25	Children, Families and Justice	March 2025		Additional action identified after review that is more targeted to support comparable outcomes for Looked After Children.

Improvement activity: Protecting and caring for our most vulnerable people

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Ensure we quickly identify children, young people and adults at risk of harm and abuse and take the necessary actions to keep them safe	5.1	Take a trauma-informed approach to interviewing children for evidence to inform ongoing care and protection planning	Implement the Scottish Child Interview Model	<p>Number of interviews which have been carried out using the Scottish Child Interview Model</p> <p>Quality of evidence gathered and suitability for use in ongoing care and protection planning</p> <p>Baseline: new measures, baseline</p>	Children, Families and Justice	March 2025		Replaced by alternative action 5.1 following review as there are a number of steps to evidencing the impact of this approach which won't be measurable within one year.

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				to be established in 2024/25				
Ensure we quickly identify children, young people and adults at risk of harm and abuse and take the necessary actions to keep them safe	5.1	Take a partnership approach to the assessment of risk of significant harm to a child	Undertake Initial Referral Discussions between Social Work, Police, Health and Education	Number of Initial Referral Discussions Baseline: new measure, baseline to be established in 2024/25	Children, Families and Justice	March 2025		Alternative action identified following review to evidence timely multiagency response
Ensure we quickly identify children, young people and adults at risk of harm and abuse and take the	5.2	Take a partnership approach to minimising and reducing risk through early support and assessment	Weekly Multi Agency Screening Group to triage referrals	Number of Families triaged Number of children triaged	Children, Families and Justice	March 2025		Additional action identified by Strategic Lead following review

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
necessary actions to keep them safe				Baseline: new measure, baseline to be established in 2024/25				
Ensure that people get the right care, accommodation and support where and when they need it	5.3	Enhance our housing support offer by implementing an Intensive Housing Support Service for people with complex needs	Commission a third sector provider to deliver intensive housing support.	Repeat homelessness presentations will be minimised and tenancy sustainment for previously homeless people with complex needs will increase. Baseline: 2019/20 (25); 2020/21 (30); 2021/22 (15); 2022/23 (5)	Housing and Communities	March 2025	Local Housing Strategy 2022-2027 Rapid Rehousing Transition Plan (Home First) 2019-2024	

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				<p>Feedback from people with complex care needs will be positive with better outcomes being reached.</p> <p>Qualitative measure to demonstrate positive impact.</p>				
<p>Ensure that people get the right care, accommodation and support where and when they need it</p>	<p>5.4.1</p>	<p>Maintain sibling relationships for care experienced children to deliver on the principles of The Promise</p>	<p>Ensure children and young people are listened to and helped to have a say through Family Group Decision-Making and access to Independent Advocacy.</p>	<p>Feedback from care experienced young people.</p> <p>Baseline: new measures, baseline to be established in 2024/25</p>	<p>Children, Families and Justice</p>	<p>March 2025</p>	<p>Perth and Kinross Corporate Parenting Plan 2021-2024</p>	<p>Replaced with alternative action 5.4 following review by Strategic Lead</p>

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Ensure that people get the right care, accommodation and support where and when they need it	5.4	Where children cannot remain living at home, every effort is made to keep them within their kin network	Children, parents / carers and kin networks are listened to and afforded the opportunity to have their say through Family Group Decision Making	Number of families completing the Family Group Decision Making process and adhering to a family plan Baseline: new measure, baseline to be established in 2024/25	Children, Families and Justice	March 2025		Alternative action 5.4 following review
Ensure that people get the right care, accommodation and support where and when they need it	5.5	Maintain significant relationships for care experienced children to deliver on the principles of The Promise	Offer care experienced children and young people to create a Lifelong Links plans to maintain significant relationships.	Number of children and young people completing Lifelong Links plans Baseline: new measure, baseline	Children, Families and Justice	March 2025	Perth and Kinross Corporate Parenting Plan 2021-2024	Updated language to include wider understanding of significant relationships for care experienced

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				to be established in 2024/25				young people following review by Strategic Lead

Improvement activity: Supporting and promoting physical and mental wellbeing

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Improve health and wellbeing in Perth and Kinross by increasing overall participation in sport and physical activity and promoting the wellbeing benefits of time spent in our natural surroundings	6.1	Increase uptake of sport and physical activities.	Work with key partners to develop programmes which optimise opportunities for physical activity.	Numbers of participants have increased. Baseline: 2022/23 (1.002M)	Economy, Development and Planning	March 2025	Physical Activity and Sports Strategy 2023-2028	
			Social prescribers encouraging the use of outdoor activities.	Reduction in health and social care issues related to inactivity. Baseline: new measure, baseline to be established in 2024/25	Health and Social Care Partnership	March 2025	Perth and Kinross Integrated Joint Board Strategic Commissioning Plan (in progress, due June 2024)	

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
			Work with schools and sport groups to increase the number of opportunities for children and young people to take part in physical activity	Number and percentage of the total school roll (primary and secondary) participating in Active Schools/ school sports Baseline: established in 2022/23 Annual Performance Report	Education and Learning	March 2025	Physical Activity and Sports Strategy 2023-2028	
Improve health and wellbeing in Perth and Kinross by ensuring that people have	6.2	Reduce waiting times for people to access Mental Health Services.	Redesigning specialist community mental health services across Tayside.	Reduction in waiting lists (weeks). Baseline: established in 2022/23 Annual	Health and Social Care Partnership	March 2025	Community Mental Health and Wellbeing Strategy 2022-2025	

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
access to wellbeing support when they need it				Performance Report			Mental Health and Learning Disability Improvement Plan	
			Increase access to preventative and community support.	Reduction in waiting lists (weeks). Baseline: established in 2022/23 Annual Performance Report	Health and Social Care Partnership	March 2025	Community Mental Health and Wellbeing Strategy 2022-2025 Mental Health and Learning Disability Improvement Plan	

Improvement activity: Working in partnership with communities

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Establish locality multidisciplinary teams working with our community planning partners and residents to identify and address local solutions to local needs	7.1	Deliver a clear, consistent, and joined up approach to supporting communities and households with the help and support they need to mitigate and move beyond poverty.	Develop multi-disciplinary locality working focussed on locally identified needs.	<p>Feedback from communities and staff on the effectiveness of the multi-disciplinary team approach.</p> <p>Strengthened partnerships within localities with case studies to evidence.</p> <p>Qualitative measure to</p>	Strategic Planning, People and Performance	March 2025	Local Child Poverty Action Report Transformation and Change Strategy 2022-2027	

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				demonstrate positive impact				
Increase the supply and availability of rural housing	7.2	Provide more affordable homes to support liveable and sustainable communities.	Deliver PKC's affordable housing programme of 1,050 over the next 5 years	Maintain 53%/ 47% split across urban and rural areas, which is in line with the population split in Perth and Kinross Baseline: 22/23: Total 242 homes (54 buybacks/ empty homes; 145 new rural homes (77%) and 43 new urban homes (23%)	Economy, Development and Planning	2027	Local Housing Strategy 2022-2027	Updated to reflect that 53%/47% split of urban and rural housing is to stay in line with population split as highlighted in Local Housing Strategy.

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				Achieve an average 210 affordable housing completions each year. Baseline: 2022/23 (203)				
Develop and expand our approach to working with communities to identify local actions and priorities and	7.3	Supporting community groups to manage local assets, such as community halls.	Support community groups to develop Community Asset Transfer (CAT) plans.	Increase in number of Community Asset Transfers. Baseline: 2022/23 (0)	Housing and Communities	March 2025	Property Asset Management Plan Community Asset Transfer	Amended baseline as highlighted at Scrutiny and Performance Committee that the original figures were the

Corporate Delivery and Improvement Plan 2024/25

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
deliver on these together			Carry out engagement activity to promote Community Asset Transfer as an option.	Increase in community groups applying for community asset opportunities. Baseline: established in 2022/23 Annual Performance Report				same for number of transfers and number of groups applying.
Develop and expand our approach to working with communities to identify local actions and priorities and	7.4	Expand and improve formal community engagement structures, i.e., development Local Action Plans.	Implement recommendations and actions from review of current local decision-making committees and create new	Increase in engagement with community members through new structures. Feedback from communities about impact of new local	Housing and Communities			Removed pending further report to Council about formal community engagement structures

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
deliver on these together			structures where appropriate.	decision-making committees. Baseline: new measures, baseline to be established in 2024/25				
Develop and expand our approach to working with communities to identify local actions and priorities and deliver on these together	7.4	Increased engagement and applications from communities to the Community Investment Fund grants programme.	Review application and assessment process and implement improvements identified through evaluation of the 2023/24 Community Investment Fund programme.	Increase in the number of groups receiving community investment funding. Baseline: established in 2022/23 Annual Performance Report	Housing and Communities	March 2025		Updated wording of measure to reflect existing measure within Corporate Plan key performance indicators.

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				<p>Increase in the number of people benefitting from a Community Investment Fund funded project</p> <p>Baseline: 2021/22 36,115 people benefitted from a Community Investment Fund funded project</p>				
<p>Deliver our internal cultural change programme ensuring all staff contribute to our</p>	7.5	An empowered and skilled workforce who are confident in engaging with resident and communities and demonstrate the organisational values	Delivery of action within the Employee Engagement and Cultural Change Programme.	<p>Feedback from our workforce, managers, and community members.</p>	Strategic Planning, People and Performance	March 2025	<p>Employee Engagement Plan 2023</p> <p>People and Culture</p>	

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
commitment to engage with and be accessible and responsive to our residents and communities		and expected behaviours at all times.		Qualitative measure to demonstrate positive impact Number of participants in leaning and development opportunities. Baseline: 2023 (1,190)			Strategy (in development)	
Deliver our internal cultural change programme ensuring all staff contribute to our commitment to engage with and	7.6.2	An empowered and skilled workforce who are confident in engaging with resident and communities and demonstrate the organisational values and expected	Learning and development opportunities for staff on community engagement and participation	Number of participants in community engagement and participation learning and development opportunities Baseline: new measure at this	Strategic Planning, People and Performance	March 2025		Removed as no identified funding/resource in new structure to deliver

Corporate Delivery and Improvement Plan 2024/25

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
be accessible and responsive to our residents and communities		behaviours at all times.		level of detail, baseline to be established in 2024/25				

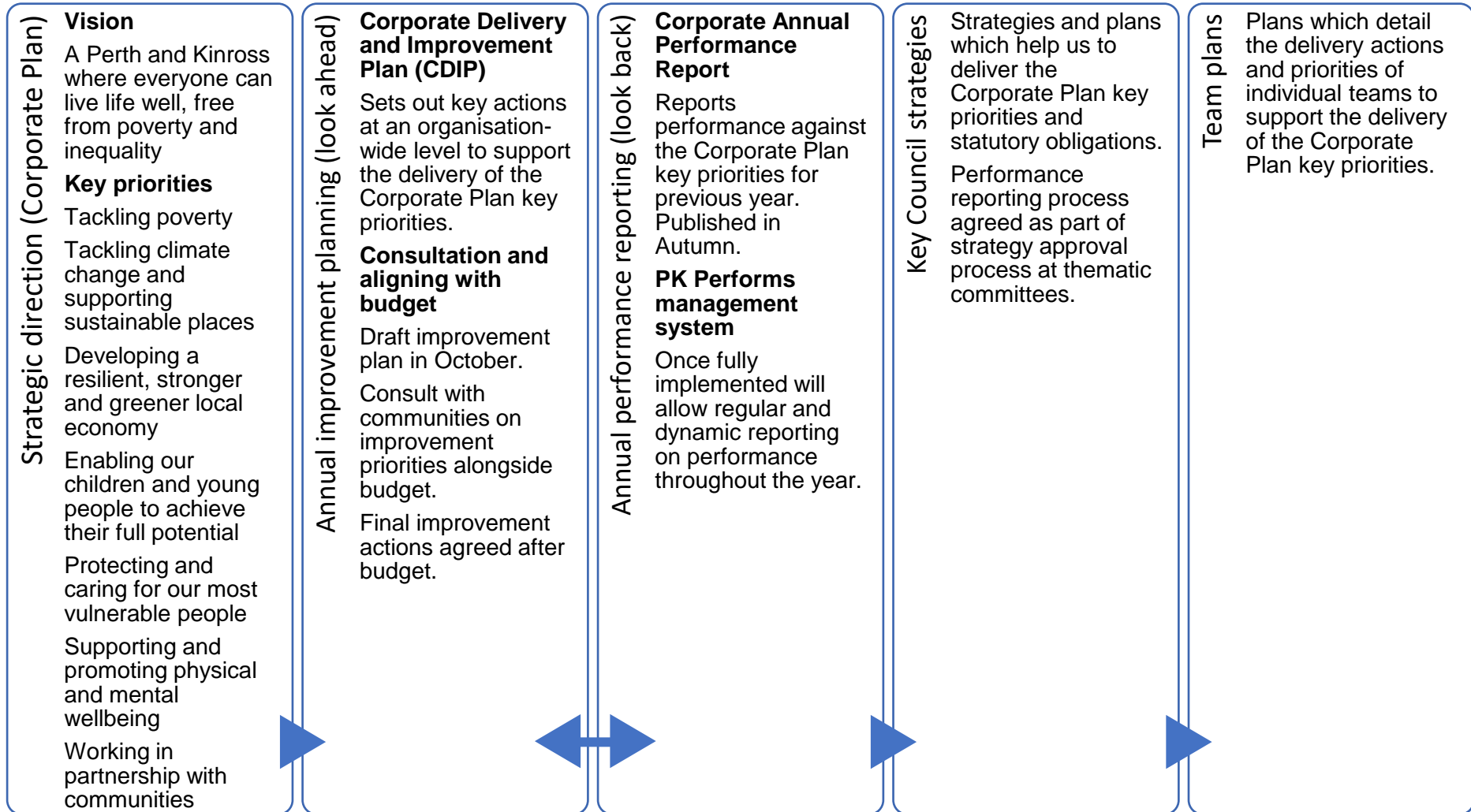
Improvement activity: Best Value Themes

Best Value Theme	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Vision and Leadership	8.1	Rationalise and consolidate management and supervision roles across the organisation to support our new operating model and delivery of the Corporate Plan priorities	Undertake phase 2 of the Leadership Review	<p>Reduction in number of management and supervision roles across the Council</p> <p>Baseline: to be established</p> <p>Identified budget savings for 2024/25 of £600,000 achieved.</p> <p>Baseline: n/a</p>	Strategic Planning, People and Performance (for HR support, responsibility for delivery sits with all Strategic Leads)	March 2025 (for year 1)	Transformation and Change Strategy Framework for Managing Workforce Changes	New improvement action based on budget decisions

Best Value Theme	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Staff	8.3	Deliver a workforce plan for the Council which sets out the challenges facing the workforce; data in terms of workforce numbers, deployment, age profile, and risks and actions in individual employment groups	A detailed People and Culture Plan will be taken to the Finance and Resources Committee by June 2024	<p>People and Culture Plan approved by Committee</p> <p>Improvement action acknowledged as complete by external auditors</p> <p>Baseline: n/a</p>	Strategic Planning, People and Performance	30 June 2024	<p>Best Value Thematic Review 2022/23</p> <p>People and Culture Plan (in development)</p>	Included as improvement action from Best Value Thematic Review 2022/23
Performance management and risk	8.4	Implement a process for routinely reporting progress on the 2019 Best Value Assurance Report action plan to committee	An annual update will be provided through the Corporate Annual Performance Report. We will also report six monthly to the public.	Best Value Assurance Report progress included within Annual Performance Report for 2023/24	Strategic Planning, People and Performance	October 2024	<p>Best Value Thematic Review 2022/23</p> <p>Best Value Assurance Report 2019</p>	Included as improvement action from Best Value Thematic Review 2022/23

Best Value Theme	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				Best Value Assurance Report update published on our public performance information hub .				
Partnership and collaborative working		A financially sustainable model for the delivery of sport, leisure and culture services currently delivered through our three Arms Length External Organisations	Implement recommendations from the Transformation Review of Arms Length External Organisations	Reporting on progress of recommendations and development of implementation plan	Projects and Programmes	March 2025	Transformation Review of Arms Length External Organisations	New action based on priority of this work
Partnership and collaborative working		Review effectiveness of Tayside Contracts model to deliver against our corporate priorities	Undertake a review of Tayside Contracts	Review scope developed and agreed	Projects and Programmes	March 2025		New action based on priority of this work

Performance Reporting and Improvement Planning



Evolution of the Perth and Kinross Offer

Aligning to Corporate Plan 2022/23-2027/28

Background

The Perth and Kinross Offer was first developed as a concept in 2019. It was based on learning from the [Wigan Deal](#), an informal agreement between the council and everyone who lives or works within the Wigan Council area to work together to create a better area.

The Perth and Kinross Offer was how the Council presented an ambition to highlight that by everyone working together, the Council and residents, businesses and partners, it would help the whole area.

Since that initial work, circumstances have changed which have influenced how the Perth and Kinross Offer has evolved, and it is now proposed that the intentions of the Offer are now absorbed into the 'working in partnership with communities' priority of the Corporate Plan.

What does this mean for the Offer?

The principles of the Perth and Kinross Offer are embedded within the Corporate Plan and articulated as our key priority of 'Working in partnership with communities'.

As the Corporate Plan sets out our overall organisational priorities it sits above all other strategies and plans set by the Council. The majority of activities from the previously agreed Perth and Kinross Offer Framework have already been incorporated within actions under our Corporate Plan priorities or within our Transformation and Change Strategy. This includes our internal cultural change programme which has been expanded to include engagement on transformation and change and our new leadership competencies.

Original economic elements of the Perth and Kinross Offer, which subsequently became part of the Economic Wellbeing Plan, are also embedded within our Corporate Plan, with a clear link between activity against the plan and delivery of our Corporate Plan Priority to develop a resilient, stronger and greener local economy.

Moving forward

While the principles of the Offer remain very relevant to the Council's current and future approach, the evolution of these into our new Corporate Plan means that maintaining a separate identity and branding for the Perth and Kinross offer runs the risk of diluting the core message about working in partnership with communities.

We are therefore recommending that the Offer identity is no longer used and that we instead refer to the working in partnership with communities Corporate Plan priority, using the Corporate Plan branding suite. We continue to believe that working in partnership with communities recognises that everyone has something to offer.

Internal

Our cultural change and employee engagement programme continues to be fundamental to ensuring that all staff understand their role in delivering on our Corporate Plan priority of working in partnership with communities. The programme was latterly renamed our Employee Experience programme rather than Employee Offer Experience, and the principles have now been embedded in our refreshed corporate induction programme. This better reflects the 'think yes' and 'no wrong door' elements to the engagement programme and allows the focus to be on expectations and behaviours of all staff from the beginning of their time with us.

External

Engagement with communities

One of the principles of the Perth and Kinross Offer was to make working with and engaging with community organisations and partners a default element of the way that we work. As highlighted above, this is part of our ongoing cultural change and employee engagement programme, however, demonstrating this in practice is also part of our leadership competencies and an expectation of being visible and accessible to our communities has been included in the job profiles for each of our new Strategic Lead roles.

Perth And Kinross Council

15 May 2024

UK GOVERNMENT SPRING BUDGET 2024 LEVELLING UP FUND

Report by Strategic Lead – Economy, Development & Planning
(Report No. 24/149)

1. PURPOSE

- 1.1 This report seeks Council approval to submit 3 projects to the UK Government that meet the criteria attached to the award of £5 million for capital investment in the City of Perth. A condition of the award is that an Investment Plan is submitted for the approval of the Department of Levelling Up, Housing & Communities (DLUHC) prior to any expenditure being incurred. This Investment Plan requires to be submitted no later than 3 June 2024 along with assurance from the Council that the submitted projects represent value for money, are deliverable by March 2026 and are a local priority with broad stakeholder support, including from the area's MPs. The submission also needs to demonstrate compliance with the Subsidy Control Act 2022, which limits direct financial support to private operators or businesses.

2. RECOMMENDATIONS

- 2.1 It is recommended that Council:
- **Approves** the 3 projects proposed in this report as forming the basis of the Council's submission to DLUC.
 - **Approves** a 10-day stakeholder engagement period.
 - **Agrees** that following the end of the engagement period the Strategic Lead – Economy, Development & Planning completes and submits the Investment Case prior to the deadline.

3. STRUCTURE OF REPORT

- 3.1 This report is structured over the following sections:

- Section 4: Background
- Section 5: Proposals
- Section 6: Conclusion

4. BACKGROUND

- 4.1 The UK Government's Spring Budget 2024 included a provision to award up to £5 million to Perth & Kinross Council to support culture and regeneration projects within the City of Perth. This is a capital award to be spent on a single projects or multiple projects provided the expenditure is made by 31 March 2026, unless match funding is

in place. The award letter recognises the role culture can play in positively influencing the prosperity of communities and a series of required outputs and anticipated has been provided in order to shape both project selection and delivery.

- 4.2 The award of this funding is welcomed by the Council, however delivery of £5 million of capital investment in under two years is a significant challenge. DLUHC is sympathetic to this challenge and is keen to maintain dialogue with officers to ensure outcomes can be achieved and early agreement reached on the justification for any expenditure extension.
- 4.3 In arriving at the recommended list of projects discussions were held with tourism, culture and place regeneration officers, the Council's Strategic Lead for Property Services, the Chief Executive of Culture Perth & Kinross, and the Director of the Perth & Kinross Heritage Trust. Project selection focussed on fit with the Council's priorities, fit with the output and outcomes framework provided by the DLUHC, and deliverability.
- 4.4 The relevant expected outputs from this Levelling Up investment include:
- Amount of improved and/or new cultural space completed.
 - Number of dilapidated buildings improved.
 - Number of heritage buildings renovated/restored.
 - Amount of floorspace repurposed.
- 4.5 The relevant anticipated outcomes include:
- Audience numbers for cultural events.
 - Number of cultural events.
 - Number of visitors to venues.
 - Percentage of local population engaged with cultural and heritage activities.
 - Number of people using a new/improved facility.
- 4.6 From a practical perspective, for the delivery timescale to be met, selected projects would also require either to have received planning permission and/or listed building consent, or not need it.
- 4.7 The regeneration of Perth and Kinross's town and city centres is a strategic priority; and a key driver of this regeneration is Perth's Cultural Transformation which secured £10 million of UK Government funding through the Tay Cities Regional Deal. The Cultural Transformation programme is work in progress with, for example, a long-term solution for a Collections Store still to be identified thereby potentially freeing up more exhibition space in Perth Art Gallery. Unfortunately, a project of this scale cannot be completed within 2 years and has had to be discounted.
- 4.8 Likewise several of the Council's other priorities such as PH20 and the potential re-purposing of Bell's Sports Centre cannot be completed, or even be substantially completed, within the tight timescale.

5. PROPOSALS

5.1 The following 3 projects have been identified by officers as meeting the criteria of the funding, contributing to the Council's own objectives and deliverable within the timescale. DLUHC civil servants have also offered in principle support subject to scrutinising the Investment Plan following submission by 3 June.

- Lower City Mills - Visitor attraction and lettable office space.
- The Ironworks - Exhibition and UNESCO City of Crafts makers & retail space.
- A Taste of Perth and Kinross - Providing a High Street outlet for micro producers.

5.2 All three of these projects can potentially be operated by third parties therefore minimising any direct revenue cost to the Council.

Lower City Mills

5.3 The Lower City Mills were completed by around 1809 and are one of the few surviving examples of an almost intact urban mill in the UK. The adjacent Upper City Mills was converted into a hotel in the 1970s and the Lower City Mills continued operating until the 1990s. It was Listed (Category A) during the 1960s in recognition of its heritage importance and forms part of the Perth Common Good.

5.4 In the mid-1980s, Perth & Kinross District Council, supported by the Gannochy Trust, undertook significant repairs including window replacement and conversion of the upper floors to offices as well as some rationalisation of the mill machinery. The building was open to visitors until around 20 years ago and with the passage of time, and some faulty workmanship at the time, it is now in poor condition and needs completely renovated including the installation of a fire protection system. The Lower City Mills was added to the Buildings at Risk Register in 2012.

5.5 Following the relocation of VisitScotland information centre to the High Street in 2015, the building remained largely unoccupied until Perth & Kinross Heritage Trust (PKHT) leased it in 2019 and began work on an ambitious plan to fully renovate the building and re-open it as a visitor attraction. An application for Heritage Lottery Funding (HLF) was submitted in 2023 to carry out extensive conservation repair works to the mill's building fabric, including roof works and the removal of cement pointing from all external walls to be replaced with lime mortar. The refurbishment works would reconfigure part of the ground floor to create new café and reception facilities, and an external seating area. A repair and rationalisation programme of the mill's machinery also formed part of the project, aimed at undoing 1980s-era modifications.

5.6 The Heritage Lottery Fund provided £203,000 to develop a project with the principal objectives of Conservation, Access, and Refurbishment. Although a well thought out and comprehensive bid was submitted, supported by detailed cost information and designs, HLF declined to support the project principally

because it did not include the re-powering the Mill by water from the Lade which would have made the attraction Scotland's (and possibly Britain's) only working urban working mill. If this could be achieved, they indicated support for a re-submission, and this is the Council's intention as part of a post 2026 second phase. This second phase may also include the re-instatement of the Lade along the length of Mill Street to create a linear water feature and urban park in the heart of the city.

- 5.7 The excellent work by PKHT is recognised by the Council, and although they have now given notice to exit their lease of the building, it is hoped that the Trust works in partnership with the Council to realise the project.
- 5.8 Officers are of the view that this project satisfies the Levelling Up Fund criteria summarised above and given the detailed work completed by PKHT it can be delivered within the required timeframe assuming there are no delays in confirming the grant. Planning and listed building consents, and a building warrant have already been secured.

Costs

- 5.9 The capital cost of delivering this first phase is estimated to be **£3 million** and the ongoing revenue cost to the Council will be minimised by partnering with a third-party organisation who would lease, operate, and maintain the building. They would be able to offset costs through a combination of admission fees, rental income, training courses, merchandising and, potentially, hydro-electric generation.

Specific Outputs and Outcomes

- 12,000 visitors per annum. If the mill can be re-powered by water this could be significantly higher.
- 375 sq m of lettable space
- 100 sq m of exhibition space
- Traditional skills training opportunities
- Restoration and re-use of an At Risk Category A Listed Building.

6. THE IRONWORKS

- 6.1 The Ironworks is a space directly opposite Perth Museum which was formerly used as a foundry. It is structurally sound and has had some work done, but would be a challenging space for a commercial operator to take on. It has been vacant for some time, with no commercial interest.
- 6.2 The UNESCO City of Craft designation would develop a tourism focussed multi use space focussed on creative industries. This would include an exhibition space, a photography gallery and a commercial space. There is also an area that would be used for creating authentic tourism workshops that help develop the narrative of Perth, such as weaving and glass blowing. The space would include a darkroom and a kiln for hire.

- 6.3 Upstairs there is space for studios and micro businesses. The commercial space would be developed as part of the Perth Museum offer; space in the museum shop is very limited. This new development would allow businesses from Creative Exchange and elsewhere to make and sell in city centre.
- 6.4 There are different operating models including an option to for the space to be staffed by Culture Perth and Kinross as part of their museum staffing rota, therefore not increasing staff costs.
- 6.5 The space would act as a catalyst for neighbouring properties in the street which currently has a high number of vacant units.
- 6.6 The space would be a strong driver for visits from a younger demographic and the evening economy.

Costs

- 6.7 To buy the building will cost approximately £300,000 - £350,000 and fit out of the building will cost approximately £1.2 million. The revenue generated would cover running costs.

Specific Outputs and Outcomes

- Approx. 10,000 visitors per annum.
- A new tourism attraction for the city.
- 210 metres squared ground floor for commercial and exhibition space.
- 150metre squared workshop space.
- Income generation of approx. £250,000 per annum
- Revitalising a street space that is key to the museum but would not be viable for a commercial developer.

The above figures are based on similar projects in Scotland.

7. A TASTE OF PERTH AND KINROSS

- 7.1 In March 2024, Visit Scotland announced that they would be closing all ICentres (information centres) across Scotland. Perth and Kinross Council own the building on the High Street of Perth which houses the ICentre so there is a need to find a new use for the space. At the same time, we want to recognise and support producers in Perth and Kinross to be able to provide their food and drink produce to the public, even if they only produce a small amount of goods. The Taste of Perth and Kinross space would be a space for selling packaged food and drink to the consumer and would also have space for tastings and demonstrations by producers.
- 7.2 The Taste Of Perth and Kinross would provide a tourism link between the museum and art gallery, selling Perthshire products direct on the High Street, allowing small and developing food brands a high degree of visibility at lower cost. This fits with a core tourism aim of promoting our strong food and drink offer to visitors.

- 7.3 We would retain some visitor information services at this key location, essential as we develop the Perth tourism offer, and work with Perthshire Box Office on providing physical sales of tickets to visitor attractions across the whole region.
- 7.4 Food and drink events could be held in the space, encouraging evening activity on the high street.
- 7.5 There are a number of ways of managing the space including a potential external partner who would support the producers and makers to bring their produce to the shelves.
- 7.6 There is upstairs space which would be used for storage but is not accessible and therefore not useful for public space.

Cost

- 7.7 Approx £500,000: the space is currently developed to a high spec, so would need a refit.

Specific Outputs and Outcomes

- Income generating, so no need for ongoing revenue
- Support for food and drink producers across Perth and Kinross.
- Adding to evening economy offer

8. NEXT STEPS

- 8.1 Following Council consideration officers will have approximately 2 weeks to undertake targeted consultation, including with the business community and complete an Investment Case to DLUHC. This is an extraordinarily short timeframe. Some consultation has had to take place already and, for example, both the area's MPs have been contacted and a meeting has taken place with one already who has provided written support for the 3 recommended projects, subject to Council approval.

9. CONCLUSION

- 9.1 The award of £5 million is an unexpected bonus following previous unsuccessful bids to the Levelling Up Fund. It has however, been challenging to identify and assess projects that can be delivered within a very tight timescale, and which also deliver real benefit to Perth and Kinross. In celebrating the area's heritage, its crafts tradition and its world-class food and drink producers, officers believe the selected projects will make a significant contribution to Perth's ongoing regeneration, and the area's economic prosperity.

Authors

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Approved

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Local Outcomes Improvement Plan

- 1.1 This Review impacts on the following aspects of the Local Outcomes Improvement Plan.

Corporate Plan

- 1.2 This Review impacts on the following priorities within the Council's Corporate Plan.

2. Resource Implications

Financial

- 2.1 There is no financial implication to this report.

Workforce

- 2.2 Staff time will be needed to manage and complete the projects.

Asset Management (land, property, IT)

2.3 The asset management implications are contained within the report.

3. Assessments

3.1 The report has been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

- (i) Assessed as **not relevant** for the purposes of EqIA. Equalities Impact Assessments will be prepared for any consolidation/disinvestment recommendations if approved.

Strategic Environmental Assessment

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

3.3 The report has been considered under the Act and, 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

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

- in the way best calculated to delivery of the Act's emissions reduction targets;
- in the way best calculated to deliver any statutory adaptation programmes; and
- in a way that it considers most sustainable.

3.5 If approved the recommendations from this report will support the Council's discharging of its duties in relation to the Act.

Legal and Governance

3.6 There are no immediate legal and governance implications to this report.

Risk

3.7 A separate risk report will be prepared for each project if approved.

4. Consultation

Internal

- 4.1 The Strategic Lead, Property Services and Strategic Lead, Economy, Development and Planning have been consulted in the preparation of this report. The Director, Economy Place & Learning and Senior Leadership Team have also been consulted.

External

- 4.2 External consultation has included MPs, MSPs, local relevant groups have been consulted in the preparation of this report. Further consultation is underway.

5. Communication

- 5.1 A Communications Plan will be prepared to support implementation of the recommendations if approved.

2. BACKGROUND PAPERS

- 2.1 Appendices: Leveling Up Funding slide deck

Levelling Up Funding

Potential projects

Purpose

- Capital grant with project(s) deliverable by March 2026 (unless PKC funding also being used)
- Cultural and regeneration focussed
- City of Perth based
- Coherent approach
- Cultural outcomes led, supported with place/regeneration ones

Timeline

- 22nd April – present options to Leaders
- 23rd April onwards – consultation with senior leadership team / external business community / MPs/ MSPs
- 15th May – Council Approval
- 3rd June - Business case submission to UK Government



Project 1 – Lower City Mills

- This Category A Listed structure built in 1803 has been on the Buildings at Risk Register since 2012.
- In 2019 PKHT leased the building both as office space and with a vision for a sustainable new future for it.
- Project proposed to repair the historic fabric of the building and to restore the internal machinery alongside delivering training in traditional building skills. The upper floors would continue to be office space.
- Late last year PKHT advised it was quitting the building as it was unsuccessful in securing Heritage Lottery Funding. HLF remain very supportive but only if the mill is re-powered.
- This requires works to the Lade, potentially as a second HLF funded phase.

Lower City Mills – Phase 1

- **UKG Indicators**

- Number of cultural events, Number of visitors/audience members to cultural venues, Percentage of the local population engaged with cultural and heritage activities, Total visitor spend at cultural venues

- **Council Priorities**

- Tackling climate change and supporting sustainable places
- Developing a resilient, stronger and greener local economy
- Working in partnership with communities

- **Cost**

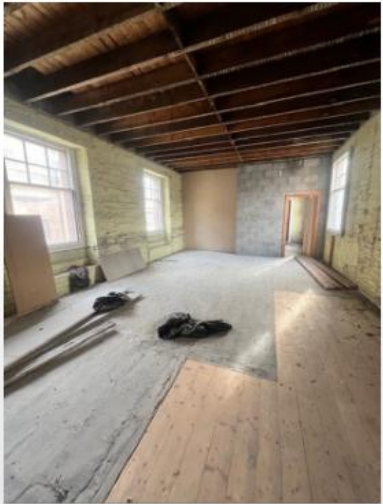
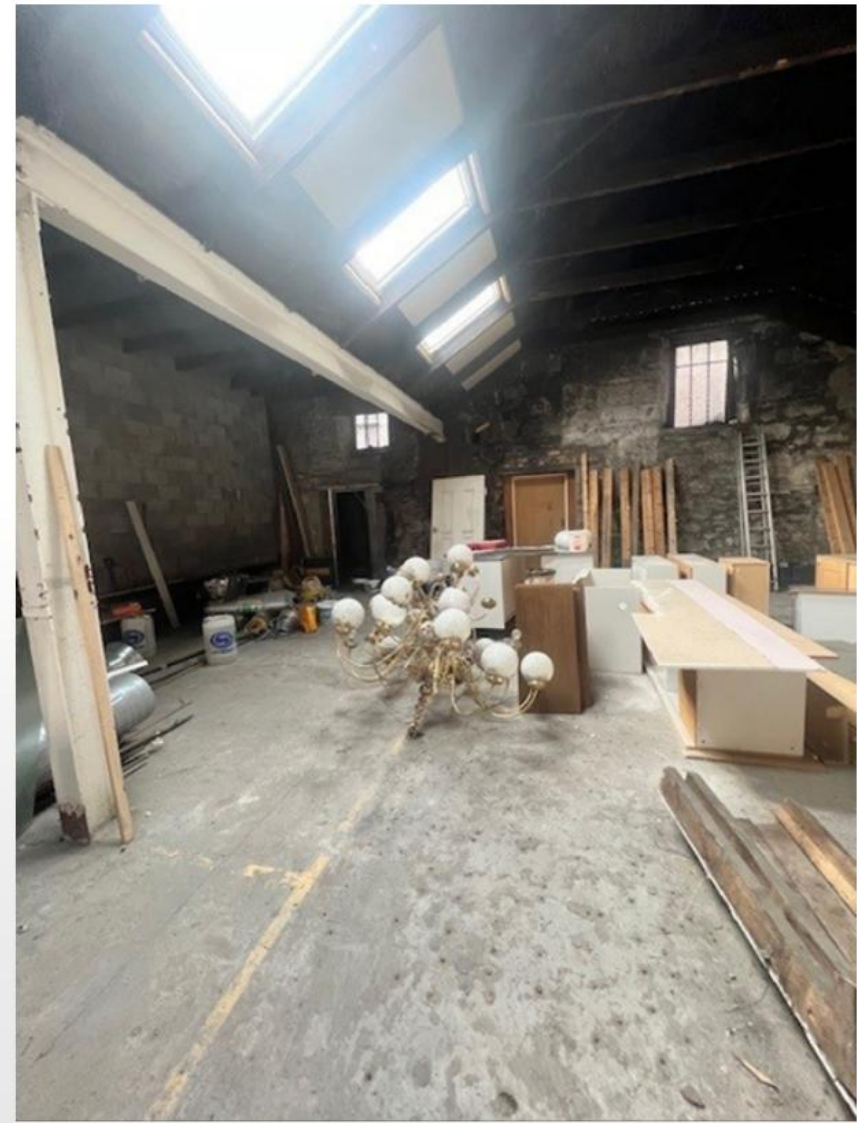
- c £3 million (excluding re-powering the Mill)

- **Deliverability**

- **GREEN** – planning permission not required with funding being the principal barrier to progressing the project

Re-imagining the Town Lade – Phase 2

- Re-powering the Mill
- Re-exposing the Lade along Mill Street
- Creating a linear park and space for reflection
 - Supporting and promoting physical and mental wellbeing
- Potentially a further £1m cost
- Could be started by 2026 but not completed by then.



Project 2 - The Ironworks

- Exhibition space, photography exhibition space and commercial space.
- Purchase of 12 South St John Street which was a former Foundry and has been vacant for some time with no commercial interest in it.
- Space for makers, workshops, micro businesses.
- Opportunity to enable businesses from both the Creative Exchange and elsewhere to make and sell in city centre.
- Creating a strong cultural offer as part of UNESCO City of Crafts status and supporting delivery of the City Centre Development Framework.
- Could act as a catalyst for neighbouring property owners to invest.
- Further enhances Perth's cultural offer.
- Potential to be operated/managed by Culture Perth & Kinross.

The Ironworks

- **UKG Indicators**

- Number of cultural events, Number of visitors/audience members to cultural venues, Percentage of the local population engaged with cultural and heritage activities, Total visitor spend at cultural venues

- **Council Priorities**

- Developing a resilient, stronger and greener local economy
- Working in partnership with communities

- **Cost**

- c £1.5 million

- **Deliverability**

- **GREEN** – Works have been scoped out and are deliverable by March 2026.



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Ionad Fiosrachaidh



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- Places to Stay

www.perthcity.co.uk

Project 3 – Perthshire Food & Drink

- Re-purposing of Council owned former VisitScotland iCentre on High Street
- Allowing continuation of visitor information provision and continued development of tourism offer in Perth.
- Ability to sell Perthshire products direct on the High Street, allowing small and developing food brands a high degree of visibility at lower cost.
- Physical sales of tickets to joint ventures as part of Perthshire Box Office for visitors / or those not online.
- Food and drink events could be held in the space, encouraging evening activity on the high street.
- Connector between Museum / Art Gallery / Concert Hall – perfect location.

Perthshire Food and Drink

- **UKG Indicators**

- Number of cultural events, Number of visitors/audience members to cultural venues, Percentage of the local population engaged with cultural and heritage activities, Total visitor spend at cultural venues.

- **Council Priorities**

- Developing a resilient, stronger and greener local economy.
- Working in partnership with communities.

- **Cost**

- c £500,000

- **Deliverability**

- **GREEN** – the space is in good condition and needs minimal fit out work.

PERTH AND KINROSS COUNCIL

15 May 2024

DISPOSAL OF LAND AND BUILDINGS AMENDMENT

Report by Strategic Lead - Property Services (Report No. 24/150)

1. PURPOSE

- 1.1 The purpose of the report is to seek approval to update and amend the Council's Disposal of Land and Buildings Policy ([Report 3/13/1](#)) adopted in January 2013, to reflect the need to prioritise affordable housing when the Council is reviewing its assets and disposing of land and buildings and:
- better align with the Council's strategic priorities as set out in its Corporate Plan
 - reflect the principles as set out in its approved Financial Strategy
 - facilitate effective implementation of its approved Corporate Asset Management Framework ([Report No 24/18](#))
- 1.2 Perth and Kinross Council recognises the importance of efficiently managing its land and buildings portfolio to meet the strategic needs of the Council as well as the community. This requires policy amendments to ensure policies and service delivery are aligned with the Councils Corporate Strategic priorities and Financial Strategy.
- 1.3 The Council approved the Corporate Property Asset Management Plan and Strategy through the Corporate Asset Management Framework ([Report No 24/18](#)). The action plan committed to updating the disposal of land and building policy with a revised strategy and process to actively deal with surplus properties.
- 1.4 It is likely that land and building assets will be identified as being surplus to requirements as part of the Asset Challenge process detailed within the Corporate Asset Management Framework. The Council must make the most of the potential opportunities to rationalise the Council's land and buildings portfolio and ensure that any decisions for the disposal of surplus assets meet the Councils priorities.
- 1.5 At its first meeting in March the Strategic Investment and Advisory Group considered progress in relation to the Pitlochry Asset Review. As part of this discussion, officers were asked to review the Disposal of Land and Buildings Policy to ensure that the delivery of affordable housing was clearly prioritised in relation to any decisions around disposals.

- 1.6 This paper seeks Council approval for a revised policy position in relation to the disposal of assets which prioritises the delivery of affordable / social housing when any buildings or land are declared surplus or vacant.

2. RECOMMENDATIONS

- 2.1 It is recommended that Council approve:
- the revised Disposal of Land and Buildings Policy (Appendix 1) to prioritise affordable / social housing provision when disposing of any land or building assets

3. BACKGROUND

- 3.1 In January 2024 Council approved the Corporate Asset Management Framework ([Report No 24/18](#)). This comprises an overarching Corporate Asset Management Policy and Strategy which describes the corporate approach to the management of assets to deliver the Councils strategic priorities.
- 3.2 The establishment of the asset challenge process and locality reviews within the Corporate Property Asset Management Strategy and Plan are expected to rationalise the property estate to make best use of assets and subsequently allow disposal of assets in line with the Financial strategy action ([link](#)):-
- to reduce the overall public estate and we will dispose of assets which no longer best support the delivery of our strategic objectives.

Affordable Housing

- 3.3 The [Local Housing Strategy 2022-2027](#) (LHS) sets as its vision that ‘Everyone in Perth and Kinross has access to the right home, in the right place and at the right cost’. The LHS sets a target of 1,050 new supply affordable homes over its five year period. The LHS Action Plan sets a number of actions to achieve this, however a key challenge is the lack of suitable land or buildings for redevelopment for affordable housing. The annual Strategic Housing Investment Plan ([SHIP](#)) identifies sites for the Council and its partners to deliver affordable housing, however more are needed if the target is to be met. There are **3,305** live applicants expressing demand for Council housing in Perth & Kinross on the Common Housing Register. The ratio of applications to available lets is three applicants to every vacancy.
- 3.4 The requirements for affordable housing have been fully detailed within the Housing Needs and Demand Analysis for Perth & Kinross as part of the Local Housing Strategy- [HNDA Final Report for Perth Kinross.pdf \(pkc.gov.uk\)](#) [A definition and examples of affordable housing tenures is available on the Council’s website here.](#)

- 3.5 Whilst significant quantities of land is allocated for development of housing in [Local Development Plan 2](#) (2019) this is generally not in the control of Perth and Kinross Council and will only yield a portion of affordable housing (typically 25%) over long term timescales. As a result the targets for delivery of affordable / social housing are at risk of not being achieved within the time period they are needed. The policy change proposed within this report will assist achievement of these targets.

4. DISPOSAL OF LAND AND BUILDINGS POLICY

- 4.1 Following approval of the Corporate Property Asset Management Plan, the attached Disposal of Land and Buildings Policy, previously approved in 2013, has been reconsidered to align with Corporate Strategic priorities and the Financial Strategy (Appendix 1).
- 4.2 Where there are multiple property disposal options that contribute to the many corporate priorities, disposal at less than best consideration (the default) will be considered in the following order:
- a) Affordable / social housing;
 - b) Assist community development / sustainability;
 - c) Economic development or regeneration;
 - d) Other corporate priorities.

5. CONCLUSION

- 5.1 The current Disposal Policy does not prioritise delivery of affordable housing as a priority for the use of surplus / vacant Council land and assets. This report summarises the current housing need and makes recommendations on future disposal policy. The impact of this will take time as through the corporate asset challenge process buildings are made surplus / vacant.

Author

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Local Outcomes Improvement Plan

1.1 This Policy impacts on the following aspects of the Local Outcomes Improvement Plan

- (i) Poverty and cost of living
- (ii) Mental and physical wellbeing

Corporate Plan

1.2 This Review impacts on the following priorities within the Council's Corporate Plan:

- Working in Partnership with communities.
 - Tackling Poverty.
 - Tackling Climate Change and supporting sustainable places.
 - Enabling our children and young people to achieve their full potential.
 - Protecting and caring for our most vulnerable people.
 - Supporting and promoting Physical and mental wellbeing.
- [Corporate Plan 2022-27 Final.pdf \(pkc.gov.uk\)](#)

2. Resource Implications

Financial

- 2.1 There may be financial implications as a result of this policy in the future but these will be fully considered in future reports.

Workforce

- 2.2 There are no immediate workforce implications to this report.

Asset Management (land, property, IT)

- 2.3 The asset management implications are contained within the report.

3. Assessments

- 3.1 The report has been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

- (i) Assessed as **not relevant** for the purposes of EqIA. Equalities Impact Assessments will be prepared for any consolidation/disinvestment recommendations if approved.

Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.3 The report has been considered under the Act and, 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

- 3.4 Under the provisions of the Local Government in Scotland Act 2003 the Council must discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change (Scotland) Act 2009 the Council also has a duty relating to climate change and, in exercising its functions must act:
- in the way best calculated to delivery of the Act's emissions reduction targets;
 - in the way best calculated to deliver any statutory adaptation programmes; and
 - in a way that it considers most sustainable.

- 3.5 If approved the recommendations from this report will support the Council's discharging of its duties in relation to the Act.

Legal and Governance

- 3.6 There are no immediate legal and governance implications to this report.

Risk

- 3.7 A risk profile will be prepared to support implementation of these recommendations if approved.

4. Consultation

Internal

- 4.1 The Strategic Lead for Property Services, Strategic Lead for Planning and Development, Strategic Lead for Legal and Governance services and Strategic Lead, Finance have been consulted in the preparation of this report.

External

- 4.2 No external parties have been consulted as part of this paper.

5. Communication

- 5.1 A Communications Plan will be prepared to support implementation of the recommendations if approved.

2. BACKGROUND PAPERS

- 2.1 Appendices:
- Disposal of Land and Buildings Policy

Disposal of Land and Buildings Policy 2024

PERTH AND KINROSS COUNCIL

DISPOSAL OF LAND AND BUILDING POLICY

- 1) This policy defines the approach to the disposal of land and buildings that are declared surplus (for whatever reason). If surplus property can be used to assist delivery of corporate priorities this should be encouraged.
- 2) Redevelopment or reuse of surplus land and buildings to assist delivery of corporate priorities is ranked in the following descending order:
 - a) Affordable / social housing
 - b) To a suitable community body to assist community development / sustainability
 - c) Economic development or regeneration
 - d) Other corporate priorities
- 3) Notwithstanding the above, the Council has, subject to the Regulations referred to in paragraphs below, a statutory obligation to achieve the best consideration that can reasonably be obtained when disposing of land or buildings. This obligation will generally be met by disposing of land and/or buildings on the open market.
- 4) In certain circumstances, land and buildings may be sold or leased at a value deemed to be market value (as opposed to being placed on the open market) provided that Best Value is achieved. This means that a valuation is undertaken by a suitably qualified Chartered Surveyor. Market value is as defined by the Royal Institution of Chartered Surveyors (RICS) Red Book. The duty to secure Best Value is explained in Section 1 of the Local Government in Scotland Act 2003.
- 5) The Council may only sell land and buildings for less than best consideration in accordance with the Disposal of Land by Local Authorities (Scotland) Regulations 2010. Where this is proposed, the appropriate Committee report will include a current market value of the subjects and the recommended consideration (if any) so that members are fully aware of value foregone in approving the disposal.
- 6) The Committee report will include an appraisal in terms of the Regulations, setting out the benefits and disbenefits of the proposal.

~~**This appraisal will be a summary of the assessment which must be carried out in terms of the Regulations. Comprehensive guidance on the criteria which may assist in drawing up the assessment is contained in Annex C to the Guidance to the Regulations. Annex C is attached to this Policy. Policies have been developed and will continue to be developed to support disposals for particular Service objectives and these will be referred to in the appraisal, where applicable. (section removed).**~~

~~Disposal at less than best consideration may be recommended to facilitate policies such the provision of affordable housing or the disposal of land and buildings to a suitable community body to achieve Council objectives in supporting local regeneration and community development. (section removed).~~

- 7) In addition to the above, the Council must take account of other relevant legal issues, on the sale of public land and buildings which may affect the ability of the Council to dispose of land and buildings at less than market value, the common good status of land or buildings and the need to obtain Scottish Ministers' consent for land or buildings held on the Housing Revenue Account.

~~In order to meet the statutory requirements for the disposal of land and buildings, the Council must be satisfied that any disposal at less than best consideration is reasonable and is likely to contribute to any of the purposes set out in the Regulations in respect of the whole or any part of Perth and Kinross or any person resident or present in Perth and Kinross. These purposes are the promotion of: (i) economic development or regeneration; (ii) health; (iii) social well-being; or (iv) environmental well-being. (section removed).~~

- 8) The issues referred to above are examples only and no disposal shall take place without appropriate professional advice by way of prior assessment of legal, property and other relevant matters. The Committee report will refer to any such advice.

Perth And Kinross Council

15 May 2024

BELL'S SPORTS CENTRE

Report by Strategic Lead – Economy, Development & Planning
(Report No. 24/151)

1. PURPOSE

- 1.1 This report asks Council to approve a formal request from Live Active Leisure (LAL) to withdraw delivery of services from Bell's Sports Centre from August 2024. It sets out the background including the decision of Council on 22 January 2024 to consolidate future Perth city sports provision onto a single site; ongoing flood risks; and the architectural significance of Bell's alongside major affordability issues for both the Council and LAL.

2. RECOMMENDATIONS

- 2.1 It is recommended that Council:

- **Approves** permission for LAL to withdraw services from Bell's from 31 August 2024
- **Notes** transition planning underway by LAL, supported by Council officers, to relocate services to Dewars Centre/elsewhere
- **Notes** alternative public service uses for Bell's Sports Centre are being explored by officers in liaison with Historic Environment Scotland in light of the recently confirmed Category B listed status for the building
- **Instructs** officers to bring forward further proposals for Bell's to Council later in 2024, including plans for community engagement on these further proposals.

3. STRUCTURE OF REPORT

- 3.1 This report is structured over the following sections:

- Section 4: Background
- Section 5: Proposals
- Section 6: Conclusion & recommendations
- Appendices: Options Appraisal commissioned by Live Active Leisure, February 2024

4. BACKGROUND

- 4.1 Bell's Sports Centre was completed in 1968 and was originally the largest timber supported domed structure in the UK until the London Millennium Dome was built in 1999.

With construction funded by the Gannochy Trust it comprises a large events arena, sports courts and gym/group fitness facilities. Bell's is owned by LAL and constructed on land owned by Perth and Kinross Council and leased to LAL through a sixty-year ground lease. The Council is sole member of LAL and ultimately the underwriter of the company.

- 4.2 The original Bell's coaching hall was repurposed by LAL in 2022 to expand the gym offer in response to growing market demand. The business case for this was supported by earlier feasibility work funded by the Gannochy Trust including engagement on how access to Bell's for wider use and enjoyment, particularly by young people, could be enabled.
- 4.3 Historically Bell's was mostly used for national events which are good for the profile of Perth but restricted access to Bell's for the wider community during many weekends of the year. These events also operated at a loss of around £20,000pa.
- 4.4 On 22 January 2024 Council approved several recommendations from a review of leisure assets including consolidation of future Perth city leisure provision onto one site. The likeliest location for this is the Perth Leisure Pool/Dewars Centre sites given the existing provision and infrastructure and the fact these sites are owned by LAL. Report [24/19](#) refers.
- 4.5 The leisure assets review considered significant affordability challenges with the current leisure estate including Bell's. The review included analysis of usage, running costs, cost per head and capital spend requirements which for Bell's showed:
 - 262,000 usages in 2022/23. Overall usage in the preceding decade had declined, although introduction of new gym/fitness facilities in 2022 had redressed this to some extent.
 - A £571,000 pa operating loss¹
 - £1.1M capital spend required on maintenance and repair
 - £4.2M capital spend required on energy efficiency measures (to reduce annual energy consumption by 15%)
- 4.6 In October 2023 Bell's was subject to major flood damage from both surface water and ingress below foundation levels. The venue is regularly flooded from below its foundations due to its location on the North Inch and adjacency to the River Tay. Whilst sometimes minor, these incidents have become more frequent as adverse weather events have also increased due to climate change totalling 5 events in the last 7 years. The last major flooding incident at Bell's was August 2020 when Perth Leisure Pool was also catastrophically flooded resulting in closure for just over 12 months. Since October 2023 the majority of the Bell's site has remained closed with only group fitness activities reinstated on the first floor. LAL moved to reinstate this service quickly because it is a significant income source, as is the gym.

¹ Includes LAL corporate overhead including property costs

- 4.7 Perth and Kinross Council have been notified of planned flood mitigation investment by Scottish Water for the Bell's area planned to start within the next 12-18 months. The proposed works include enhanced building drainage, upsizing of existing sewers, a new sewage pumping station, surface water management measures in the car park and a small bund along North Inch Pathway, budgeted at £5-£6M. These works will provide a 1in30yr (plus climate change allowance) level of protection to the Sports Centre, car park and children's play park from out of sewer flooding. We remain in dialogue with Scottish Water on this matter and have made them aware of formal Council decisions to consolidate future Perth leisure provision at the PLP/Dewars Centre sites.
- 4.8 Also in autumn 2024, condition surveys identified the presence of RAAC (reinforced autoclaved aerated concrete) in parts of the original Bell's structure. The cost of addressing this to meet current building standards regulations is estimated at £600,000.
- 4.9 Following the October 2023 flood LAL commissioned an independent options appraisal to consider the costs/benefits of fully reinstating Bell's, partially reinstating it or withdrawing services altogether and relocating Health and Fitness to the Dewars Centre. The options appraisal is at **Appendix 1**. This identified costs of £2M to fully reinstate the building, including an estimated £600,000 cost to address the RAAC.
- 4.10 Historic Environment Scotland (HES) is the national body responsible for ensuring protection of the country's built heritage through Listing. Following public consultation HES has now formally confirmed Category B listed status for Bell's dome and the immediately attached structures (excluding the entrance hall, pavilion and connecting entrance). HES has indicated that it would consider supporting future proposals to remove some of the attached perimeter structures and has referenced the presence of RAAC in these elements in its designation statement. Discussions have taken place onsite with HES about potential ways to maintain and protect the dome structure for the future, but with a different purpose to that of a sports centre.
- 4.11 In light of the factors outlined in paras 4.2-4.8, LAL has written to the Council to request formal approval to withdraw service provision from Bell's Sports Centre with effect from 31 August 2024 enabling all transition arrangements to be completed.
- 4.12 Also on 22 January 2024 Council approved an officer recommendation to work with LAL on preparing a costed Transition Plan setting out where, how and why interim leisure provision will be delivered in Perth whilst issues with Bell's as outlined above and other matters are resolved; and whilst the PH20 project (paused in February 2022 for affordability reasons) is re-scoped. This work is underway.

5. PROPOSALS

5.1 On 8 February 2024 following consideration of the independent options appraisal on reinstatement of Bell's, the LAL Board approved a decision in principle not to reinstate and to relocate Bell's services to Dewars Centre. The total cost is estimated at £900,000 including purchase of new gym equipment and modifications to Dewars, to be met from LAL's general reserves. It will mean:

- Indoor bowling at Dewars will cease from summer 2024 and there will be reduced meeting room availability for conferences/events.
- Group fitness and gym facilities will operate from Dewars from summer 2024 until completion of the PH20 project (currently assumed to be 2028/29 assuming project approval in autumn 2024). Court activities including gymnastics will be relocated to other Perth city venues where possible.

5.2 Under the terms of the Service Level Agreement (SLA) between the Council and LAL, LAL must formally request permission to withdraw from a property where it is delivering services on behalf of the Council. This is defined in clause 2.3 of the SLA:

The Service Provider [LAL] shall be under an obligation (subject to clauses 8.3, to 8.103 to supply the PSO4 Services from the Service Provider Properties, the Properties and any such properties added to the Property Portfolio and (subject to clauses 8.3 to 8.10) the Service Provider shall not be entitled to terminate the supply of PSO Services from any of such venues without the prior written consent of the Authority (such consent not to be unreasonably withheld or delayed).

5.3 For avoidance of doubt, the SLA does not specify which services must be delivered from which venues as this is an operational matter for LAL. The Council cannot direct LAL operationally, which risks losing LAL's charitable status and therefore business rates relief and other key benefits.

5.4 Also within the terms of the SLA, the Council cannot unreasonably withhold or delay permission for LAL to withdraw services from a venue. Given the affordability challenges with Bell's, which pre-date the flood damage of October 2023 and other factors outlined in this report, it is officers' view that the LAL request is reasonable and indeed necessary for financial sustainability.

6. NEXT STEPS

6.1 In liaison with LAL and Historic Environment Scotland, Council officers are looking at viable alternative uses for Bell's to maintain and protect it as a unique part of the built heritage of Perth, in an affordable way. Officers will revert to Council with further advice on this later in 2024 including proposals for wider community engagement on any such proposals.

6.2 Council officers are also working with LAL to support the development of a costed transition plan as recommended in the leisure assets review. This is about providing continuity of leisure services not just by relocating services from Bell's to Dewars Centre, but for the next 5 years as work proceeds on PH20. As instructed in January, a revised final scope for PH20 will be submitted to Council for consideration/approval in August 2024.

6.3 In the meantime LAL has started engagement with local clubs and users of Bell's and Dewars, plus procurement of equipment and building works at Dewars, to enable relocation of services. Progress will be overseen by the LAL Property and Environment Committee, reporting to the LAL Board.

7. CONCLUSIONS

7.1 This report outlines the relevant factors/considerations for LAL in making a formal request to withdraw from delivering leisure services at Bell's Sports Centre and relocate services to Dewar's Centre. Under the terms of the SLA, the Council cannot reasonably refuse such a request and officers therefore recommend it is approved. Wider work to develop alternative uses for Bell's is also underway, along with ongoing work to rescope PH20 to ensure it is affordable, deliverable and financially sustainable.

Author

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Approved

Name	Designation	Date
David Littlejohn	Strategic Lead Economy Development & Planning	15 April 2024

- Appendices: Options Appraisal commissioned by Live Active Leisure, February 2024

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

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Local Outcomes Improvement Plan

1.1 This Review impacts on the following aspects of the Local Outcomes Improvement Plan

- (i) Poverty and cost of living
- (ii) Mental and physical wellbeing

Corporate Plan

1.2 This Review impacts on the following priorities within the Council's Corporate Plan:

[Corporate Plan Priority: Tackling poverty](#)

[Corporate Plan Priority: Tackling climate change and supporting sustainable places](#)

[Corporate Plan Priority: Enabling our children and young people to achieve their full potential](#)

[Corporate Plan Priority: Supporting and promoting physical and mental wellbeing](#)

2. Resource Implications

Financial

2.1 There are no immediate financial implications to this report.

Workforce

2.2 There are no immediate workforce implications to this report. LAL has work underway to redeploy staff currently employed at Bell's Sports Centre.

Asset Management (land, property, IT)

2.3 The asset management implications are contained within the report.

3. Assessments

3.1 The report has been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

- (i) Assessed as **not relevant** for the purposes of EqIA. Equalities Impact Assessments will be prepared for any consolidation/disinvestment recommendations if approved.

Strategic Environmental Assessment

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

3.3 The report has been considered under the Act and, 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

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

- in the way best calculated to delivery of the Act's emissions reduction targets;
- in the way best calculated to deliver any statutory adaptation programmes; and
- in a way that it considers most sustainable.

- 3.5 If approved the recommendations from this report will support the Council's discharging of its duties in relation to the Act.

Legal and Governance

- 3.6 There are no immediate legal and governance implications to this report.

Risk

- 3.7 LAL has a risk profile in place to support implementation of the proposals in this report.

4. Consultation

Internal

- 4.1 The Strategic Lead, Property Services and Strategic Lead, Legal and Governance have been consulted in the preparation of this report.

External

- 4.2 Live Active Leisure and the Gannochy Trust have been consulted in the preparation of this report.

5. Communication

- 5.1 A Communications Plan will be prepared to support implementation of the recommendations if approved.

2. BACKGROUND PAPERS

- 2.1 Appendices: Options appraisal for Bell's Sports Centre, Integratis Consulting, February 2024

Bell's Sports Centre Future Options Report



January 2024

Direct enquiries regarding this report should be
submitted to:

Neil Ross, Director, Integratis Consulting

Email: Neil@integratisconsulting.com

 As part of our green office policy all Integratis reports are printed double sided
on 100% sustainable paper.

Contents

	Executive Summary	
1.	Introduction	5
2.	Current Situation	6
3.	Options	21
4.	Options Appraisal	43
5.	Recommendations	46
6.	Appendices	48

Executive Summary

This report provides a detailed analysis and strategic appraisal for the future of Bell's Sports Centre, considering its current operational challenges, financial performance, and the strategic objectives of Perth and Kinross Council. Following significant flood damage (which is uninsured) and within the scope of the Council's Transformation Review, this appraisal critically examines the centre's viability and explores potential pathways forward.

Current Situation and Financial Overview:

Bell's Sports Centre has experienced fluctuating financial performance from 2019 to 2023, with a notable decline in income during the 2020-21 fiscal year due to the pandemic, followed by a recovery in subsequent years. The year 2022-23 saw income rise to £793,934, driven by investments in new fitness facilities. However, the Centre also faces challenges, including high staff costs and operational deficits, with the current financial year forecasting a net deficit of £674,875. This is worsened due to the current venue closure.

Options Appraisal:

Six strategic options are evaluated, ranging from full closure and relocation of fitness services to Dewars Centre (Option 1), to various levels of reinstatement and service reconfiguration (Options 2-6). Each option has been assessed for its financial implications, potential impact on community service provision, and alignment with the Council's strategic objectives.

Option 1 emerges as the most financially viable, promising significant improvements in net expenditure and a three-year return on investment however it comes at a significant cost to community use. This option entails the complete cessation of Bell's operations and the transfer of fitness services to Dewars Centre.

An alternative worth considering is Option 4, which involves a partial reinstatement of Bell's, encompassing 8 – 10 badminton courts and 1 – 2 squash courts, alongside relocating the fitness facilities to Dewars. This approach results in a balanced improvement in net expenditure and a return on investment within thirteen years. Crucially, it enables community groups to resume their activities at Bell's, supporting local events and maintaining usage.

Options 2 through 6 explore a spectrum of reinstatement possibilities, each with unique financial, operational, and community service implications. These range from full reinstatement to partial operations focusing on fitness services, with varying degrees of capital investment and projected returns on investment.

Recommendations:

Based on the comprehensive analysis, Option 1 is recommended as the primary strategy. This approach offers substantial financial benefits, aligns with the Council's sustainability goals, and ensures the continuity of fitness services within the community. However, Option 1 has the largest negative impact on usage of the six options, coming at a significant cost to community use. Programming and planning at a strategic level across Perth and Kinross would be required to identify appropriate alternative venues for the diverse array of existing Bell's arena users. This includes those involved in both competitive and social sports, individuals with disabilities and a range of community groups spanning from youth to older adults. It necessitates strategic planning to address the displacement of other services and programmes, review of facility booking processes, opening discussions on access to school facilities during the day and a need for clubs to be prioritised. This would include protecting access to current facilities at Bell's for Perthshire Rugby Club.

The secondary recommendation is Option 4. Fitness would be relocated to Dewars and the partial reinstatement of Bell's arena and squash allows community groups to recommence activities. It serves as a viable alternative, offering a blend of financial prudence and community use continuity with a thirteen year ROI but may be impacted by PH²O project timescales.

Conclusion:

The future of Bell's Sports Centre is at a critical juncture. The recommended strategy of full closure and relocation of services presents a financially and strategically prudent path forward. It requires careful implementation, strategic collaboration, community consultation, and alignment with broader council objectives to ensure the continued provision of valuable leisure and fitness services to the Perth and Kinross community.

1. Introduction

The strategic future of Bell's Sports Centre is critically assessed within this report, against a backdrop of the Perth and Kinross Council's Transformation Review and the catastrophic impact of a recent flood event. This flood not only inflicted considerable damage on the facility but also acted as a pivotal moment, prompting a re-evaluation of leisure services provision within the wider strategic context of Perth's leisure asset optimisation and sustainability challenges.

1.1 Project Description

This appraisal critically examines the strategic options for Bell's Sports Centre, now at a crossroads following the flood damage. The flood event has underscored the vulnerability of ageing infrastructure to environmental risks, intertwining with the broader challenges identified in the Transformation Review. These include financial sustainability, the imperative for energy efficiency, and the potential reclassification of the Centre alongside Perth Leisure Pool as Category B listed buildings, introducing complex layers of regulatory and conservation considerations into future planning.

It explores a spectrum of options, from the full reinstatement of the Centre to its potential closure, framed within the necessity for a consolidated, modernised leisure offering that aligns with community needs, financial viability, and environmental sustainability.

2. Current Situation

2.1 Summary of Current Position

Bell's Sports Centre closed on the 8th of October 2023 due to devastating flood damage. In planning the next steps LAL had also to consider the potential impact of PH20 and whether Bell's will ultimately be closed and the facilities moved to a new development on the existing Dewars site. These challenges add to the financial position and the inability to insure the building. Bell's is currently partially open for fitness classes in two studios while additional classes are delivered at Dewars. The gym, arena and squash courts remain closed.

2.2 Financial Summary

Historical

- **2019-20:** Bell's reported an income of £511,003 with staff costs at £745,793, the highest for the period. Total net expenditure was £602,182 as can be seen in **Table 2.1** below.
- **2020-21:** Income decreased to £113,643, likely due to external factors including the pandemic. Staff costs were reduced to £567,567 and total net expenditure increased to £709,302.
- **2021-22:** Income increased to £371,396, with staff costs at £601,961 and total net expenditure at £550,527.
- **2022-23:** Income further rose to £793,934, indicating growth from the investment in new fitness facilities and recovery from the pandemic. Staff costs increased significantly to £858,967 with total net expenditure at £570,856.

Table 2.1 highlights that over these years, Bell's showed a trend of increasing income and fluctuating costs, with a notable decrease in income in 2020-21 due to the pandemic and a substantial rise in income and staff costs in 2022-23 from investment in fitness facilities and services.

Table 2.1: Financial Performance 2019 - 2023

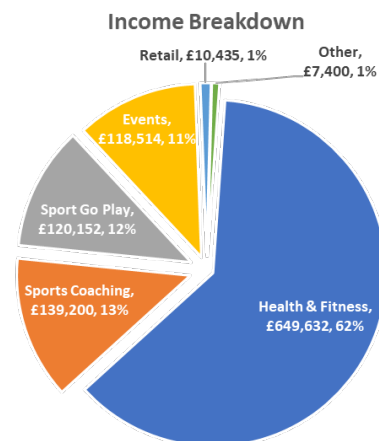
Financial Year	2019-20	2020-21	2021-22	2022-23
Income	-£511,003	-£113,643	-£371,396	-£793,934
Cost of Sales	£280	£0	-£497	-£308
Staff Costs	£745,793	£567,567	£601,961	£858,967
Property Costs	£171,981	£113,494	£151,717	£229,365
Supplies and Services	£195,131	£141,884	£168,742	£276,766
Net Expenditure	£602,182	£709,302	£550,527	£570,856

August 2022 – July 2023 Baseline

As requested, the baseline was created for a twelve month period prior to the closure of Bell's. **Table 2.2** below shows that for the financial year August 2022 to July 2023, Bell's reported increased income of £1,045,333. However, a substantial portion of the centre's expenses was tied up in staff costs, which totalled £888,922. Property costs, were also significant, amounting to £238,801. Additionally, supplies and services were £307,869. Consequently, the total expenditure for Bell's during this period was £1,436,289. The net expenditure for Bell's was £390,956. This financial overview, serving as the baseline for the report, underscores that while Bell's generated considerable income, the high expenditure, especially in staff and property costs, led to a significant operating deficit albeit less than previous years.

Table 2.2: Financial Performance August 2022 - July 2023

Account Centre	Bell's Sports Centre
Income Total	-£1,045,333
Cost of Sales	£697
Staff Costs	£888,922
Property Costs	£238,801
Supplies & Services	£307,869
Expenditure Total	£1,436,289
Net Expenditure	£390,956



Bell's Forecast to Year End 2023

Given the closure of Bell's on October 8th, 2023, the financial forecast for the remainder of the year reflects the impact of this closure shown below in **Table 2.3**.

Originally budgeted to generate £1,001,091, the revised forecast for operating income has been adjusted down to £718,237 a reduction of £282,854.

On the expenditure front, the forecast shows a decrease in staff costs to £836,396 from the budgeted £897,782, a saving of £61,386, attributed to staff reductions and redeployments following the closure. Supplies and services expenses are also projected to drop to £327,359, down from the budgeted £369,207, saving £41,848. Property costs and utilities are forecasted to be lower than budgeted, at £39,038 and £190,319 respectively, due to the decreased operational needs following the closure.

Overall, the total expenditure is forecasted at £1,393,112, which is £127,666 less than the budgeted figure of £1,520,778. Despite these reductions in costs, the forecast still predicts a deficit of £674,875 for the period following the closure until the year's end. This deficit is larger than the budgeted deficit of £519,687 by £155,188, reflecting the significant financial impact of the centre's closure.

Table 2.3: Bell's Financial Forecast for 2023

Account Group	Full Year Forecast	Budget	Movement
Operating Income	-£718,237	-£1,001,091	£282,854
Staff Costs	£836,396	£897,782	-£61,386
Supplies & Services	£327,359	£369,207	-£41,848
Property Costs	£39,038	£43,789	-£4,751
Utilities	£190,319	£210,000	-£19,681
Expenditure	£1,393,112	£1,520,778	-£127,666
Surplus/ - Deficit	-£674,875	-£519,687	-£155,188

2.3 Membership Performance Aug. 2022 - July 2023

Over the twelve month period from August 2022 to July 2023, LAL experienced fluctuations in Health and Fitness membership sales, cancellations and the resulting net gain. The analysis, including the launch of the new gym at Bell's on 9th July 2022, provides valuable insights into the impact of this strategic move. Bell's boasts the highest membership share among LAL facilities, contributing to 61% of gym memberships, 49% for fitness classes and 81% of personal training.

Table 2.4: LAL Membership position Aug. 2022 – July 2023

Month	Sales	Cancellations	Net Gain
Aug-22	346	154	192
Sep-22	333	190	143
Oct-22	292	138	154
Nov-22	241	164	77
Dec-22	157	157	0
Jan-23	508	141	367
Feb-23	329	165	164
Mar-23	305	224	81
Apr-23	209	285	-76
May-23	212	272	-60
Jun-23	187	230	-43
Jul-23	237	193	44
Totals	3356	2313	1043

Sales Overview: Sales data seen in **Table 2.4** reveals varying monthly figures, with a strong start in August 2022 post Bell's gym opening, generating 346 new members an impressive increase of 253 from August 2021. Robust sales continued through September and October, peaking in January 2023 with 508 new memberships. The twelve month period resulted in a total of 3356 new membership sales, showing a significant positive shift from the previous average of 147 new memberships per month.

Comparatively, the period before Bell's gym opening averaged 147 new memberships monthly, emphasising the substantial impact of the new facility on LAL's membership and business. October and November 2021, with peak sales at 179 and 176, respectively, are surpassed by the monthly average of 280 post Bell's gym launch.

Cancellations: The initial seven months of the analysed period exhibited a positive trend in cancellations, indicating a favourable response to the new gym. Lower cancellation figures during this period affirm the positive impact of the facility on member retention. From March 2023 onwards, cancellations increased, with notable peaks in April and May 2023. Further exploration of contributing factors during these months would provide valuable insights.

Net Gain Analysis: The overall net gain for the period stands at 1043, highlighting LAL's ability to attract and retain members. Positive net gains in most months demonstrate successful membership growth within the Health and Fitness segment.

Key Insights:

- **Successful Launch Impact:** The positive net gain following the new gym's launch indicated a successful integration of Bell's into LAL's membership strategy.
- **Seasonal Variations:** Cancellation peaks in April and May could align with seasonal trends or external factors affecting member commitment. Analysing member feedback and engagement during this period could offer valuable insights.
- **Retention Focus:** While overall net gains are positive, a deeper analysis of cancellations in specific months can inform targeted retention strategies. Understanding member needs during low net gain periods is crucial for sustained growth.

Conclusion:

The impressive net gain of 1043 members over the twelve month period not only underscores LAL's successful sales strategies and member retention efforts but also shows the positive impact of the gym at Bell's Sports Centre. The successful integration of this facility into the membership strategy not only surpassed historical performance but became a pivotal driver in achieving sustained growth and heightened satisfaction within the Health and Fitness membership base. This positive impact on membership count and net gain position confirms the importance of fitness provision in future options.

2.3.1 Membership Performance (Oct. 2023 – Jan. 2024)

The flooding at Bell's on the 8th October last year significantly impacted LAL membership dynamics and operational capacity. The entire facility was forced to close. On the 23rd October 2023 Bell's partially reopened with fitness classes in two of the three studios, with studio 1 downstairs remaining closed. Unfortunately, the closure of key amenities like the arena, squash courts, and gym persisted, leading to the cancellation of sporting coaching sessions and events that were either cancelled or relocated to other LAL facilities and Perth schools.

This disruption had a noticeable effect on LAL's overall membership performance, as reflected in the following **Table 2.5**:

Table 2.5: LAL Membership position August 2023 – 22nd January 2024

Month	Sales	Cancellations	Net Gain
Aug-23	271	237	34
Sep-23	226	213	13
Oct-23	138	273	-135
Nov-23	94	363	-269
Dec-23	60	275	-215
Jan-24	111	222	-111

The significant decline in net gain, reaching -730 from October '23 to 22nd January '24, reflects the challenges faced by LAL in member retention and acquisition following the facility's closure. The reduced access to key amenities, especially the gym at Bell's, contributed to a decline in sales and an increase in cancellations.

It's essential to highlight that the negative net gain is a direct consequence of the facility's closure due to the flooding incident. The impact is not solely reflected in sales and cancellations but also in the overall member and customer experience, with activities and services no longer available and several that have not been successfully relocated to other facilities.

2.4 Bell's Usage (August 2022 – July 2023)

To form a picture of the facilities that could be reinstated, whether at Bell's, Dewar's or elsewhere, it's important to review the average usage (prior to closure) to demonstrate patterns of demand. Bell's had over 250,000 visits in 2022-2023 second only to Perth Leisure Pool with 362,000 visits. These two sites led participation performance in the two previous years.

For Bell's, Sport Go Play made up the majority of participation in 2019-2020 with 69,554 visits, this declined to 40,254 in 2022-2023. Whereas gym participation was only 7235 in 2019-2020 increasing to 70,886 in 2022-2023. During that same time participation in events, fun coached, steps coached and education have all declined. Whereas fitness classes, personal training and non-sport venue hire have all increased demonstrating the change in demands and business focus. Sport Go Play at Bell's has declined by 42% from 2019-2020 to 2022-2023. Across other LAL

venues Sport Go Play has seen growth and decline at different sites with an overall decline of 29%.

Table 2.6 below shows the total average usage for Bell’s Sports Centre. The table shows that peak usage is Monday to Wednesday from 4 – 9pm and Thursdays and Fridays 4 – 8pm. During the day, the pattern follows usage before work or education, dipping 8 – 10am then increasing at 10am with high usage, especially on Tuesdays with 99.94 average users. Weekend usage displayed a distinct pattern with a notable peak on Saturday mornings and relatively consistent but lower attendance on Sundays.

Table 2.6: Bell’s Total Average Usage over 12 months

short day	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00
☐ Mon	16.02	6.43	17.65	79.50	63.22	62.06	37.74	37.24	19.19	62.02	67.50	137.65	82.74	59.56	5.22	0.09
☐ Tue	21.58	6.40	27.74	99.94	52.58	55.92	47.09	40.15	24.15	72.96	88.98	118.09	82.19	30.45	22.09	0.13
☐ Wed	20.45	6.15	26.92	69.55	62.32	68.98	18.42	44.49	16.28	61.28	80.66	155.92	87.85	48.94	14.36	0.08
☐ Thu	18.55	5.34	41.42	63.53	47.25	52.51	50.92	60.04	16.87	47.66	79.02	70.04	84.40	30.83	16.55	0.08
☐ Fri	22.26	7.08	24.68	63.51	55.89	47.28	26.85	34.02	18.47	27.58	41.98	52.75	33.28	14.00	2.62	
☐ Sat	0.02	40.87	36.28	43.94	58.15	18.96	13.66	13.45	17.00	10.15	0.60					
☐ Sun		29.25	28.85	25.43	50.34	14.28	14.81	13.77	14.53	8.28	0.60		1.36	8.15		

The arena has historically been booked for over 40 events per year. The majority with Scottish Gymnastics and also include Scottish Floorball, Scottish Table Tennis, indoor hockey and badminton. The events generate income but also prevent community groups, sports clubs, members and the local public from creating a pattern of regular bookings, usage or community events.

We will now consider each area within Bell’s in turn to build a picture of facility need based on historical usage.

2.4.1 Fitness Gym

As detailed in membership performance section of the report the gym at Bell’s opened 9th July 2023. The gym usage mirrors that as described for Bell’s overall as it drives the highest use at the centre. Early mornings, 7am, show higher gym usage, indicating a demand for early workout sessions before the workday begins. Then from 10am the gym use is fairly steady until it builds from 4pm through to 9pm on Monday to Wednesdays and 8pm for Thursdays and Fridays. Saturday and Sundays show lower usage that is steady throughout the weekend, the highest weekend use is Saturday 10am-12pm.

2.4.2 Fitness Classes

Monday to Thursday evenings at 6pm have the highest class attendance, with 42.22 and 25.87 average users, indicating these are highly popular times for fitness classes.

Mid-morning times on weekdays, particularly from 10am to 12pm, show consistent moderate usage, with the number of average users ranging from 12.23 to 21.26.

Saturday and Sunday classes are popular from 9-11am, attracting similar class attendance as mid-week mornings.

2.4.3 The Arena

The programme of bookings at Bell's arena is broad and varied. It enables community interaction and accommodates a diverse range of sports, leisure activities and community groups.

Prior to the flooding, the arena had regular bookings from 26 sports clubs/groups, casual court bookings and hosted national events. These bookings were varied, with the majority of groups attending four times per month, while others scheduled as many as 3 per week. The range of users spanned all demographics, including youth, senior citizens, competitive and social sports, individuals with disabilities and various community groups. The range of activities was equally diverse, featuring sports such as table tennis, squash, netball, football, cricket, and rugby, alongside sessions for disability groups like rebound therapy and the Perth Eagles Wheelchair Sports Club, as well as non-sporting clubs like the Perth Quilters.

In addition, Bell's was the home to the gymnastics programme. There were 34 weekly classes, split into 17 Wee Springers classes, tailored for the younger participants during the daytime and 17 after-school sessions.

The arena was in use throughout the week, with scheduled activities from 10am to 10pm. Notably, weekend bookings were deliberately kept open to accommodate events.

Table 2.7 below illustrates a distinct pattern in usage, with morning and evening slots being the most active, pointing to a drop in participation before 9am and in the afternoons. Arenas 1 and 2 exhibit robust evening engagement, with usage rates

between 59.38% and 61.01% across all courts, and similarly substantial morning activity with usage rates from 42.99% to 59.69%. Arena 3 peaks during after-school hours, a time when Arenas 1 and 2 are quieter. Arena 3 has the lowest overall usage as permanently set for gymnastics. Fridays from afternoons onwards throughout the weekend shows limited usage for arena 3 where sessions are not booked to allow for set up of weekend events. This pattern suggests that the breadth of activities traditionally offered in the arena could potentially be consolidated onto 8 - 10 courts, optimising space usage without compromising service delivery.

Table 2.7: Bell's Arena and Squash Usage

SiteDescription	Before 09:00	Morning	Afternoon	After School	Evening	Total
Bell's Sports Centre						
Arena 1	35.52%	55.67%	23.47%	20.27%	61.01%	40.04%
B.S.C. Arena Badminton 1	34.46%	55.62%	30.60%	47.24%	45.34%	39.44%
Arena 2	35.42%	49.80%	18.10%	18.60%	63.51%	38.60%
Arena 1 Court 3	21.21%	59.69%	19.11%	17.70%	59.38%	37.79%
Arena 1 Court 2	21.21%	59.05%	19.21%	17.54%	59.47%	37.66%
B.S.C. Arena Badminton 2	35.68%	40.22%	33.64%	42.63%	40.00%	37.44%
Arena 1 Court 4	21.21%	59.69%	14.12%	17.38%	59.38%	35.83%
Arena 1 Court 5	21.21%	59.69%	14.06%	17.38%	59.38%	35.80%
Arena 2 Court 2	21.21%	44.16%	10.81%	11.46%	61.20%	33.08%
Arena 2 Court 3	21.21%	43.67%	10.61%	9.86%	61.20%	32.65%
Arena 2 Court 4	21.21%	43.50%	10.51%	9.54%	61.30%	32.57%
Arena 2 Court 5	21.21%	42.99%	10.61%	9.38%	61.30%	32.49%
B.S.C Squash Court 1	2.42%	18.99%	16.70%	36.67%	40.91%	21.90%
Arena 3 Court 2	20.35%	30.30%	14.81%	34.81%	8.87%	16.86%
Arena 3 Court 5	20.35%	30.24%	14.67%	30.49%	8.87%	16.11%
Arena 3 Court 4	20.35%	30.08%	14.67%	30.49%	8.87%	16.07%
Arena End Segment		26.36%	11.02%	20.67%	5.57%	14.83%
Arena 3 Court 3	20.35%	30.08%	11.62%	23.04%	9.05%	14.51%
B.S.C Squash Court 2	2.35%	8.33%	5.98%	31.13%	33.69%	14.45%
B.S.C Squash Court 3	1.88%	5.13%	4.40%	5.18%	7.55%	4.97%
Total	20.99%	28.26%	13.53%	26.40%	46.60%	21.91%
Total	20.99%	28.26%	13.53%	26.40%	46.60%	21.91%

In conclusion, the comprehensive utilisation of Bell's arena underscores its integral role in fostering a thriving and inclusive community. The extensive range of clubs and groups that called Bell's home demonstrates the centre's unique ability to accommodate a diverse array of activities, catering to a broad spectrum of interests

and needs. The usage patterns reveal that while certain arenas exhibit high engagement during morning and evening sessions, there is potential to reduce the number of courts and still meet usage demands.

2.4.4 Squash

Squash usage across the week shows a pattern of predominately under utilised courts as can be seen below in **Table 2.8**.

Table 2.8: Average Squash Usage across Monday - Sunday

Squash	Before 9am	Morning	Afternoon	After School	Evening
Court 1	2.42%	18.99%	16.70%	36.67%	40.91%
Court 2	2.35%	8.33%	5.98%	31.13%	33.69%
Court 3	1.88%	5.13%	4.40%	5.18%	7.55%

Court 1 has an average usage of 25% across the week, Court 2 is 18% and Court 3 is 5% as can be seen below in **Table 2.9**. Court 1 peaks on Monday evenings with 55%, followed by 51% after school on Fridays. Similarly, Court 2 peaks on Fridays after school with 71% and 47% on Monday evenings however these peaks are the exceptions. Court 3 doesn't reach an average of 10% on any day across an average week. Wednesday is the busiest for Court 3 at 8%.

Table 2.9: Squash Court Usage split by day and booking time group

Description	Booking Time	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Sun.	Total
Court 1	After School	38%	41%	44%	34%	51%	10%	13%	33%
	Afternoon	11%	20%	19%	13%	18%	18%	19%	17%
	Before 09:00	0%					11%	21%	11%
	Evening	55%	39%	38%	37%	35%			41%
	Morning	22%	12%	20%	10%	11%	29%	29%	19%
Court 1 Total		25%	28%	30%	24%	29%	17%	20%	25%
Court 2	After School	26%	29%	34%	22%	71%	3%	5%	27%
	Afternoon	4%	5%	5%	4%	5%	9%	9%	6%
	Before 09:00						11%	21%	16%
	Evening	47%	31%	30%	29%	30%			34%
	Morning	4%	5%	13%	3%	7%	17%	9%	8%
Court 2 Total		20%	18%	21%	15%	29%	10%	11%	18%
Court 3	After School	4%	1%	13%	2%	9%	4%	2%	5%
	Afternoon	2%	7%	2%	5%	3%	6%	6%	4%
	Before 09:00		4%	6%					5%
	Evening	5%	5%	13%	7%	7%			8%

	Morning	13%	3%	6%	2%	2%	1%	10%	5%
Court 3 Total		6%	4%	8%	4%	5%	4%	6%	5%

Looking at need, one squash court would be sufficient based on historical usage patterns. Similarly, only one court is required to participate in Squash leagues. Finally, these squash usage figures have also been enhanced through some usage including table tennis which could continue on squash courts or be relocated to the arena.

2.5 Bell's Usage Since Partial Closure on 7th October

Prior to the flooding, the arena had 26 distinct clubs and groups scheduled, projecting a monthly attendance of 1,921 individuals, not accounting for casual court bookings, events, and educational utilisation of the facilities.

The daytime bookings, predominantly utilised by seven groups, have unfortunately not found alternative locations, which is partly attributed to restricted daytime access to school facilities. Of the 19 groups that utilised the evening slots, 8 have transitioned to new venues, these have been met with challenges which are seen as temporary short term compromises while Bell's remains closed. The Fair City Rollers, Roller Derby club, face unique challenges in finding a suitable venue due to their specific flooring requirements. Similarly, the Rebound Therapy group that use trampolines while working with users with additional needs, has been impacted by the lack of an appropriate space for their large equipment, which is particularly problematic because they traditionally met during the day.

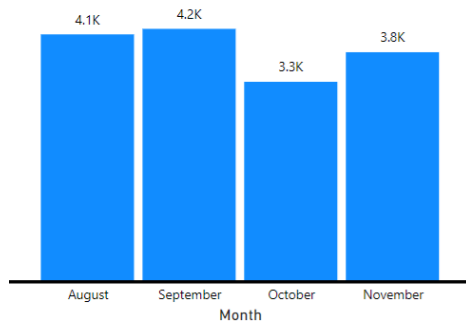
The gymnastics programme, with its 34 weekly classes, has been significantly disrupted. The Wee Springers classes are still seeking a new home. While the after-school and evening classes have been accommodated by a school court, the relocation is not without its challenges. Bell's was a preferred venue for over 20 annual Scottish Gymnastics events, a choice made due to its capacity, storage for specialist equipment, and experienced staff. Scottish Table Tennis and Badminton also valued Bell's for its facilities, numerous courts, and competition-standard lighting, a testament to the centre's high-quality provisions.

The closure has significantly disrupted the routine of numerous groups, highlighting the centre's contribution to community wellbeing.

As the gym at Bell's remains closed the members may have chosen to join other operators in the meantime. A reduced programme of fitness classes restarted on the

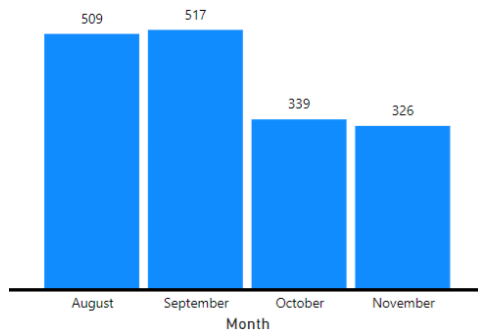
23rd October from Bell's, Dewars and North Inch. As can be seen in **Table 2.10** below, the usage numbers for fitness classes drop from 4.2K to 3.3K in October when Bell's closes and then increase to 3.8K in November 2023.

Table 2.10: Fitness Class Usage Bell's and Dewars Aug - Nov 2023



Likewise, **Table 2.11** below shows the number of classes drop from 517 in September to 339 and 326 in October and November respectively. In November 41 classes were offered at Dewars and 5 at North Inch.

Table 2.11: Number of Fitness Classes at Bell's and Dewars Aug - Nov 2023



2.6 Customer Usage and Staff Optimisation

Optimising staffing is crucial for achieving operational efficiency and enhancing customer and staff satisfaction at Bell's. By aligning staffing levels with customer needs and operational demands, service quality can be enhanced, efficiency improvements made, and ultimately drive business success.

On reviewing the Bell's baseline staffing structures, against usage figures, there is some correlation between the number of staff on duty and the number of users at the centre. However, the data suggests that they are not consistently aligned and offer opportunities for cost optimisation.

Table 2.12 was previously shown in section 2.4 to highlight usage, it is repeated here to compare with staffing levels and costs.

Table 2.12: Bell's Average Usage over 12 months

short day	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00
Mon	16.02	6.43	17.65	79.50	63.22	62.06	37.74	37.24	19.19	62.02	67.50	137.65	82.74	59.56	5.22	0.09
Tue	21.58	6.40	27.74	99.94	52.58	55.92	47.09	40.15	24.15	72.96	88.98	118.09	82.19	30.45	22.09	0.13
Wed	20.45	6.15	26.92	69.55	62.32	68.98	18.42	44.49	16.28	61.28	80.66	155.92	87.85	48.94	14.36	0.08
Thu	18.55	5.34	41.42	63.53	47.25	52.51	50.92	60.04	16.87	47.66	79.02	70.04	84.40	30.83	16.55	0.08
Fri	22.26	7.08	24.68	63.51	55.89	47.28	26.85	34.02	18.47	27.58	41.98	52.75	33.28	14.00	2.62	
Sat	0.02	40.87	36.28	43.94	58.15	18.96	13.66	13.45	17.00	10.15	0.60					
Sun		29.25	28.85	25.43	50.34	14.28	14.81	13.77	14.53	8.28	0.60		1.36	8.15		

Table 2.13 below shows the number of staff on duty, when compared to the usage patterns opportunities can be seen. The highest staff levels can be seen highlighted in red showing Tuesday 4pm and Monday 9am have the highest number of staff across the week. There are areas where staffing mirrors usage and others, such as Monday at 9am, where there is opportunity to better align staff to usage.

Table 2.13: Bell's Staff on Duty averaged over 12 months

short day	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00
Mon	5.25	7.00	8.00	12.50	11.75	9.00	9.00	9.00	9.00	10.25	11.50	10.00	10.00	10.00	9.50	3.50	1.00
Tue	4.25	6.00	6.50	9.50	8.75	8.00	9.00	9.50	10.00	10.25	13.00	12.00	11.00	10.50	8.50	3.50	1.00
Wed	4.25	6.00	7.00	11.50	10.75	9.00	9.00	10.00	10.00	10.25	11.50	10.00	9.00	9.00	7.50	2.50	1.00
Thu	4.25	6.00	6.50	9.00	7.75	7.00	7.50	9.00	10.00	9.25	11.00	10.00	10.00	10.00	7.50	2.50	1.00
Fri	4.25	6.00	7.00	12.00	10.75	9.00	9.50	10.00	9.00	10.00	10.00	9.00	9.00	9.00	8.50	4.00	4.00
Sat		4.50	6.50	8.00	8.00	6.50	5.25	5.75	5.50	4.00	4.00	2.50	2.00	2.00	2.00	2.00	1.00
Sun		4.00	6.00	8.00	8.00	6.00	5.50	5.00	5.50	4.00	4.75	3.50	3.00	3.00	3.00	3.00	1.00

Layering the staffing onto the usage it's key to consider the staff costs per hour as seen in Table 2.14. The staff costs per hour range from £10.26 to £149.49. The average weekly staff cost from the baseline expenditure model is £9,963.

Table 2.14: Bell's Staff costs per hour

short day	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00
Mon	£52.68	£69.97	£84.69	£145.93	£139.73	£112.30	£112.30	£111.80	£114.72	£126.94	£134.73	£102.47	£102.47	£102.47	£97.85	£35.15	£10.26
Tue	£41.98	£59.27	£67.46	£112.35	£106.14	£99.22	£109.87	£114.70	£122.95	£124.52	£149.49	£123.77	£113.12	£107.79	£84.78	£35.15	£10.26
Wed	£41.98	£59.27	£73.99	£135.23	£129.03	£112.30	£112.30	£122.45	£125.37	£127.78	£135.57	£103.31	£92.66	£92.66	£74.97	£25.34	£10.26
Thu	£41.98	£59.27	£67.46	£107.03	£95.49	£88.57	£93.90	£109.38	£122.95	£114.71	£129.03	£103.31	£103.31	£103.31	£74.97	£25.34	£10.26
Fri	£41.98	£59.27	£73.99	£140.56	£129.03	£112.30	£117.62	£122.95	£112.30	£122.11	£119.75	£92.81	£92.81	£92.81	£88.19	£43.39	£43.39
Sat		£44.29	£66.30	£83.00	£83.00	£69.16	£56.56	£61.88	£59.24	£44.23	£44.23	£27.05	£20.51	£20.51	£20.51	£20.51	£10.26
Sun		£38.96	£60.98	£83.00	£83.00	£64.54	£59.22	£53.89	£59.24	£44.23	£51.15	£36.27	£29.74	£29.74	£29.74	£29.74	£10.26

Moving on to then consider the staff costs per customer in Table 2.15 below is where it's clearer to see the picture and opportunities. The lowest staff costs per

customer are highlighted in yellow at 6-7pm Monday to Wednesday, through to the highest costs in red. The cost per customer ranges from £0.59 for Wednesdays 6-7pm up to £60.31 per customer on Monday at 6am.

Table 2.15: Bell's Staff costs per customer

short day	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00
Mon	£60.31	£4.37	£15.47	£8.57	£1.90	£1.78	£1.81	£3.23	£3.63	£6.99	£2.48	£1.52	£0.74	£1.24	£1.72	£7.66	£20.51
Tue	£49.61	£2.75	£11.83	£4.24	£1.18	£1.89	£1.96	£2.54	£3.57	£5.46	£2.22	£1.39	£0.96	£1.38	£2.94	£1.81	£20.51
Wed	£49.61	£2.90	£14.42	£5.22	£2.02	£1.80	£1.63	£7.20	£3.06	£8.29	£2.53	£1.28	£0.59	£1.05	£1.63	£2.10	£20.51
Thu	£49.61	£3.20	£14.17	£2.58	£1.68	£1.87	£1.89	£2.35	£2.23	£7.23	£2.98	£1.31	£1.48	£1.22	£2.58	£1.82	£20.51
Fri	£49.61	£2.66	£12.54	£5.70	£2.21	£2.01	£2.60	£4.58	£3.30	£6.61	£5.23	£2.21	£1.76	£2.79	£6.63	£16.55	£43.39
Sat		£49.61	£2.03	£2.29	£1.89	£1.27	£3.40	£4.72	£4.80	£2.60	£4.36	£33.58	£20.51	£20.51	£20.51	£20.51	£20.51
Sun		£38.96	£2.84	£2.88	£3.26	£1.28	£4.52	£3.64	£4.69	£3.04	£6.45	£42.81	£29.74	£21.89	£3.65	£29.74	£20.51

New Staffing Model

The following models aims to adjust the staffing structure to better match the user demand while maintaining the right staff in the right areas to deliver high levels of service.

Table 2.16 shows the staffing structure for where Bell's is in full operation. The principles behind the model are consistent across all options. As can be seen staffing levels range from two when closing the centre in the evening to nine for peak times 5 – 8pm Monday to Friday.

Table 2.16: Bell's revised number of staff on duty

short day	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00
Mon	2.75	5.00	5.00	7.00	7.75	7.00	7.00	6.50	5.50	5.00	7.50	9.00	9.00	9.00	6.00	1.00	
Tue	2.75	5.00	5.00	7.00	7.75	7.00	7.00	6.00	5.00	5.00	7.50	9.00	9.00	9.00	6.50	2.50	1.00
Wed	2.75	5.00	5.00	7.00	7.75	7.00	7.00	6.00	5.00	5.00	7.50	9.00	9.00	9.00	6.50	2.50	1.00
Thu	2.75	5.00	5.00	7.00	7.75	7.00	7.00	6.00	5.00	5.00	7.50	9.00	9.00	9.00	6.50	2.50	1.00
Fri	2.75	5.00	5.00	7.00	7.75	7.00	7.00	6.50	5.50	5.00	7.50	9.00	9.00	9.00	6.00	1.00	
Sat		2.50	5.00	5.50	7.00	6.50	7.50	7.00	6.50	5.50	4.50	1.00					
Sun		0.50	3.00	5.50	7.00	7.00	8.00	7.00	6.50	5.50	4.50	1.00					

The reductions are reflected in the reduced staff costs per hour in **Table 2.17**. Costs start with £10.26 and £11.44 for the closing period of the centre where there are two staff members finishing on the half hour. The highest costs are £92.76 for 5 – 8pm Monday to Friday.

Table 2.17: Bell's revised staff costs per hour

short day	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00
Mon	£26.82	£49.46	£49.46	£80.78	£89.77	£82.85	£82.85	£78.74	£69.21	£63.86	£88.94	£92.76	£92.76	£92.76	£62.85	£11.44	
Tue	£26.82	£49.46	£49.46	£80.78	£89.77	£82.85	£82.85	£72.20	£62.68	£63.86	£88.94	£92.76	£92.76	£92.76	£67.68	£27.71	£11.44
Wed	£26.82	£49.46	£49.46	£80.78	£89.77	£82.85	£82.85	£72.20	£62.68	£63.86	£88.94	£92.76	£92.76	£92.76	£67.68	£27.71	£11.44
Thu	£26.82	£49.46	£49.46	£80.78	£89.77	£82.85	£82.85	£72.20	£62.68	£63.86	£88.94	£92.76	£92.76	£92.76	£67.68	£27.71	£11.44
Fri	£26.82	£49.46	£49.46	£80.78	£89.77	£82.85	£82.85	£78.74	£69.21	£63.86	£88.94	£92.76	£92.76	£92.76	£62.85	£11.44	
Sat		£25.02	£50.05	£54.95	£70.51	£65.89	£76.07	£70.51	£65.18	£54.95	£45.22	£10.26					
Sun			£25.02	£54.95	£70.51	£70.51	£80.69	£70.51	£65.18	£54.95	£45.22	£10.26					

This staffing model combined with the customer usage shows the weekly cost is £7,228. **Table 2..18** below reflects the new model and the impact on staff costs per customer. Opening the centre continues to be the highest cost time, this has reduced from £60.31 on Mondays to £39.80 Monday to Friday, still allowing key staff to set up operations for the day. Throughout the day the staffing flexes alongside the customer usage.

Table 2.18: Bell's revised staff costs per customer

short day	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00
Mon	£39.80	£3.09	£7.70	£4.58	£1.27	£1.31	£1.34	£2.52	£2.00	£3.33	£1.51	£1.37	£0.67	£1.12	£1.21	£4.38	
Tue	£39.80	£2.29	£7.73	£2.91	£1.01	£1.58	£1.48	£1.74	£1.86	£2.64	£1.28	£1.04	£0.79	£1.13	£2.37	£1.47	£22.88
Wed	£39.80	£2.42	£8.04	£3.00	£1.46	£1.33	£1.20	£4.45	£1.68	£3.92	£1.53	£1.15	£0.59	£1.06	£1.48	£2.27	£22.88
Thu	£39.80	£2.67	£9.26	£1.95	£1.59	£1.75	£1.58	£1.61	£1.24	£3.79	£1.96	£1.17	£1.32	£1.10	£2.34	£1.97	£22.88
Fri	£39.80	£2.22	£6.99	£3.27	£1.60	£1.48	£1.75	£3.54	£2.19	£3.46	£3.39	£2.21	£1.76	£2.79	£5.16	£8.73	
Sat		£50.05	£1.22	£1.65	£1.60	£1.21	£4.79	£5.16	£5.24	£3.52	£4.93	£20.51					
Sun		£9.81	£1.71	£2.07	£2.77	£1.40	£7.01	£4.76	£5.12	£4.12	£6.04	£20.51					

In conclusion, optimising staffing allows for operational efficiency and enhancing customer and staff satisfaction. The model looks to align staffing with customer needs and operational demands, to enable enhanced service quality, efficiency improvements, and drive business success. The model reduces weekly staff costs from £9,963 to £7,228. These new models show the staffing for the full reinstatement of Bell's. The principles for the models are consistent across all six options.

3. Options

There are 6 options under consideration for this project. Each option is appraised against the baseline financial and usage performance of August 2022 to July 2023.

Option 1 - Full Closure of Bell's and Relocation of Fitness to Dewars Centre:

This option explores the complete closure and stopping of all activities at Bell's Sports Centre with the gym and group exercise classes being relocated to the Dewars Centre.

Option 2 - Reinstate Bell's in Full:

Under this proposal, Bell's Sports Centre would be fully restored to its pre-closure operating status. All areas and facilities would be reinstated and be fully operational as they were prior to the flood.

Option 3 - Reinstate Bell's in Part:

This option proposes the partial reinstatement of Bell's Sports Centre. The gym and fitness classes would be fully reinstated at Bell's. The Arena would be partly reinstated with 8 – 10 courts. Squash would be retained with 1 - 2 courts.

Option 4 – Reinstate Bell's in Part with Relocation of Fitness to Dewars Centre:

This option considers relocating the gym and fitness classes to the Dewars Centre. The main arena at Bell's would be partly reinstated with 8 – 10 courts. Squash would be retained with 1 - 2 courts.

Option 5 – Wild Card: Reinstate Bell's in Part with Relocation of Fitness to a non-LAL facility:

This approach suggests locating fitness facilities at a non-LAL facility, presenting a unique set of logistical and partnership considerations. The main arena at Bell's would be partially reinstated, similar to other options, with 8 to 10 courts and Squash would be retained with 1 - 2 courts.

Option 6 – Reinstate Fitness Only at Bell's:

The final option focuses solely on the reinstatement of the gym and studios for fitness classes at their existing locations within Bell's Sports Centre.

3.1 Option 1 - Full Closure of Bell's Sports Centre and Relocation of Fitness to Dewars Centre

Impact on Income

With the full closure of Bell's, all income and costs are zeroed, fitness is moved to Dewars along with the associated income and costs. As the arena and squash courts would remain closed, Sport Go Play income of £216,941 is removed as clubs and activities cannot be relocated to Dewars. The events income of £118,514 also stops as events will not continue. The full income for gym provision, fitness classes, personal training and wellbeing move to Dewars. Since the closure of Bells, the membership has declined by 20%, therefore all six options show membership income at 80% due to the reduced membership count, this reduces it to £441,202. These substantial streams, along with smaller ones create an overall forecasted drop in income of £473,253. The combined Income of Bells and Dewars would reduce from £1,318,685 to £845,432 shown in **Table 3.1**.

Table 3.1: Financial Baseline compared to Option 1

Account Centre	Aug 22 - July 23 Baseline		Option 1	
	Bell's	Dewars	Bell's	Dewars
Income Total	-£1,045,333	-£273,352	£0	-£845,432
Cost of Sales	£697	£0	£0	£697
Staff Costs	£888,922	£308,855	£0	£637,770
Property Costs	£238,801	£229,869	£0	£251,493
Supplies & Services	£307,869	£78,424	£0	£368,403
Expenditure Total	£1,436,289	£617,148	£0	£1,258,362
Net Expenditure	£390,956	£343,796	£0	£412,930
Combined Net Expenditure	£734,752		£412,930	
Baseline Comparison			£321,822	

Impact on Expenditure

Expenditure at Bell's drops to zero, Dewars incurs increased costs, albeit not to the level previously experienced at Bell's. No mothballing costs are assumed for Bell's. There is a significant decrease in expenditure, with most notable reductions in staff costs which are nearly halved from £1,197,777 to £637,770 in part due to the arena closure.

A proportion of property costs; electricity, repairs and maintenance and cleaning, which allow for the gym and fitness classes to be delivered are transferred to Dewars. 79.3% of supplies and services costs are moved to Dewars including the full corporate services recharge of £245,377, fitness class delivery, equipment, membership expenses, printing and subscriptions and licencing.

Impact on Net Expenditure

Net Expenditure, when compared to the baseline (**Table 3.1**), shows a £321,822 saving. **Option One presents the most significant saving across all options.**

Impact on Staffing Structures

The Bell's management structure is reduced, and a Deputy Manager is added at Dewars to continue community hall management and to manage the team that will service customers of the gym and fitness classes. As the arena and squash remain closed the structure doesn't include leisure staff. Fitness staff move to Dewars, following the same labour optimisation principles that are detailed within Section 2.6, which reduces staffing in-line with customer usage. The staffing structure flexes to mirror fitness user patterns with a fitness team member opening the gym, an additional team member joining prior to the morning increase in usage and then further increases from 4pm to accommodate the evening peaks in demand.

Impact on Usage and Demand

Option 1 has the largest negative impact on usage of the six options. Relocating fitness to Dewars would entail the complete cessation of bowling as the gym would be location in the current bowling hall location.

Members: Due to the decrease in membership since the closure and the assumption that some of these members will now have formed new routines the predicted demand shows a drop of 20%. However, the new gym and fitness classes at the central location of Dewars could deliver stronger membership demand and growth that predicted. There is potential to recover lost members and attract new ones at Dewars.

Usage at Bell's for August 2022 to July 2023 was 310,274 for all areas and activities as can be seen in **Table 3.2** below.

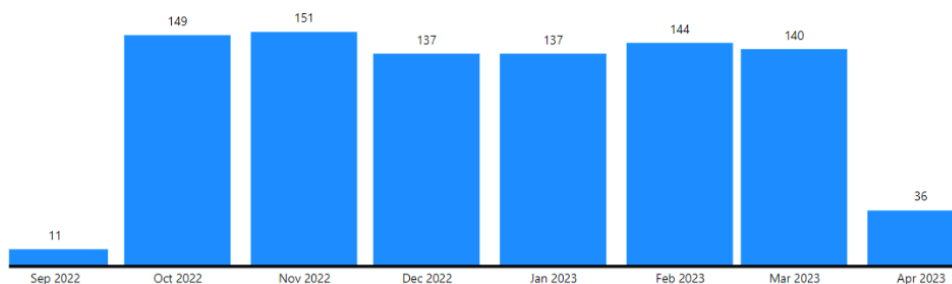
Table 3.2: Usage comparison for Baseline and Option 1

Usage	Aug 22 - July 23 Baseline		Option 1	
Cost Centre	Bell's	Dewars	Bell's	Dewars
Education	15,124	1,138	-	1,138
Events	45,897	-	-	-
Fitness Classes	47,534	-	-	42,781
Fitness Gym	107,349	-	-	96,614
Fitness Personal	1,812	-	-	1,631
Fun Coached	18,237	502	-	9,621
Miscellaneous	25	-	-	-
Non Sport Venue Hire	13,728	16,473	-	7,773
Sport Go Play	40,790	22,344	-	22,344
Steps Coached	13,797	5	-	5
Wellbeing	5,981	-	-	5,981
Usage Total	310,274	45,462	-	187,887
Combined Usage	355,736		201,587	
Usage Variance			-162,849	

Clubs: In addition to the complete cessation of bowling, the closure of Bell's arena would mean 162,849 annual uses from the 26 clubs, groups, casual bookings and events would be looking for new locations to continue their activities. In the time that Bell's has been closed a small number of clubs have been temporarily rehomed to other locations. The impact on these clubs and their customers would be significant. Full closure of Bell's has the largest negative impact on usage of the six options. The meeting rooms at Dewars would be converted to studios for fitness classes, therefore impacting use by clubs.

The usage for bowling at Dewars is, on average, 143 unique users each month during the bowling season as can be seen in **Table 3.3** below. Bowling would not continue with Option 1.

Table 3.3: Bowling Unique Users September 2022 - April 2023



Perthshire Rugby Football Club use of Bell's as a clubhouse and the changing facilities would require to be considered.

Events: Due to the closure of Bell's in Option 1, events would move elsewhere and no usage is forecasted for events at Bell's. Annual events are held in the two halls at Dewars that the relocation of fitness there would impact. In line with baseline dates the income generated was £21,821, of the 10 events, 6 are not returning for 2024/25. If fitness were at Dewars the income from these events would be £5,222. As noted, when considering Clubs, the meeting rooms would be converted to studios therefore impacting bookings for events.

Capital Costs

Capital costs for relocation of the gym and fitness classes to Dewars are forecasted as £902,277. No mothballing costs are assumed for Bells.

Table 3.4: Capital Costs for Option 1

	Option 1	
	Bell's	Dewars
All Areas		
Main Arena		
Main Gym		£302,277
Build Costs		£600,000
		£902,277
Total		£902,277

The capital costs include converting the bowling hall at Dewars into a gym, the conversion of the first floor meeting rooms into three fitness studios and the updating and refurbishment of the male and female changing rooms. Creating a new home at Dewars for the fitness members.

3.2 Option 2 – Reinstate Bell’s in Full

Impact on Income

The full reinstatement of Bell’s shows a forecasted 20% drop in income from £1,045,333 to £899,478 as seen in **Table 3.5** below.

The events income has reduced by 30% from £118,514 to £82,960. The assumption is that some events will have arranged new locations and would return at a rate of 70%. As with all options the membership income is forecasted to reduce by 20% from £551,503 to £441,202. All other income streams are assumed at pre-closure levels.

Table 3.5: Financial comparison of Baseline to Option 2

Account Centre	Reinstate Bells in full			
	Aug 22 - July 23 Baseline		Option 2	
	Bell’s	Dewars	Bell’s	Dewars
Income Total	-£1,045,333	-£273,352	-£899,478	-£273,352
Cost of Sales	£697	£0	£697	£0
Staff Costs	£888,922	£308,855	£756,004	£308,855
Property Costs	£238,801	£229,869	£238,801	£229,869
Supplies & Services	£307,869	£78,424	£307,869	£78,424
Expenditure Total	£1,436,289	£617,148	£1,303,371	£617,148
Net Expenditure	£390,956	£343,796	£403,892	£343,796
Combined Net Expenditure	£734,752		£747,688	
Baseline Comparison			-£12,936	

Impact on Expenditure

This option sees the Bell’s expenditure forecast reduce by 9% overall from £1,436,289 to £1,303,371. This reduction is from labour optimisation savings of 15% within staff costs. Property costs and supplies and services remain in line with pre-closure levels.

Impact on Net Expenditure

Net Expenditure, when compared to the baseline (**Table 3.5**), shows an increase of £12,936 to £747,688.

Impact on Staffing Structures

Through considering aligning staffing to usage, opportunities to reduce costs while maintaining service levels and staff satisfaction were apparent. A reduction of 15% of staffing costs are suggested within Option 2. The Bell's management expenditure is forecasted to reduce by having a facility manager, a part time administrator, one duty manager and two senior leisure attendants. The reception is forecasted to be managed by one receptionist at a time, allowing for management to covers breaks. With the continuing move to online bookings and communications there could be less reliance on receptionists. The fitness gym staffing levels remain similar to baseline gym staffing figures. The fitness staff rota patterns align with usage patterns with opening staff, additional member of staff at 9am, increasing to three for the peak times from early evenings Monday to Friday. Leisure attendants reduce to mirror usage with one staff member during the day, supported by a duty manager or senior leisure attendant if required, increasing to two after school. The cleaning costs are only slightly reduced. The staff costs for gymnastics and group fitness instructors all remain the same as the baseline figures.

Impact on Usage and Demand

The forecasted drops in income for events and membership flow through to usage as seen in **Table 3.6**. The events usage is forecasted to drop by 30%. Gym, fitness classes and personal training are all forecasted to drop by 10%. This allows for fitness casual usage at pre-closure levels, potentially higher, as prospective members use the facilities on a casual basis prior to joining. As membership count is forecasted to reduce this impacts on usage, however usage forecast shows only a 10% decline (not matching the 20% membership decline) as the membership will be excited to return to their routines in new facilities, so usage is forecasted to reflect this.

Table 3.6: Usage comparison of Baseline to Option 2

Cost Centre	Aug 22 - July 23 Baseline		Option 2	
	Bell's	Dewars	Bell's	Dewars
Education	15,124	1,138	15,124	1,138
Events	45,897	-	32,128	-
Fitness Classes	47,534	-	42,781	-
Fitness Gym	107,349	-	96,614	-

Fitness Personal	1,812	-	1,631	-
Fun Coached	18,237	502	18,237	502
Miscellaneous	25	-	25	-
Non Sport Venue Hire	13,728	16,473	13,728	16,473
Sport Go Play	40,790	22,344	40,790	22,344
Steps Coached	13,797	5	13,797	5
Wellbeing	5,981	-	5,981	-
Usage Total	310,274	40,462	280,835	40,462
Combined Usage	350,736		321,297	
Baseline Comparison			-29,439	

Capital Costs

The capital costs for the full reinstatement of Bell's are £1,968,047. The most significant cost is £829,715 on building and fabric including the new flooring throughout. With the discovery of reinforced autoclaved aerated concrete (RAAC) in the ceiling, costs to remove and reinstate the ceiling have been included at £590,000. Fitness is reinstated with new equipment, entry gates and fire door link up. The arena seating is dismantled and reinstalled and electrical and mechanical works are included. This allows for all areas of Bell's to be reinstated in full.

Table 3.7: Capital Costs for Option 2

	Option 2	
	Bell's	Dewars
All Areas	£865,655	
Main Arena	£213,315	
Main Gym	£299,077	
RAAC removal and ceiling reinstatement	£590,000	
	£1,968,047	£0
Total	£1,968,047	

3.3 Option 3 – Reinstate Bell’s in Part

Option 3 sees the partial reinstatement of Bell’s with fitness, 8 – 10 badminton courts and 2 squash courts. The fitness offer is returning to pre-closure scale with the gym, classes and personal training and the arena sees a decrease in number of courts. With all facilities being offered at Bell’s, this prevents the situation of having to relocate fitness if PH20 goes ahead in the future.

Impact on Income

Table 3.8 below shows, total income is forecasted to reduce by 24% against the baseline from £1,045,333 to £794,569. The events income of £118,514 is removed with the focus of Option 3 being reinstating the facility for primarily Perth and Kinross community usage. Membership income is forecasted to reduce by 20% from £551,503 to £441,202. Option 3 has a reduced number of courts going from 17 badminton courts to 8-10 or from three arenas to two. With less than a third of the courts, gymnastics income is reduced by 50% with the assumption that the programmes will continue in their current locations, although they come with compromises as short-term solutions. In line with the reduction of activities in the arena, the food vending is forecasted to reduce by 20%. There is predicted growth of 20% in the Sport Go Play income line as the removal of events allows for the growth of local clubs, additional coaching programmes and casual use at weekends. There is the potential to return to Sport Go Play income levels of 2019-2020, 42% higher than pre-closure figures.

Table 3.8: Financial comparison of Baseline to Option 3

	Aug 22 - July 23 Baseline		Partial Reinstatement (Fitness, 8-10 badminton courts and 2 squash)	
			Option 3	
Account Centre	Bell’s	Dewars	Bell’s	Dewars
Income Total	-£1,045,333	-£273,352	-£794,569	-£273,352
Cost of Sales	£697	£0	£697	£0
Staff Costs	£888,922	£308,855	£646,050	£308,855
Property Costs	£238,801	£229,869	£213,801	£229,869
Supplies & Services	£307,869	£78,424	£307,324	£78,424
Expenditure Total	£1,436,289	£617,148	£1,167,872	£617,148
Net Expenditure	£390,956	£343,796	£373,303	£343,796
Combined Net Expenditure	£734,752		£717,099	

Baseline Comparison		£17,653
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Impact on Expenditure

Staff costs see a further 15% reduction from Option 2, full reinstatement of Bell's, and a 27% reduction against the baseline. With reduced facilities to operate and reduced usage the staff costs are reduced to match. Cost of sales remain unchanged against the baseline. Property costs show an 10% reduction to £213,801 from the baseline of £238,801. These savings come from a decrease in cleaning materials, gas and electricity used in the reduced facility operation. Supplies and services see a small reduction in expenditure on removing the specific event booking costs. The total expenditure forecast is £1,167,872 compared to the baseline of £1,436,289, a 19% reduction.

Impact on Net Expenditure

Net Expenditure is forecasted at £717,099 a reduction of £17,653 from £734,752. (Table 3.8)

Impact on Staffing Structure

Following the labour optimisation principles that are detailed within Section 2.6, staffing is forecasted to reduce in-line with customer usage. Option 3 shows a 27% reduction against the baseline and 14% further reduction against Option 2, full reinstatement of Bell's. The further reduction against Option 2 is due to the reduced facility size, operation and usage.

Impact on Usage and Demand

Member: Fitness gym, classes and personal training all see a 10% reduction in usage as seen in all options due to the forecasted membership decline. However, factors such as returning to where they chose to join and all activities being in one location may help to increase usage. One location may make it more convenient for families, while children are in club activities in the arena parents can use the gym or go to a class increasing the likelihood to join or exercise through convenience.

Clubs: In reducing from three arenas to two, the gymnastics usage follows inline with the 50% reduction in income and is forecasted to continue in the venues

arranged while closed. The usage for Sport Go Play and Steps Coached returns to pre-closure levels. Without large scale events and the associated set up there will be the ability to develop Friday evening through to Sunday evening activities which would allow for new opportunities to be explored.

Events: Option 3 sees the large events moving elsewhere, with this in mind no usage is forecasted for events. However, with the proposal of growing local community and club use there is significant potential to grow a localised Perth and Kinross events business.

Table 3.9: Usage comparison of Baseline to Option 3

Usage	Aug 22 - July 23 Baseline		Option 3	
	Bell's	Dewars	Bell's	Dewars
Education	15,124	1,138	15,124	1,138
Events	45,897	-	-	-
Fitness Classes	47,534	-	42,781	-
Fitness Gym	107,349	-	96,614	-
Fitness Personal	1,812	-	1,631	-
Fun Coached	18,237	502	9,119	502
Miscellaneous	25	-	25	-
Non Sport Venue Hire	13,728	16,473	-	16,473
Sport Go Play	40,790	22,344	40,790	22,344
Steps Coached	13,797	5	13,797	5
Wellbeing	5,981	-	5,981	-
Usage Total	310,274	40,462	225,861	40,462
Combined Usage Total	350,736		266,323	
Baseline Comparison			-84,413	

Capital Costs

To reinstate Bell's in part with fitness, 8 – 10 badminton courts and 2 squash courts the forecasted capital costs are £1,630,176.

These include building and fabric costs of £491,844 a reduction against full reinstatement due to the reduced courts space. As with Option 2, with the discovery

of RAAC, costs to remove and reinstate the ceiling have been included at £590,000. The removal and then reinstatement of the seating units is forecasted at £111,332 which may merit consideration if the large scale events do not return to Bell's. The reinstatement of the gym equipment is £264,887.

Table 3.10: Capital Costs for Option 3

	Option 3	
	Bell's	Dewars
All Areas	£527,784	
Main Arena	£213,315	
Main Gym	£299,077	
RAAC removal and ceiling reinstatement	£590,000	
	£1,630,176	£0
Total	£1,630,176	

3.4 Option 4 – Reinstate Bell’s in Part with Fitness at Dewars

Option 4 sees the relocation of fitness to Dewars and the partial reinstatement of Bell’s arena with 8 – 10 badminton courts and 2 squash courts.

Impact on Income

Table 3.11 below shows the combined operating income of Bell’s and Dewars is forecasted to decrease by 20% from £1,295,680 to £1,047,954. As with Option 1 the gym, fitness classes and personal training income streams move to Dewars at pre-closures levels. Membership income is transferred to Dewars at 80% of baseline levels. Food vending, fun coached and merchandise income are all retained at 50% at Bell’s.

Table 3.11: Financial comparison of Baseline to Option 4

	Aug 22 - July 23 Baseline		Relocate fitness to Dewars - reinstate 8-10 badminton courts and 2 squash	
			Option 4	
Account Centre	Bell’s	Dewars	Bell’s	Dewars
Income Total	-£1,045,333	-£273,352	-£251,870	-£796,084
Cost of Sales	£697	£0	£697	£0
Staff Costs	£888,922	£308,855	£260,151	£559,320
Property Costs	£238,801	£229,869	£137,722	£269,869
Supplies & Services	£307,869	£78,424	£140,024	£244,769
Expenditure Total	£1,436,289	£617,148	£538,593	£1,073,958
Net Expenditure	£390,956	£343,796	£286,723	£277,873
Combined Net Expenditure	£734,752		£564,597	
Baseline Comparison			£170,155	

Impact on Expenditure

As with all options the staff costs are reduced and in line with Option 1 Dewars incurs increased costs. Fitness staff and group fitness instructors are transferred to Dewars. A proportion of property costs; electricity, repairs and maintenance and cleaning, which allow for the gym and fitness classes to be delivered are also transferred to Dewars. Property costs for Bell’s and Dewars are £407,591 a 13%

reduction from the baseline. This allows for additional electricity, repairs and maintenance and water costs at Dewars. Reductions are projected at Bell's due to the smaller spaces that will be operated. Savings are projected in electricity and gas for Bell's. Supplies and services are maintained at pre-closure amounts with reallocation of most lines to Dewars at 50% including the corporate services recharge and others where the full cost is transferred including fitness class delivery.

Impact on Net Expenditure

The net expenditure is £564,597 compared to £734,752, a forecasted expenditure reduction of £170,155. (Table 3.11)

Impact on Usage and Demand

Option 4 has similar predicted impact on usage as Option 3. The usage of 257,623 visits would be spread over Bell's and Dewars. This is a drop of 93,113 uses against the pre-closure baseline lost from events, gymnastics and 10% for fitness products. In addition, relocating fitness to Dewars would entail the complete cessation of bowling, as detailed for Option 1, the usage is on average 143 unique users each month during the season of October to March.

Members: The members are forecasted to use Dewars for the gym, fitness classes and PT at a reduced rate of 10%. Option 4 will have a new gym, studios and updated changing rooms with strong potential for attracting new and ex-members to the new facilities.

Clubs: Gymnastics usage is reduced by 50% with the assumption that gymnastics programmes will continue in their new locations. As with Option 3, Sport Go Play and Steps Coached usage returns to pre-closure levels. Without large scale events and the associated set up there will be the ability to develop Friday evening through to Sunday evening activities which would allow for new opportunities to be explored. As with option 1, the meeting rooms at Dewars would be converted to studios for fitness classes, therefore impacting use by clubs.

Events: Option 4, as with Option 3, sees the large events moving elsewhere, no usage is forecasted for events. With the proposal of growing local community and club use there is significant potential to grow a localised Perth and Kinross events business. At Dewars, as with Option 1, the annual events held in the two halls at would be impacted reducing the income to £5,222. As noted, when considering

Clubs, the meeting rooms would be converted to studios therefore impacting bookings for events.

Table 3.12: Usage comparison of Baseline to Option 4

Usage	Aug 22 - July 23 Baseline		Option 4	
	Bell's	Dewars	Bell's	Dewars
Education	15,124	1,138	15,124	1,138
Events	45,897	-	-	-
Fitness Classes	47,534	-	-	42,781
Fitness Gym	107,349	-	-	96,614
Fitness Personal	1,812	-	-	1,631
Fun Coached	18,237	502	9,119	502
Miscellaneous	25	-	25	-
Non Sport Venue Hire	13,728	16,473	-	7,773
Sport Go Play	40,790	22,344	40,790	22,344
Steps Coached	13,797	5	13,797	5
Wellbeing	5,981	-	-	5,981
Usage Total	310,274	40,462	78,855	178,769
Combined Usage Total	350,736		257,623	
Baseline Comparison			-93,113	

Capital Costs

Capital costs for Option 4 are £2,185,537. Those are higher than Option 3 due to the additional costs caused by relocation of fitness to Dewars. They include building, fabric, electrical and mechanical reinstatement costs of £693,260 to return Bell's to an operational state with the reduced court offer. As with Options 2 and 3, the discovery of RAAC incurs costs to remove and reinstate the ceiling at £590,000. Fitness reinstatement costs are £302,277 plus £600,000 to relocate the gym to the bowling hall at Dewars, along with the meeting rooms being converted to studios and upgrading the changing rooms.

Table 3.13: Capital Costs for Option 4

	Option 4	
	Bell's	Dewars
All Areas	£479,945	
Main Arena	£213,315	
Main Gym		£302,277
RAAC	£590,000	
Build Costs		£600,000
	£1,283,260	£902,277
Total	£2,185,537	

3.5 Option 5 – Wild Card Option

Option 5 sees Bell's reinstated in part and the relocation of all fitness to a non-LAL facility. The main arena at Bell's would be partially reinstated, similar to other options, with 8 - 10 courts and squash retained with 1 - 2 courts.

The Wild Card option was added to consider fitness at a different location due to the ongoing flood risk, inability to insure Bell's and uncertainty for the future of fitness at Dewars due to the potential of PH20.

Impact on Income

Table 3.14 below shows the impact on income is forecasted to be similar to Option 3 due to the arena reinstatement also being 8 – 10 badminton courts and 2 squash court along with fitness and membership mirroring Option 3 but at a new venue instead of Bell's.

Table 3.14: Financial comparison of Baseline to Option 4

			Wild Card - Partial reinstatement of Bell's and new venue		
	Aug 22 - July 23 Baseline		Option 5		
Account Centre	Bell's	Dewars	Bell's	Dewars	New Venue
Income Total	-£1,045,333	-£273,352	-£251,870	-£273,352	-£539,331
Cost of Sales	£697	£0	£697	£0	£0
Staff Costs	£888,922	£308,855	£274,889	£308,855	£300,044
Property Costs	£238,801	£229,869	£137,722	£229,869	£223,920
Supplies & Services	£307,869	£78,424	£136,695	£78,424	£170,670
Expenditure Total	£1,436,289	£617,148	£550,002	£617,148	£694,633
Net Expenditure	£390,956	£343,796	£298,132	£343,796	£155,301
Combined Net Expenditure	£734,752		£797,229		
Baseline Comparison			-£62,477		

Impact on Expenditure

Property costs see additional costs of £223,920 for the new venue. Supplies and services remain consistent with other options. The staff costs are forecasted for Bell's and the new venue combined at £574,932, this is lower than the staff costs in

Option 3 as savings have been made within management costs and the removal of receptionists. The expenditure total for the three venues is forecasted as £1,861,782 compared to baseline at £2,053,437 and against Option 2, full reinstatement at £1,920,519.

When comparing the wild card to full reinstatement the net expenditure is higher at £797,229 compared to £747,688 due mainly to the higher property costs which includes rates and rental and partly to less income. The wild card has lower staff costs but overall, the worst financial baseline comparison.

Impact on Net Expenditure

The net expenditure of this option would be the highest of all options, higher than the baseline and full reinstatement. **(Table 3.14)**

Impact on Usage and Demand

Wild card usage figures are forecasted to be the same as Option 3. The arena and squash usage is also forecasted to be the same as all options that consider 8 – 10 badminton courts and 2 squash courts. The fitness usage remains the same but is moved to a new venue. Overall, the usage is forecasted at 266,323 annual visits, a reduction of 84,413 against pre-closure levels.

Table 3.15: Usage comparison of Baseline to Option 5

Usage	Aug 22 - July 23 Baseline		Option 5		
	Bell's	Dewars	Bell's	Dewars	New Venue
Cost Centre	Bell's	Dewars	Bell's	Dewars	New Venue
Education	15,124	1,138	15,124	1,138	-
Events	45,897	-	-	-	-
Fitness Classes	47,534	-	-	-	42,781
Fitness Gym	107,349	-	-	-	96,614
Fitness Personal	1,812	-	-	-	1,631
Fun Coached	18,237	502	9,119	502	-
Miscellaneous	25	-	25	-	-
Non Sport Venue Hire	13,728	16,473	-	16,473	-
Sport Go Play	40,790	22,344	40,790	22,344	-
Steps Coached	13,797	5	13,797	5	-

Wellbeing	5,981	-	-	-	5,981
Usage Total	310,274	40,462	78,855	40,462	147,007
Combined Total Usage	350,736		266,323		
Baseline Comparison			-84,413		

The benefit of the wild card would be in the event of any future flooding the gym equipment and operation would be protected at a new venue. Similarly, if PH20 proceeds the members that moved from Bell's to Dewars would then be moved again into a temporary fitness location while PH20 is built causing significant customer interruption. The new venue could allow for consistent fitness operation and customer service.

Capital Costs

The wild card capital costs are £1,585,537. These allow for £693,260 at Bell's to partially reinstate the arena with 8 – 10 badminton courts and 2 squash courts, mirroring the Bell's costs for Option 4. As with Option 2, 3 and 4, with the discovery of RAAC, costs to remove and reinstate the ceiling have been included. They also include £302,277 as an estimate to set up fitness in the new venue allowing for new equipment and entry gates.

Table 3.16: Capital Costs for Option 5

	Option 5		
	Bells Sports Centre	Dewars	New Venue
All Areas	£479,945		
Main Arena	£213,315		
Main Gym			£302,277
RAAC	£590,000		
	£1,283,260	£0	£302,277
Total	£1,585,537		

3.6 Option 6 – Reinstate Fitness Only at Bell’s

Option 6, the final option, evaluates the potential of fitness only being reinstated at Bell’s. The impact considers the fitness spaces being reinstated in pre-closure locations.

Impact on Income

Table 3-17 shows the forecasted income total for Bell’s is £591,970 a 43% reduction on the baseline. This impact is caused by the closure of the arena and the loss of three significant income streams; Sport Go Play £120,152, Events £118,515 and Steps Coached £50,752. However, a proportion of this may move to other LAL sites or schools. Membership income is forecasted at 80% and fitness income streams are predicted to continue at Bells. As with other options the gymnastics income for the programmes that were rehomed when closed is still shown in the Bells income and expenditure lines.

Table 3-17: Financial comparison of Baseline to Option 6

Account Centre			Fitness only in Bells	
	Aug 22 - July 23 Baseline		Option 6	
	Bell’s	Dewars	Bell’s	Dewars
Income Total	-£1,045,333	-£273,352	-£591,970	-£273,352
Cost of Sales	£697	£0	£697	£0
Staff Costs	£888,922	£308,855	£464,722	£308,855
Property Costs	£238,801	£229,869	£119,401	£229,869
Supplies & Services	£307,869	£78,424	£298,723	£78,424
Expenditure Total	£1,436,289	£617,148	£884,048	£617,148
Net Expenditure	£390,956	£343,796	£292,078	£343,796
Combined Net Expenditure	£734,752		£635,874	
Baseline Comparison			£98,878	

Impact on Expenditure

No mothballing costs are assumed for the arena and other areas at Bell’s. Staff costs see a significant reduction of 48% against pre-closure costs and are second only to Option 1 due to maintaining reduced operations at Bells in addition to

Dewars. Property costs reduce to £119,401; these reduced costs are second only to Option 1 with a 50% reduction against the baseline. These forecasted reductions are due to the arena, squash courts and other areas remaining closed. There is a 50% reduction in cleaning, electricity, gas, repairs and maintenance.

Impact on Net Expenditure

Net expenditure of Option 6 is £635,369, a reduction of £99,383 on the baseline. However, it is higher than Options 1 and 4. Similarly, the baseline financial comparison shows Option 6 could operate with the third lowest expenditure.

Impact on Usage and Demand

Operating only fitness at Bell's shows a drop in usage of 154,149 against pre-closure figures. The only variation against Option 1 is due to the gym at Dewars being located in the hall that generated usage through non sport venue hire. The pre-closure usage was 350,736 annually, option 6 would allow for annual usage of 196,587.

Table 3.18: Usage comparison of Baseline to Option 6

Usage Cost Centre	Aug 22 - July 23 Baseline		Option 6	
	Bell's	Dewars	Bell's	Dewars
Education	15,124	1,138	-	1,138
Events	45,897	-	-	-
Fitness Classes	47,534	-	42,781	-
Fitness Gym	107,349	-	96,614	-
Fitness Personal	1,812	-	1,631	-
Fun Coached	18,237	502	9,119	502
Miscellaneous	25	-	-	-
Non Sport Venue Hire	13,728	16,473	-	16,473
Sport Go Play	40,790	22,344	-	22,344
Steps Coached	13,797	5	-	5
Wellbeing	5,981	-	5,981	-
Usage Total	310,274	40,462	156,125	40,462
Combined Total Usage	350,736		196,587	

Baseline Comparison		-154,149
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As with Option 1, Perthshire Rugby Football Club use Bell's as a clubhouse and the changing facilities. This is a situation that would need to be addressed.

Capital Costs

The reinstatement of fitness only at Bell's reflects lower capital costs than Options 2-5 as the large-scale costs to reinstate the arena in full or part are not incurred. The costs shown in **Table 3.19** allow for fitness operations to be reinstated in pre-closure locations.

Table 3.19: Capital Costs for Option 6

	Option 6	
	Bell's	Dewars
All Areas	£115,591	
Main Arena		
Main Gym	£299,077	
RAAC	£590,000	
	£1,004,667	£0
Total	£1,004,667	

4. Options Appraisal

Table 4.1 shows an appraisal of each of the options under consideration across a range of important criteria which reflect the key project objectives.

Option 1 - Full Closure of Bell's and Relocation of Fitness to Dewars Centre: This option results in a significant decrease in income and expenditure, improving net expenditure by £321,822. A notable downside is the significant decrease in usage, dropping at Bell's by 162,849 compared to the baseline, the highest decline of all options. Dry side activities may or may not find capacity to relocate to schools, since Bell's closure the relocation of clubs and groups has been low, events and bowling would cease. This option involves a modest capital investment with a 3 year return on investment (ROI).

Option 2 - Reinstate Bell's in Full: While income decreases slightly, this option incurs high capital costs and offers a marginal increase in net expenditure. The increase in net expenditure would mean that there is no payback achieved.

Option 3 - Reinstate Bell's in Part with Fitness and reduced courts: This approach sees a decrease in income by £250,764 and a reduction in expenditure by £268,417. The net expenditure improves by £17,653. The usage decreases by 84,413, however this option allows for clubs and groups to return to Bell's with the opportunity to increase the usage and grow local events. The capital costs for partial reinstatement are set at £1,630,176, with a projected return on investment in 92 years.

Option 4 - Reinstate Bell's in Part with Relocation of Fitness to Dewars Centre: Here, the income falls by £270,731, and expenditure reduces by £440,886. This leads to an improvement in net expenditure of £170,155. There's a decline in usage by 93,113, however, as with Option 3 it allows for groups and clubs to recommence with the opportunity to increase usage and local events. Capital costs are £2,185,537, with a return on investment estimated at 13 years.

Option 5 - Wild Card: Reinstate Bell's in Part with Relocation of Fitness to a non-LAL facility: Unique among options, it shows a potential cost saving in net expenditure and comparable capital costs to Option 3, but this option will not show a ROI due to the rental and rates costs of an additional venue.

Option 6 - Reinstate Fitness Only at Bell's: The income decline is significant at £453,363, while the expenditure sees the most considerable reduction of £552,746. The net expenditure improves by £99,383. This option also leads to a large decrease in usage and demand (154,149 less than the baseline). The capital costs are comparatively lower at £1,004,667, with a return on investment of 10 years.

Harder to measure factors that will impact future membership growth or decline, and usage include the look and feel of each option. When considering fitness at Dewars the investment into the design of the gym and studios will influence the appeal to different demographics and potential member groups. Similarly, partial reinstatement of 8 – 10 courts at Bell's arena would open up additional areas to be exploited for other purposes to create fun and engaging spaces to be used by all ages and abilities such as a soft play structure that could be rehomed at a later date, a jogging or toddler cycling and scooting loop. Capital costs provided by LAL include costs to reinstate operations. Allocation for decoration, marketing and launch or relaunch plans to encourage community buy in and successful pre-sale membership uptake should be considered.

Accommodating fitness members at alternative LAL facilities and various gyms throughout Perth and Kinross is a viable option. It is also crucial to identify appropriate new venues for the diverse array of Bell's arena users. This includes those involved in both competitive and social sports, individuals with disabilities, and a range of community groups spanning from youth to older adults. Additionally, securing suitable venues for events to maintain the continuity and inclusivity of the services offered.

Table 4.1: Options Appraisal Matrix

Criteria	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Impact on Income v Baseline	-£473,253	-£145,855	-£250,764	-£270,731	-£254,132	-£453,363
Impact on Expenditure v Baseline	-£795,075	-£132,918	-£268,417	-£440,886	-£886,287	-£552,746
Net Expenditure v Baseline	£321,822	-£12,936	£17,653	£170,155	-£62,477	£99,383
Usage & Demand v Baseline	-162,849	-29,439	-84,413	-93,113	-84,413	-154,149
Capital Costs	£902,277	£1,968,047	£1,630,175	£2,185,537	£1,585,537	£1,004,667
Return in Investment (years)	3 yrs.	N/A	92 yrs.	13 yrs.	N/A	10 yrs.
Facilities Reinstated:						
Gym	Y	Y	Y	Y	Y	Y
Fitness Classes	Y	Y	Y	Y	Y	Y
Badminton Courts	N	Y (17 courts)	Y (8-10 courts)	Y (8-10 courts)	Y (8-10 courts)	N
Squash Courts	N	Y (3 courts)	Y (1-2 courts)	Y (1-2 courts)	Y (1-2 courts)	N

5. Recommendations

Based on the options appraisal and considering the strategic future of Bell's Sports Centre, the following recommendations are proposed:

- **Primary Recommendation - Option 1 (Full Closure and Relocation of Fitness to Dewars Centre):**
 - Despite the significant decrease in usage at Bell's, this option stands out financially, with a substantial improvement in net expenditure of £321,822 and a modest capital investment offering a 3 year ROI.
 - The challenge of accommodating displaced users, particularly those from community clubs and groups, must be addressed through concerted efforts to find alternative venues within Perth and Kinross.
 - Option 1 has the largest negative impact on usage of the six options. Programming and planning at a strategic level across Perth and Kinross would be required to identify appropriate alternative venues for the diverse array of existing Bell's arena users. This includes those involved in both competitive and social sports, individuals with disabilities and a range of community groups spanning from youth to older adults. It necessitates strategic planning to address the displacement of other services and programmes, review of facility booking processes, opening discussions on access to school facilities during the day and a need for clubs to be prioritised.
- **Secondary Recommendation – Option 4 (Reinstate Bell's in Part with Relocation of Fitness to Dewars Centre):**
 - Offering a balanced improvement in net expenditure and a 13 year ROI, this option allows community groups to recommence activities at Bell's, supporting local events and usage.
 - The PH²O project timescales are likely to impinge upon a 13 year payback period which would mean it is unlikely to be achieved.

In conclusion, while Option 1 is recommended for its financial benefits and rapid ROI, careful planning and community engagement are essential to address the considerable decrease in usage and ensure a smooth transition for Bell's diverse user groups. Option 4 serve as a viable alternative, offering a blend of financial

prudence and community service continuity but may be impacted by PH²O project timescales.

6. Appendices

Table 6-1 Options Assumptions Summary Table

Option	Income and Usage	Staff Costs	Property Costs	Supplies and Services
All +/-'s are with reference to a baseline. The existing usage/financial baseline is set from Aug. 2022 to July 2023				
Option 1	All Facility based activity at Bells stops, so no income or usage assumed.	New Fitness staff rota implemented focussing on customer usage patterns.	No mothballing costs for Bells currently assumed.	Full Corporate Services Recharge moved over to Dewars.
	Gymnastics continues in School's at 50% of usage. Income moved to Dewars.	Fitness staff costs moved to Dewars.	Increase Dewars electricity by £20K for gym equipment.	50% of Bells equipment budget moved to Dewars.
	Gym and fitness classes (3 studio's) moves to Dewars. PAYG fitness income returns to 100%, membership income returns to 80%, Health & fitness usage returns to 90%.	Deputy Manager moved to Dewars to manage community halls, North Inch and Glenearn.	Dewars Gas remains at normal levels as no heating supplied for fitness areas.	All fitness class delivery costs moved to Dewars.
	All Wellness activity moved to Dewars.	50% of Gymnastics staff retained, costs moved to Dewars.	50% of Bells repairs and Maintenance moved to Dewars to cover fitness equipment and additional throughput.	50% Bells printing and stationery moved to Dewars.
	No LAL income/Usage assumed for activity re-located to schools.	All other Bells staff costs assumed at 0.	£10K added to Dewars water for shower usage (approx. 50% of Bells current costs).	50% of Bells subscriptions and licencing moved to Dewars.
			£5K added to cleaning at Dewars.	
Option 2	PAYG Fitness income returns to 100%, membership income returns to 80%, Health & Fitness usage returns to 90%.	New staffing model implemented, reducing staff levels across the board.	All Bells and Dewars costs are assumed at existing baseline level.	All Bells and Dewars costs are assumed at existing baseline level.
	Bells events recovery assumed at 70% due to loss of existing events, some of which won't return.			
	All other usage/income returns to 100% of baseline level.			

Option 3	PAYG Fitness income returns to 100%, membership income returns to 80%, Health & Fitness usage returns to 90%.	New staffing model implemented, reducing staff levels across the board.	Bells cleaning reduced by £5k due to reduced space.	Corporate Service Recharge assumed at current level.
	Assumed no provision of Bells events space, so events income and usage at 0%.	Dry side staffing reduced from option 2 due to reduced hireable space.	Bells electricity and gas reduced by £10K each through reconfiguration of available public area's and required heating and lighting.	Bells event specific booking costs reduced to 0%.
	Gymnastics continues in School's at 50% of usage.	50% of Gymnastics staff retained.		
	Bell's Sport Go Play income and usage assumed to increase by 20% due to increased availability caused by hosting no or minimal events.			
Option 4	Gymnastics continues in School's at 50% of usage.	New staffing model implemented, reducing staff levels across the board.	£50k reduction in Bells electricity, £30K reduction in Bells gas.	50% of Bells corp. services recharge moved to Dewars.
	Gym and fitness classes (3 studio's) moves to Dewars. PAYG fitness income returns to 100%, membership income returns to 80%, Health & fitness usage returns to 90%.	Skeleton staff at Bells report to Management team at Dewars	Add £20k to Dewars Electricity for gym equipment.	Fitness class delivery costs moved to Dewars.
	Assumed no provision of events space, so events income at 0%.	Deputy Manager retained at Bells to manage community halls, North Inch and Glenearn.	Reduce Bells maintenance by 50% and add £10k to Dewars to cover fitness equipment.	50% of Bells equipment budget moved to Dewars.
	Bell's Sport Go Play income and usage assumed to increase by 20% due to increased availability caused by hosting no or minimal events.	All Fitness staff relocated to Dewars.	Reduce Bells water by 50% and add £10k to Dewars to account for fitness users in Dewars.	Move £2K of other delivery costs from Bells to Dewars
	All Wellness activity moved to Dewars.			Reduce Subscriptions by £2.5k at Bells and add £1k to Dewars.
Option 5	Gymnastics continues in School's at 50% of usage.	New staffing model implemented, reducing staff levels across the board.	£50k reduction in Bells electricity, £30K reduction in Bells gas.	All Supplies and services split equally between Bells and new

	Gym and fitness classes (3 studio's) moves to new venue. PAYG fitness income returns to 100%, membership income returns to 80%, Health & fitness usage returns to 90%.	Skeleton staff at Bells to cover reduced Dry side.	Add £20k to New Venue Electricity for gym equipment, and £10k to new venue gas.	venue, including corporate services recharge.
	Assumed no provision of bell's events space, so events income at 0%.	Fitness and cleaning staff for new venue.	Reduce Bells maintenance by 50% and add £10k to New Venue.	
	Bell's Sport Go Play income and usage assumed to increase by 20% due to increased availability caused by hosting no or minimal events.	Manager only retained at Bells to look after new venue in addition to reduced Bells provision, Community Halls, Glenearn and north Inch.	Reduce Bells water by 50% and add £10k to New Venue	
	All Wellness activity moved to new venue.		New Venue Rent/Rates included at £170,000 per year. Based on £10sp/ft rental costs and 80% reduction in rates at £20K.	
Option 6	All Arena based activity at Bells stops, so no income or usage assumed.	New staffing model implemented, reducing staff levels across the board.	All property costs reduced by 50%	Equipment, medical supplies, other delivery costs and subscriptions all reduced by 50%
	Gymnastics continues in School's at 50% of usage.	Fitness staff supported by 1 Senior LA and cleaner. No duty managers.		All other costs as per baseline, including corporate services recharge
	PAYG fitness income returns to 100%, membership income returns to 80%, H&F usage returns to 90%.	Manager only retained at Bells to look after fitness in addition to reduced Bells provision, Community Halls, Glenearn and north Inch.		
	Assumed no provision of events space, so events income at 0%.			
	All Sport Go Play and Steps Coached income/usage assumed at 0%.			