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Council Building
2 High Street
Perth
PH1 5PH

19/01/2022

A meeting of the **Environment and Infrastructure Committee** will be held virtually on **Wednesday, 26 January 2022 at 09:30**.

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:

Councillor Angus Forbes (Convener)
Councillor Kathleen Baird (Vice-Convener)
Councillor Alasdair Bailey
Councillor Michael Barnacle
Councillor Stewart Donaldson
Councillor John Duff
Councillor Tom Gray
Councillor Anne Jarvis
Councillor Grant Laing
Councillor Roz McCall
Councillor Andrew Parrott
Councillor Willie Robertson
Councillor Lewis Simpson
Councillor Frank Smith
Councillor Mike Williamson

Environment and Infrastructure Committee

Wednesday, 26 January 2022

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 MINUTE OF MEETING OF THE ENVIRONMENT AND INFRASTRUCTURE COMMITTEE OF 27 OCTOBER 2021 FOR APPROVAL** **5 - 8**
(copy herewith)
- 4 WASTE MANAGEMENT PLAN 2010-2025 - PROGRESS REPORT** **9 - 38**
Report by Head of Environmental and Consumer Services (copy herewith 22/19)
- 5 NORTH INCH GOLF COURSE PROGRESS REPORT** **39 - 70**
Report by Head of Environmental and Consumer Services (copy herewith 22/20)

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ENVIRONMENT AND INFRASTRUCTURE COMMITTEE

Minute of meeting of the Environment and Infrastructure Committee held virtually via Microsoft Teams on 27 October 2021 at 9.30am.

Present: Councillors A Forbes, A Bailey, M Barnacle, S Donaldson, J Duff, T Gray, A Jarvis, G Laing, R McCall, A Parrott, W Robertson, L Simpson, F Smith, C Stewart (substituting for Councillor K Baird) and M Williamson.

In Attendance: B Renton, Interim Chief Executive; C Mailer, Depute Director (Communities); M Butterworth, Head of Environmental and Consumer Services; F Robertson, B Cargill, A Clegg, A Day, H Hope, P Marshall, and D McKeown (Communities); and C Flynn, K Molley, A Brown and M Pasternak, L McGuigan and B Parker (Corporate and Democratic Services).

Apology: Councillor K Baird

Councillor A Forbes, Convener, Presiding.

1. WELCOME AND APOLOGIES

Councillor A Forbes welcomed everyone to the meeting and an apology was noted above.

2. DECLARATIONS OF INTEREST

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

3. REQUEST FOR A DEPUTATION

In terms of standing order 13, the Committee agreed that Mr S Rimmer, Perth resident, be allowed to address the Committee in relation to item 7 – 20mph Speed Limit Trial.

4. MINUTE OF PREVIOUS MEETING

The minute of the meeting of the Environment and Infrastructure Committee of 18 August 2021 was submitted and approved as a correct record.

5. SERVICE UPDATE

The Depute Director (Communities) gave a verbal update on the activities undertaken by the Communities Service and the challenges faced due to the Covid-19 pandemic, since the last Environment and Infrastructure Committee in August 2021. This included the continued work in activities and areas such as road maintenance, household recycling, cycling, walking and safer Routes (CWSR) project, Road Safety Scheme, HGV service delivery, street lighting, food safety inspections, Comrie flood protection scheme and development of a Strategic Tourism and Infrastructure Development Plan.

C Mailer and M Butterworth answered members questions.

6. ANNUAL PERFORMANCE REPORT 2020/21 – BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2021/22

There was submitted a report by Executive Director (Communities) (21/160) presenting the Communities Annual Performance Report 2019/20 and Business Management Improvement Plan 2021/22.

Resolved:

The first Communities Annual Performance Report 2019/20 and Business Management Improvement Plan 2021/22, be approved.

7. 20MPH SPEED LIMIT TRIAL

Mr S Rimmer, Perth resident, addressed the Committee and answered a number of questions from Members. The Convener thanked Mr Rimmer who then withdrew from the virtual meeting.

There was submitted a report by Head of Environmental and Consumer Services (21/195) (1) presenting the results of the 20mph Speed Limit Trial, which has identified the need for other road safety measures, in certain circumstances, in addition to the introduction of a 20mph speed limit signage to ensure that it is effective; (2) seeking approval for the introduction of a permanent Traffic Regulation Order for the five trial sites and the introduction of additional traffic calming measures where appropriate; and (3) providing a brief update on Spaces for People measures.

Resolved:

- (i) The traffic survey analysis for the five trial sites which as set out in Appendix 1 to 5 of report 21/195, be noted.
- (ii) The introduction of a permanent Traffic Regulation Order for a full-time, mandatory 20mph speed limit for each of the five trial sites, be approved.
- (iii) The outcome of the trials, which will inform future decisions about the appropriate technical solution when considering the introduction of future 20mph zones, be noted.
- (iv) It be requested that a report be produced with recommendations on the temporary Spaces for People lower speed limits or alternatively for their removal and reinstatement of the previous speed limits.

THERE WAS A RECESS AND THE MEETING RECONVENED AT 12.00pm.

8. PERTH AND KINROSS FOOD GROWING STRATEGY

There was submitted a report by Head of Planning and Development (21/196) seeking approval for the Perth and Kinross Food Growing Strategy.

Resolved:

- (i) The Perth and Kinross Food Growing Strategy outlined in Appendix 1 of report 21/196, be approved.

- (ii) The work being progressed to address the resourcing issues outlined within the report, be noted.

9. PERTH AND KINROSS OUTDOOR ACCESS FORUM BIENNIAL REPORT 2019-21

There was submitted a report by Head of Environmental and Consumer Services (21/197) (1) summarising the activities and progress of the Perth and Kinross Outdoor Access Forum over the last two years; and (2) recommending the appointment of four new members to the Forum.

The Convener paid tribute to the role and contribution that Councillor M Barnacle had made throughout his time as a member of the Outdoor Access Forum.

Resolved:

- (i) The appointment of four new members and the re-appointment of two members for a period of four years, be confirmed. Also, members are to be retained in their appointments for at least a further year as outlined in Appendix 1 to report 21/197.
- (ii) The Executive Director (Communities) be delegated to fill any casual vacancies arising in this period through recruitment by Forum members as detailed within the Forum's Term of Reference.
- (iii) The activities and progress of the Perth and Kinross Outdoor Access Forum from September 2019 and the ongoing commitment to maximise effective partnership working to make the best of the exceptional landscapes, paths networks and access rights for all within Perth and Kinross, be noted.

10. FREE FESTIVE PARKING 2021

There was submitted a report by Head of Business and Resources (21/198) recommending that the Free Festive Parking initiative operates on each weekend in December, within Council owned car parks, from Saturday 4 December until Saturday 25 December 2021 inclusive to support local business during the Christmas period, as the Covid-19 pandemic continues.

Motion (Councillors A Forbes and C Stewart)

- (i) **agrees to offer free parking on each weekend in December from Saturday 4 December until Saturday 25 December 2021 inclusive in all Council operated car parks across the whole Perth and Kinross area. (Appendix 1).**

Amendment 1(Councillors A Parrott and S Donaldson),

- (i) agrees that free festive parking will not be offered this year and agrees that for future years, due to the imperatives of the climate change agenda, that Council Officers are requested to engage with public transport operators to determine ways of incentivising the increased use of public transport during the festive season.

Amendment 2 (Councillor Bailey)

- (i) The committee notes the previous positive feedback regarding the free festive parking offer but in light of the lack of empirical evidence on the effectiveness of the policy, and the climate emergency, resolves not to offer free festive parking this year and instead redirect the £15,000 towards the provision of improved electric charging infrastructure."

This amendment was subsequently withdrawn

THERE WAS A RECESS AND THE MEETING RECONVENED AT 13.35pm.

In terms of Standing Order 21.6, a roll call vote was taken:

9 votes for the motion – Councillors M Barnacle, J Duff, A Forbes, A Jarvis, R McCall, W Robertson, L Simpson, F Smith and C Stewart.

6 votes for the amendment – Councillors A Bailey, S Donaldson, T Gray, G Laing, A Parrott and M Williamson.

Resolved:

In accordance with the **Motion**.

11. THE ROYAL NATIONAL MÒD 2022

There was submitted a report by Head of Culture and Community Services (21/199) briefing the Committee on planning underway for the Royal National Mòd 2022, the anticipated outcomes of the event and the financial implications of hosting the event.

Resolved:

- (i) The progress made with the preparations of Mòd Pheairt 2022, be noted.
- (ii) It be requested that the Strategic Policy and Resources Committee consider allocating the £216,000 for the purpose it was intended, on the event delivery of the Mòd 2022.

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## PERTH AND KINROSS COUNCIL

### Environment & Infrastructure Committee

26 January 2022

### WASTE MANAGEMENT PLAN 2010-2025 - PROGRESS REPORT

#### Report by Head of Environmental and Consumer Services

(Report No. 22/19)

This report provides an update on progress with the Perth and Kinross Council Waste Management Action Plan. The report gives an overview of the national policy and legislative position. It recommends approval of the new action 104 (shown in Appendix 1) and notes the new actions (105-113 in Appendix 1) agreed as part of the Climate Change Strategy & Action Plan.

#### 1. BACKGROUND / MAIN ISSUES

1.1 In November 2010, the Environment Committee approved the Perth and Kinross Waste Management Plan 2010-2025 (Report No.10/597 refers), which was developed to work towards delivering Scotland's Zero Waste Plan targets at a local level:

- recycle 60% of household waste by 2020 progressing to 65% municipal waste by 2035, in line with EU targets
- recycling 70% of all waste (includes commercial & industrial) by 2025
- a ban on biodegradable waste going to landfill. The implementation date of the ban was previously 2021 which has now been postponed until 2025.
- no more than 5% of waste going to landfill by 2025.

1.2 The aim of the Council's Waste Management Plan is to map out a way forward for the Council in terms of:

- achieving the national recycling and composting rates at local level;
- developing initiatives to control waste arisings and waste growth;
- determining the strategy for the procurement of residual waste treatment;
- determining the future financial implications for waste management in Perth and Kinross; and
- promoting the circular economy where products and materials are kept in high value use for as long as possible.
- addressing the greenhouse gas emissions associated with the waste sector.

1.3 Annual progress reports to Committee have provided a full update on all the original actions, as well as new actions. These had been developed considering the Waste (Scotland) Regulations 2012 and other national

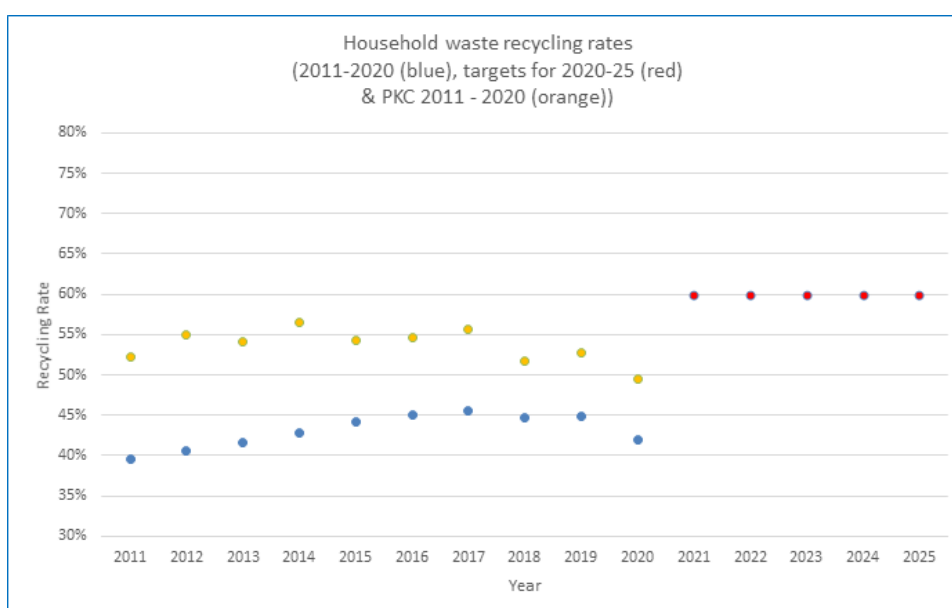
strategy or regulatory changes. The last update was in October 2020 ([Report 20/198 refers](#))

- 1.4 If an action was completed and previously reported, then there is no further update provided. Of the 103 previously agreed actions, 92 have been achieved (89%).
- 1.5 These actions have contributed to improving performance in previous years. However, more recently, nationally the pandemic has had a negative impact in terms of recycling performance which is outlined in more detail in the performance analysis section. The current performance data demonstrates:
  - In terms of waste minimisation, over last 8 years, the average levels of general waste collected weekly from households in Perth & Kinross has decreased by 34%. In November 2021, this was 5.51 Kg per household, compared to March 2013 when it was 8.3kg per household. However, the amount of waste per household has seen a slight increase from 2020 (4.92kg).
  - The household recycling and composting rate was 49.4% for 2020, a decrease of 3.9%. We are ranked 10<sup>th</sup> across local authorities in Scotland in terms of recycling rate.
  - Even though the recycling rate in 2020 declined from the previous year, our carbon emissions have continued to decrease. The equivalent 2020 carbon emissions are 138,317 TCO<sub>2</sub>e (source: SEPA). These emissions have decreased from 209, 000 TCO<sub>2</sub>e in 2011 - a reduction of 34%.
  - The Council continues to maintain a high Local Environmental Audit & Management Scheme (LEAMS) score with 93.4 % of streets found to be at an acceptable standard of environmental quality in 2020/21, an increase of 1.8 % on the previous year. LEAMS results were slightly above the national average (90.1 %) and above the benchmarking group average (92.7 %).

## **COVID-19 IMPACT & PERFORMANCE ANALYSIS**

- 1.6 The COVID-19 crisis has had, and continues to have, a significant impact on waste and operational services. These impacts included changes in household behaviours affecting the volume and type of waste managed by the Council which resulted in increased contamination levels and a negative impact on the recycling rate which has decreased since 2019.
- 1.7 Importantly, Waste & Operational Services maintained full kerbside waste and recycling services to all domestic households and commercial customers throughout the pandemic. Operating under Scottish Government and industry guidance, utilising street sweeping and ground maintenance teams to maintain social distance, our dedicated crews and support staff ensured that our 100 bin collection routes were completed each week, providing over 100,000 weekly scheduled uplifts.

- 1.8 Analysis of the national waste data for 2020 demonstrated that no local authority reached the 60% recycling target for household waste. It was reported by SEPA that, for 2020, the Scottish household waste recycling rate was 42.0% - a decrease of 2.9% from the 44.9% rate achieved in 2019. SEPA noted that recycling has likely been impacted by the COVID 19 lockdown and other restrictions, with both the amount of waste recycled and the waste recycling rate being the lowest recorded since 2013.
- 1.8.1 Therefore, while Perth & Kinross is above the national average recycling rate as shown in paragraph 1.5, like all other authorities, we have also seen an impact from the pandemic which has impacted on performance - we have not achieved the national 60% household recycling target.
- 1.8.2 Furthermore, data recording requirements have also impacted our reported recycling performance. Historically, all material collected that was not landfilled was reported as recycling but over time, SEPA has required more accurate reporting. Therefore, we must report materials from processing that are not recycled but which go for 'recovery,' for example waste electrical and electronic equipment, scrap metal & tyres. Most recently, the introduction of new guidance related to minimising risk from persistent organic pollutants (POPs) related to waste electricals mean that the tonnage for plastics is now reported as other recovery and not recycling. All these changes, including timber going to biomass, have negatively impacted our recycling rate by 7.4%.
- 1.9 Therefore, across Scotland current performance is not on track to meet targets. It has been recognised by the Scottish Government that systemic thinking is required to achieve the 60% and 70% recycling rates at a national level. Tackling one area alone e.g., collection services will not be sufficient, and sequencing of the interventions will be key. This is discussed further under Waste/Recycling Targets Routemap.



- 1.10 In the last year, Waste & Operational Teams were focussed on improving the quality of recycling through reversing the high contamination levels within the blue bin dry mixed recycling service. This has been progressed through the 'Stick to the Six' Campaign and the doorstep intervention.
- 1.11 Blue bin contamination rates increased during the lockdown periods, which incurred contractual financial penalties, resulting in a project to tackle kerbside contamination being established. The 'Stick to the Six' campaign focuses on encouraging householders to place only the six main recycling materials in the blue bin. This is to avoid the confusion that existed around what can and cannot be recycled through the kerbside service.
- 1.11.2 The campaign was launched in early 2021, with postcards sent to 23,000 properties in the lowest performing areas. This was complimented with the creation of a dedicated webpage, press and social media coverage to communicate the messaging around the additional costs that had been incurred due to contamination and the importance of recycling at both a local and national level.
- 1.11.3 A door-knocking exercise was also undertaken in several areas of Perth that had received the postcard to try to further engage householders and identify barriers to recycling.
- 1.11.4 Refresher training has been carried out with our collection crews to emphasise the importance of following the contamination procedure by checking, tagging and reporting blue bins with incorrect materials. Crews on six of the most heavily contaminated routes have been supported by the Waste Strategy team – this has shown to have a positive impact on the material quality and has given further opportunities to engage with householders.
- 1.11.5 The 46,000 properties who did not previously receive the direct mailing have been sent an updated 'Stick to the Six' postcard, so all householders eligible to participate in the blue bin will now have received reminder information about what items can be accepted through the kerbside service.
- 1.11.6 Following the success of the recent interventions, with data showing an improvement in contamination rate (under 20% in September, October & December), two Waste Assistants will be recruited to enable this work to continue. This will ensure more crews will be supported both in Perth and the outlying areas. This resource will enable more on the ground engagement with residents to support behavioural change.
- 1.12 By diverting resources to this time intensive project, we have had to pause other planned work, such as improving recycling performance at Recycling Centres. In 2022, we will refocus on areas that can help achieve improved recycling rates, as well as carbon emission reductions. We will continue to build on the lessons learned from the project around improving recycling quality and lead work that will contribute to behavioural change especially in terms of food waste reduction and recycling. This will include consideration of

an “invest to save” project to carry out further direct interventions, improve recycling rates and in turn reduce financial costs linked to landfill tax, gate fees and transportation costs.

1.12.1 Although the Stick to the Six has been a key focus other notable actions that have progressed in 2021/22 include:

- Waste Services have continued to plan services to ensure they align with the revised Household Waste and Recycling Charter and associated Code of Practice. This includes exploring the feasibility of using the Scottish Government Local Authority Collection Infrastructure Fund to roll-out a twin-stream recycling service. A temporary project coordinator has been recruited to drive forward service changes. (Action 78).
- rollout of the new Litter Management System (LMS) in Perth & Kinross to align with the Code of Practice on Litter and Refuse (Scotland) 2018 (Action 95).
- progressing Phase 2 of the Smart Waste Project which includes the implementation of in-cab technology. In-cab technology utilises hardware and software within the waste collection vehicle, enables a more efficient and sustainable logistics model of operation and improves communications with customers. A contractor was recently appointed and mobilisation commencing. (Action 97).
- investigating a procurement route for Residual Waste Treatment and the development of a procurement strategy for a long-term solution for Residual Waste Treatment (Action 100).
- commenced work on the asset management review of waste & recycling infrastructure with building conditions surveys and suitability assessments undertaken (Action 101)

### **Policy Update**

1.13 The Waste Management Plan was originally published in 2010, and since then the policy landscape has developed significantly. In the last year, there has been notable developments at national and UK level including key consultations on Single Use Items and Extended Producer Responsibility for Packaging. Other significant policy and legislative themes include the Scottish Government Climate Change Routemap in relation to waste and the circular economy, a review of waste & recycling targets, Deposit Return System for Scotland, the review of the Household Recycling Charter/Code of Practice and the ban of biodegradable municipal waste to landfill. These will all be considered in more detail.

### **Climate Change Routemap to 2025 & Perth & Kinross Climate Change Plan**

1.14 An update to Scotland's 2018-2032 Climate Change Plan sets out the Scottish Government's pathway to new and ambitious targets set by the Climate Change Act 2019.

- 1.15 The Government plan recognises that we still have a significant challenge ahead to meet our ambitious emissions reduction targets. Emissions in the sector are currently around 1.9 megatonnes per year; and the aim is to reduce these emissions to 1.2 megatonnes by 2025, and 0.8 megatonnes by 2030. Achieving these milestones will require meeting ambitious waste reduction and recycling targets, including ending landfilling of biodegradable municipal waste, and significantly reducing food waste; and ensuring a more rapid transition to a fully circular economy in Scotland.
- 1.16 These key waste related themes have been reflected within the Perth & Kinross Climate Strategy & Action Plan. The Climate Change Strategy & Action Plan was approved at Council in December 2021 ([Report 21/245 refers](#)). This included a waste & circular economy workstream and included a range of actions including the development of a food waste action plan. This has been a key focus for the Waste Services Team and is where key resources are being targeted. Additional actions have been added to the Waste Management Plan to reflect the Council's climate ambitions (Actions 105-114).

### **Waste/Recycling Targets Routemap**

- 1.17 The Scottish Government carried out pre-consultation engagement in Autumn 2021 with stakeholders including the Waste Management Officers Network (consisting local authority representatives) to examine the current waste targets detailed in section 1. The pre-consultation set out to provide background to the current interventions and performance across Scotland and consider new interventions which would contribute to reaching the targets. The interventions are considered through the themes of household recycling, waste disposal, product design & stewardship, consumption, and business & commerce. A separate workstream looking at food has also been commissioned. A national consultation will be launched in Spring 2022 and the Council will have an opportunity to formally comment on the proposals and consider future implications.

### **Deposit Return System for Scotland**

- 1.18 The Deposit Return Scheme for Scotland (DRS) was approved by the Scottish Parliament on May 13, 2020, passed into law and Circularity Scotland have been appointed as the Scheme Administrator. More information and FAQs are available at [www.depositreturn.scot](http://www.depositreturn.scot).
- 1.19 In summary, the industry led scheme will see a 20p deposit placed on all single use beverage containers made of PET (Polyethylene terephthalate) plastic, cans and glass and refunded when returned for recycling. The return to retail model will see all retailers who sell drinks being required to accept returned containers either over the counter, through reverse-vending machines or through takeback for on-line delivery customers. Retailers can apply for an exemption and non-retail spaces could also act as return locations and this includes recycling centres and schools operated by local authorities, as well as community hubs.

1.20 The DRS was initially planned to be rolled out in April 2021; however, this has been pushed back to July 2022 to allow businesses “more time to prepare in light of the pandemic”. An independent review of the timeline was commissioned. On the 17 November 2021, an announcement was made by Lorna Slater, Minister for Circular Economy providing an update on the delivery of the scheme. A further delay to implementation of the scheme was confirmed in December with the go live across Scotland set as 16 August 2023. Key milestones for delivery of the scheme include:

- by March 2022, Circularity Scotland will have signed contracts with partners to deliver its logistics, operations and IT systems
- by August 2022, the public awareness campaign will be launched and counting and sorting centres will start to be built
- retailers will start rolling out the return infrastructure from next summer and Scottish Government are working with them to start using that infrastructure on a voluntary basis from November 2022.
- in January 2023, Circularity Scotland and SEPA will begin the process to register producers
- in July 2023, there will be end-to-end testing of containers through the system.

All these considerations will inform our project timeline for the rollout of a new twin stream service in Perth & Kinross.

### **Extended Producer Responsibility**

- 1.21 The Deposit Return scheme is a form of Extended Producer Responsibility (EPR). EPR is a financial or physical responsibility on producers for post consumption products with the aim of reducing waste, conserving resources, and encouraging better product design.
- 1.22 In addition to the DRS, the current UK Packaging Producer Responsibility System is being reformed and a second stage consultation was carried out in Spring 2021.
- 1.23 This reform is significant from a local authority perspective as the proposals outline that from October 2023, local authorities would receive reimbursement from the EPR scheme for the cost of collecting, sorting, and recycling/disposing of packaging waste on behalf of packaging producers. It will also include a payment for the prevention and management of packaging material that is littered. This could impact positively on refuse collection, waste disposal and street sweeping budgets. The payments will also cover communications, monitoring and reporting costs, which are costs currently contained in our Waste Strategy budget.
- 1.24 Perth & Kinross Council have participated in a cost modelling exercise to exemplify costs incurred by rural and inaccessible authority areas in Scotland. This data will inform the final scheme design.

- 1.25 At the time of writing, the outcome of the consultation is pending.

### **Household Recycling Charter & Code of Practice**

- 1.26 The Deposit Return Scheme will influence the planning for the implementation of the Household Recycling Charter and associated Code of Practice (Report No 16/140 refers). A Charter compliant system includes a general waste bin and a twin stream recycling service – one container for paper and card and another for plastic, cans, and cartons (to replace current mixed dry mixed recycling – blue bin). The mix of materials included within a fourth kerbside bin will be influenced by the final design of the Deposit Return Scheme and market developments. A consultation on the new Code of Practice (CoP) is pending. A temporary project coordinator has been appointed to progress the service change project..

### **Single Use Items**

- 1.27 Legislation has been laid that will see Scotland ban some of the most environmentally damaging single-use plastic items, with the ban coming into effect on 1 June 2022. The ban will apply to the following single-use items: plastic cutlery, plates, straws, beverage stirrers and balloon sticks; food containers made of expanded polystyrene; and cups and other beverage containers made of expanded polystyrene, including their covers and lids. The guidance will be reviewed to understand any potential impacts for the Council and the development of a Single Use Purchasing Policy.

### **Ban of Waste to Landfill Update**

- 1.28 The ban of municipal biodegradable waste to landfill will come into force in December 2025. Waste services are currently procuring a new residual waste treatment solution that will result in reducing carbon emissions as waste will no longer go to landfill. We are working in partnership with other Local Authorities (Stirling, Clackmannanshire, Falkirk) with support from Zero Waste Scotland and Scottish Government. The ban has also now been extended to non-municipal waste which will impact on the private waste management sector managing commercial & industrial waste.
- 1.29 A review of incineration has been commissioned by the Scottish Government and an independent chair appointed to carry out the review with anticipated conclusion by Spring 2022. This will consider the overall capacity availability in Scotland. A notification directive has been given, which means that planning authorities must now notify Scottish Ministers of any applications or decisions involving incineration facilities, until the end of the review period.
- 1.30 The Circular Economy Minister has stated that it should not impact on progress that local authorities are making on procuring Energy from Waste solutions to meet the landfill ban. We are therefore committed to work at pace to secure a long-term solution for residual waste for the Perth & Kinross area which will have a positive impact on reducing carbon emissions.



## 2. PROPOSALS

2.1 The Council is contributing to the national ambitions and targets, as well as local outcomes, by delivering the actions within Appendix 1. These actions are also reflected in the Council's Climate Change Action Plan. Key actions, which will be progressed in the next year, are:

- detailed Project planning for a Charter Compliant Service (Action 78)
- roll-out of recycling provision in Perth City Centre (Action 102)
- undertake a Perth & Kinross Circular Scan to establish a baseline for the Circular Economy Routemap (Action 105)
- develop a Food Waste Action Plan (Action 107)
- develop a Circular Economy Routemap including an action plan for Circular Textiles & Sustainable Fashion (Action 109)

2.2 The report also seeks approval of the new action 104 of the Waste Management Action Plan set out in Appendix 1B which is:

- improving the quality of Dry Mixed Recycling (Action 104)

### **Funding Service Change: Recycling Improvement Fund**

2.3 The Scottish Government's 'Programme for Government' (September 2020) highlighted that poor quality recycling and contamination are linked to confusion about how best to recycle and it needs to be made easier for people to do the right thing. This can be achieved by ensuring clearer information and labelling; promoting more consistent collection services; and providing stronger incentives for recycling.

2.4 The Scottish Government has established a £70 million fund to improve local authority collection infrastructure and develop a new Routemap to reduce waste and meet the waste and recycling targets for 2025. The Fund was launched in April 2021, making £50 million to local authorities in the first 3 years and £10 million in year 4 and 5. The first funding announcements, awarded to seven local authorities, totalling £7.1m were announced in November 2021. A further award of £13M to nine more local authorities was made in December, including a funding award for a twin stream service for West Lothian Council.

2.5 Waste Services are currently working with Zero Waste Scotland to explore what opportunities there are for funding infrastructure for Perth & Kinross that will help us achieve our ambitions within our Waste Management Plan and potentially support the roll-out of a Charter compliant system, including the twin stream recycling service. At the time of writing, we are waiting on confirmation of funding submission dates in 2022.

## 3. CONCLUSION AND RECOMMENDATIONS

3.1 This report provides an update on progress with the action plan of the Perth and Kinross Council Waste Management Plan. These elements provide a firm foundation from which the Council, residents and businesses can assist in achieving the targets relating to recycling and composting, along with a reduction of non-recyclable waste.

3.2 It is recommended that the Committee:

- (i) endorses the annual update on progress on the Waste Management Action Plan.
- (ii) notes that the Council will engage with Scottish Government, COSLA and the Waste Management Officers Network (WMON) and contribute to national consultations, discussions on new policy areas and explore funding opportunities
- (iii) approves the new action (number 104) of the Waste Management Action Plan set out in Appendix 1B.
- (iv) notes the new actions which have been approved under the Climate Change Strategy & Action Plan (Action 105-113)
- (v) requests the Executive Director (Communities) to bring back a further progress report in autumn 2022.

#### Author

| Name        | Designation                      | Contact Details                                                                                     |
|-------------|----------------------------------|-----------------------------------------------------------------------------------------------------|
| Sheila Best | Waste Services Manager (Interim) | <a href="mailto:ComCommitteeReports@pkc.gov.uk">ComCommittee Reports@pkc.gov.uk</a><br>01738 475000 |

#### Approved

| Name           | Designation                      | Date |
|----------------|----------------------------------|------|
| Barbara Renton | Executive Director (Communities) |      |

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## IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan

- 1.1 The proposals relate to the delivery of the Perth and Kinross Community Plan and delivery of the key priority of creating a safe and sustainable place for future generations by reducing environmental impact of our consumption and production by managing municipal waste and increasing recycling and composting rates.

#### Corporate Plan

- 1.2 The Council's Corporate Plan lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resource allocation. These are as follows:
- (i) Giving every child the best start in life;
  - (ii) Developing educated, responsible and informed citizens;
  - (iii) Promoting a prosperous, inclusive and sustainable economy;
  - (iv) Supporting people to lead independent, health and active lives; and
  - (v) Creating a safe and sustainable place for future generations.
- 1.3 This report contributes to objective (i) & (v).

## **2. Resource Implications**

### Financial

- 2.1 The cost of implementing the actions detailed in the Waste Management Action Plan will be prioritised from the approved Waste Services Revenue and Capital Budget.
- 2.2 The extent of funding received, as well as applied for and pending, over the last seven years, totals over £900,000 in external funding.

### Workforce

- 2.3 The Smart Waste Project has a funded (ERDF) Smart Waste Systems Officer, recruited to deliver the projects. A temporary Coordinator post was created to support the development of projects that align with the Climate Change Action plan and the development of a twin stream service.

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

- 2.4 The proposals in this report have implications for ICT. ICT form part of relevant project boards to ensure full consultation and input to specific projects.
- 2.5 The Asset Management Review will consider options for all waste and recycling infrastructure including the 9 Household Waste & Recycling Centres, 4 transfer stations and associated depots.

## **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.
- 3.2 Carrying out Equality Impact Assessments for plans and policies allow the Council to demonstrate that it is meeting these duties.
- 3.3 The function, policy, procedure or strategy presented in the Perth and Kinross Waste Management Plan 2010-2025 report was considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcomes:
  - assessed as relevant and the following positive outcomes have been investigated / implemented with updates provided in Appendix 1
  - investigate feasibility of collecting reusable materials at Recycling Centres for resale and redistribution in the local area in conjunction with local charity and reuse organisations. This potentially could benefit people on

low incomes including students, long-term sick, retirees, homeless families, migrant workers setting up home etc.

- provision of further Recycling Points to enable residents to recycle glass and other materials locally
- investigate the use of clear plastic sacks for the collection of dry mixed recycle for assisted lift customers and those in city centre locations

### Strategic Environmental Assessment

- 3.4 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.5 The Perth and Kinross Council Waste Management Plan was modified by the SEA process with the following main themes incorporated into the plan:
- promoting the SEA objectives by utilising the objectives when developing assessment criteria for the residual waste treatment procurement exercise
  - assumed mitigation through meeting modern regulatory standards and ensuring operator competency
  - provide education and awareness to reassure residents about impacts of any waste management facilities that may be used in the future by PKC. By providing up-to-date, relevant and researched information to residents would allow them to make informed opinions
- 3.6 A post adoption statement, outlining how the plan incorporated the results of the Environmental Report, the responses received from the Consultation Authorities and other consultation responses, was prepared and submitted to the SEA Gateway once the Plan had been approved by the Council.
- 3.7 The post adoption statement contained information on how we would monitor the environmental effects of the Plan and the mitigation and enhancements proposed.

### Sustainability

- 3.8 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. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.
- 3.9 The actions contained within the Waste Management Plan are subject to both internal and external monitoring such as Scotland's Resource Sector Commitment and funding criteria and governance procedures related to external funding requirements.

## Legal and Governance

- 3.10 The Head of Legal and Governance and the Head of Finance have been consulted on the content of this report.

## Risk

- 3.11 Risks associated with individual actions are identified and managed accordingly through project implementation.

## **4. CONSULTATION**

### Internal

- 4.1 The Head of Legal and Governance and the Head of Finance have been consulted on the content of this report. Individual actions are consulted upon with relevant internal stakeholders.

### External

- 4.2 Individual actions are consulted upon with relevant external stakeholders.

## **5. COMMUNICATION**

- 5.1 The Waste Services Team engages in proactive communication with all known stakeholders for the delivery of domestic and commercial waste and recycling services.
- 5.2 Stakeholders may include elected members, focus group candidates, online communities, internal colleagues, external partner organisations and charitable groups, social housing providers and community organisations, geographic communities of interest and service users. Communications plans are created for all significant campaigns and projects to identify the timeline for delivery.

## **BACKGROUND PAPERS**

- 2.1 The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing the above Report; (list papers concerned).
- report to the Environment Committee in November 2010 entitled Perth and Kinross Council Waste Management Plan 2010-2025 (Report Number 10/597)
  - report to the Environment Committee in June 2013 entitled Waste Management Plan 2010- 2025 Progress Report (Report Number 13/267)
  - report to Environment Committee in August 2013 entitled Containerisation of Waste in Perth City Centre (Report number 13/418)

- report to the Environment Committee in September 2014 entitled Waste Management Plan 2010- 2025 Progress Report (Report Number 14/364)
- report to the Environment Committee in June 2015 entitled Evaluation Report of the Improved Recycling Service Trial (Report Number 15/243)
- report to Environment Committee in November 2015 entitled Waste management Plan 2010-2025 – progress Report (Report Number 15/532)
- report to Environment Committee in January 2016 entitled Perth and Kinross Zero Waste Communities (Report number 16/12)
- report to Environment Committee in March 2016 entitled Household Waste and Recycling Charter (Report number 16/140)
- report to Environment Committee in June 2016 entitled Introduction of a Trade Waste Permit System at Council Recycling Centres (Report Number 16/240)
- report to Environment Committee in September 2016 entitled Update on Perth and Kinross Council's Volunteer and Community Advocate Programme - Zero Waste Highland Perthshire (Report Number 16/372)
- report to Environment Committee in September 2016 entitled Household Waste and Recycling Public Satisfaction Survey (Report Number 16/371)
- report to Environment Committee in November 2016 entitled Waste Management Plan 2010-2025 - Progress Report (Report Number 16/491)
- report to the Environment, Enterprise and Infrastructure Committee in September 2017 entitled Zero Waste Update (Report Number 17/276)
- report to Environment, Enterprise and Infrastructure Committee in November 2017 entitled Waste Management Plan 2010-2025 - Progress Report (Report Number 17/377)
- report to Environment & Infrastructure Committee on September 2018 entitled Perth City Centre Containerisation (Report Number 18/271)
- report to Environment & Infrastructure Committee on November 2018 entitled Waste management Plan 2010-2025 – Progress Report (Report Number 18/362)
- report to Environment & Infrastructure Committee on October 2019 entitled Waste management Plan 2010-2025 – Progress Report October 2019 (Report Number 19/310)
- Protecting Scotland, Renewing Scotland: The Government's Programme for Scotland 2020-2021 (Scottish Government, September 2020)

## **APPENDICES**

Appendix 1 - Perth and Kinross Waste Management Plan Action Plan – Update on Progress/New Actions.





## APPENDIX 1

Part 1 outlines the Action Plan to support the delivery of Perth and Kinross Council's Waste Management Plan 2010 – 2025. The last two columns indicate respectively whether the action has been achieved (Yes or No) together with an update on progress. Part 2 comprises new actions which are a continuation of the original actions in Part 1, and which are in line with the Waste (Scotland) Regulations 2012 and other recent national strategy developments. The Action Plan is a list of key activities which excludes recurring work activities.

In the table below:

- **Short term** means within 1 year
- **Medium term** means within 3 years
- **Long term** means more than 3 years
- **Ongoing** means existing action set to continue

Priority was scored taking into account landfill diversion, resource implications and statutory requirements.

If an action was completed and reported last year and there is no further update, it has been removed from the table and reference should be made to earlier progress reports for more information.

| No.                                   | Action                                                                                                | Timescale | Priority | Achieved<br>Y / N | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------|-------------------------------------------------------------------------------------------------------|-----------|----------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Waste Composition and Arisings</b> |                                                                                                       |           |          |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 5                                     | Perth and Kinross Council to carry out annual waste composition analysis of household waste arisings. | Ongoing   | Low      | Y                 | <p>The Waste Analysis programme included:</p> <ul style="list-style-type: none"> <li>• Household residual waste analysis carried out in November 2021 from areas that receive the Household Waste &amp; Recycling Service (Tulloch, Crieff &amp; Auchterarder).</li> <li>• Average percentage of material in the residual waste that could be recycled or composted through the kerbside collection was 38.4% a decrease on the previous year.</li> <li>• Kitchen/food waste is still the biggest single component found in the bin (31.23%)</li> <li>• Nearly a quarter of the residual waste bin is avoidable food waste (23.1%)</li> <li>• 9.4% of the residual bin was recyclable glass</li> </ul> |

| No.                             | Action                                                                                                 | Timescale   | Priority | Achieved Y / N | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------|--------------------------------------------------------------------------------------------------------|-------------|----------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                 |                                                                                                        |             |          |                | <ul style="list-style-type: none"> <li>All together the recyclable content (kerbside and Recycling Centres/Points) of the residual waste bin was 55.9% (a decrease of just under 2%)</li> <li>One of the actions within the Climate Change Action Plan is to develop a comprehensive Food Waste Action Plan. This will aim to promote food waste prevention, as well as an awareness campaign to increase participation in the Food Waste recycling service.</li> <li>An application was made for funding to Zero Waste Scotland Waste Composition Analysis Programme, and we have been successful in receiving funding to carry out a large-scale analysis - scheduled for May 2022.</li> </ul>                                                                                                                                                                                                                                                                                          |
| <b>Recycling and Composting</b> |                                                                                                        |             |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 26                              | Set a target of reusing, recycling/composting 80% of source segregated Recycling Centre waste by 2013. | Medium term | Low      | Partial        | <ul style="list-style-type: none"> <li>The Recycling rate at Recycling Centres for 2020/21 was 68.3%. This is a decrease of 3.4% on the previous year. As a result of the pandemic Recycling Centres were closed for 2 months which impacted performance.</li> <li>Initial work towards increasing the recycling rate that has been undertaken includes identifying further opportunities to increase the range of materials collected. Carpet recycling was considered but is not currently viable. (Action 24)</li> <li>A Recycling Centre Performance Officer, as agreed through the 2019 Revenue Budget setting process, was recruited but due to other priorities was focussed on supporting the Asset Management Review and improving Recycling Quality.</li> <li>ERDF Funding support has been secured to implement Automatic Number Plate Recognition (ANPR) and would enable a policy review based on returned data. However, this project is currently under review.</li> </ul> |

Part 2 comprises new actions which are a continuation of the original actions in Part 1, and which are in line with the Waste (Scotland) Regulations 2012. The Action Plan is a list of key activities which excludes recurring work activities.

In the table below:

- **Short term** means within 1 year
- **Medium term** means within 3 years
- **Long term** means more than 3 years
- **Ongoing** means existing action set to continue

Priority was scored taking into account landfill diversion, resource implications and statutory requirements.

If an action was completed and reported last year and there is no further update, it has been removed from the table and reference should be made to earlier progress reports for more information.

| No.                                             | Action                          | Timescale   | Priority | Achieved<br>Y / N | Progress / Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------|---------------------------------|-------------|----------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Actions Added in 2015</b>                    |                                 |             |          |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Waste Prevention and Resource Efficiency</b> |                                 |             |          |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 73                                              | Inveralmond Reuse Shop          | Medium-term | High     | Y                 | <ul style="list-style-type: none"> <li>• A Phase 2 Application to Zero Waste Scotland's Circular Economy Investment Fund by the Council's preferred operator (PUSH) to fund the development of a Reuse Shop at Inveralmond Recycling Centre was submitted in November 2018. The application was unsuccessful as it did not fully align with the funding criteria.</li> <li>• PUSH was considering the options to further develop their Reuse operations but due to COVID this has not been progressed.</li> <li>• Further discussion has taken place with Circular Communities and other reuse/repair organisations and local businesses about how to promote further reuse/repair opportunities and drive social value within Perth &amp; Kinross. Discussions are ongoing.</li> <li>• With the opportunity of funding through the Zero Waste Scotland Recycling Infrastructure Fund, the Inveralmond Reuse space model was revisited in conjunction with Circular Communities and workshops held with potential reuse partners. The workshops generated a lot of ideas and discussions, but it was determined that the space and potential at Inveralmond is not viable for third sector organisations to progress at this time. Many have been affected by the Coronavirus pandemic and currently in recovery phase. Further reuse partnership working will be explored.</li> <li>• In partnership with PUSH a reuse container has been installed at Inveralmond Recycling Centre to divert reusable items from landfill.</li> </ul> |
| <b>Actions Added in 2016</b>                    |                                 |             |          |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>General</b>                                  |                                 |             |          |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 78                                              | Commence Planning for Household | Long-term   | High     | Partial           | <ul style="list-style-type: none"> <li>• The Code of Practice has been reviewed with a draft version circulated for Local Authority comment - Scottish Government and CoSLA sign off is required. At the time of writing, no date for formal consultation has been confirmed.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

| No.                                 | Action                                                                                                         | Timescale   | Priority | Achieved<br>Y / N | Progress / Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------|-------------|----------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                     | Waste and Recycling Charter and associated Code of Practice.                                                   |             |          |                   | <ul style="list-style-type: none"> <li>The implementation date for the Deposit Return Scheme (DRS) for beverage containers in Scotland was July 2022 but has been reviewed and will now commence in August 2023. The timing of the DRS introduction will be reflected in the PKC timeline for moving towards a more Charter compliant service to ensure consistency in communications.</li> <li>A funding application will be submitted to the Scottish Government Recycling Infrastructure Fund to support the capital costs associated with moving towards a more charter compliant service. Preparatory work has commenced that will inform the funding submission and a temporary project coordinator has been appointed to take the project forward. At the time of writing, we are awaiting confirmation from Zero Waste Scotland of a submission date for our funding application.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Street Sweeping &amp; Litter</b> |                                                                                                                |             |          |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 85                                  | Review of current approaches to litter enforcement and identify any opportunities for trialling new approaches | Short-term  | Medium   | Partial           | <ul style="list-style-type: none"> <li>This has been undertaken to progress an action under the enforcement section of the Litter Action Plan (Approved at Environment Committee, 25 March 2015).</li> <li>An Enforcement Strategy, which includes actions for litter enforcement, was to be brought forward to Committee but has been put on pause due to COVID.</li> <li>During COVID, enforcement approaches were trialled for fly-tipping including detailed investigation of fly tipping incidents and the subsequent issue of Fixed Penalty Notices.</li> <li>A mobile camera to detect fly-tipping at hotspot areas has been purchased and deployment is being explored with the Community Safety Team. A second camera will also be procured and deployed.</li> <li>Nationally, a Litter Strategy is being developed and future planning will take account of the final plan. The Strategy will also have a separate theme of fly-tipping and the consultation is open until March and a consultation response is being prepared.</li> <li>We are developing a fly tipping enforcement partnership with SEPA whereby evidence gathered by PKC can be used by SEPA using their civil enforcement measures</li> <li>We will continue to press at national level for local authorities to be given civil enforcement measures, which are currently only available to SEPA, to address fly tipping.</li> </ul> |
| 86                                  | Investigate the use of 'Flymapper' and                                                                         | Medium-term | Medium   | Partial           | <ul style="list-style-type: none"> <li>A mobile phone application has been developed for use by all street sweeping crews to enable them to log fly-tipping in the field.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| No.                          | Action                                                   | Timescale   | Priority | Achieved<br>Y / N | Progress / Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------|----------------------------------------------------------|-------------|----------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              | GIS for mapping fly-tipping incidents                    |             |          |                   | <ul style="list-style-type: none"> <li>• Application now being actively used by Street sweeping crew's through-out PKC. Information returned is being used to tackle offenders i.e., issue warning letters, address commercial compliance.</li> <li>• Further training on the application to street sweeping and other relevant teams across the Council will be carried out.</li> <li>• Work is ongoing with Zero Waste Scotland to integrate the information gathered locally with the national 'flymapper' system to enable sharing of the fly-tipping hotspots information and build a cross boundary picture of fly-tipping.</li> <li>• Finally, a review of fly-tipping data gathered by street sweeping crews has revealed that household black bag waste and bulky waste makes up a considerable proportion of recorded incidents and actions will be taken to address these issues.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Actions Added in 2017</b> |                                                          |             |          |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>General</b>               |                                                          |             |          |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 89                           | Deposit Return Scheme – Extended Producer Responsibility | Medium Term | Medium   | N                 | <ul style="list-style-type: none"> <li>• The Deposit and Return Scheme for Scotland (DRS) was approved by the Scottish parliament in May 2020 and has now passed into law.</li> <li>• DRS will see people pay a 20p deposit on metal cans and PET (Polyethylene terephthalate) plastic and glass bottles, refunded when they are returned for recycling</li> <li>• From 16 August 2023, the scheme is due to be operational, with an ambitious target of 90% capture requiring to be achieved by 2024.</li> <li>• The Scottish Government has stated it will work with local authorities and future Deposit Return Scheme administrator(s) to unlock reprocessing investments, including pricing and incentive schemes, to create jobs and a ready supply of recycled material for new packaging.</li> <li>• Extended Producer Responsibility forms an important part of the Scottish Governments Circular Economy vision. The 4 current schemes for Packaging, Waste Electricals (WEEE), batteries and End of Life Vehicles (ELVs) will be reviewed; along with research into including other items such as mattresses. This could lead to changes in funding for Local Authority Waste Collections. Work is ongoing but timescales may alter due to the impact of COVID.</li> <li>• A response was submitted for the Extended Producer Responsibility consultation in 2021 and indicative cost &amp; performance modelling data to inform the research</li> </ul> |

| No.                                               | Action                                                | Timescale   | Priority | Achieved<br>Y / N | Progress / Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------|-------------------------------------------------------|-------------|----------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                   |                                                       |             |          |                   | phase for EPR and inform payments for rural areas has also been provided. A watching brief on implementation dates will be taken.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Waste Prevention &amp; Resource Efficiency</b> |                                                       |             |          |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                   |                                                       |             |          |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Recycling and Composting</b>                   |                                                       |             |          |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 93                                                | Self-Catering Properties Recycling Project            | Medium-term | Medium   | Partial           | <ul style="list-style-type: none"> <li>The project will identify self-catering/holiday accommodation properties (with a non-domestic rates classification) and provide information on waste &amp; recycling services to ensure legal compliance.</li> <li>Customisable materials and reusable recycling bags will be offered to accommodation providers with a Council collection contract to provide to their customers to support recycling.</li> <li>To date 3 phases (of 9) has successfully been completed with 60% of properties choosing PKC to collect their waste. The remaining are fully compliant with waste contracts with alternative private collectors.</li> <li>Phase 3 resulted in 85 new customers from 137 properties and Phase 4 of the project is on-going.</li> </ul>                                                                                                                                                              |
| <b>Street Sweeping &amp; Litter</b>               |                                                       |             |          |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 95                                                | Code of Practice on Litter and Refuse (Scotland) 2018 | Short-term  | Medium   | Partial           | <ul style="list-style-type: none"> <li>The Code of Practice provides practical guidance on fulfilling duties under the Environmental Protection Act 1990 to keep land free of litter and refuse and to keep roads clean.</li> <li>The revised CoPLAR was passed by Parliament in July 2018 and explains what the duties are, who is responsible, what types of land are in scope and how to zone land and roads based on the likelihood of issues arising.</li> <li>Actions to ensure compliance with the new 2018 CoPLAR guidance include taking a focus on litter prevention, a new monitoring regime and re-zoning.</li> <li>A new Litter Management System has been developed by Keep Scotland Beautiful. The LMS is now available and PKC officers have undertaken LMS training. The new online application will be used to record both LEAMS and LMS data during the remaining 21/22 audits as part of the transition to the new system.</li> </ul> |

| No.                          | Action                                                   | Timescale   | Priority | Achieved Y / N | Progress / Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------|----------------------------------------------------------|-------------|----------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              |                                                          |             |          |                | <ul style="list-style-type: none"> <li>All PKC land has been zoned as per the requirements of the new system.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Actions added in 2018</b> |                                                          |             |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 97                           | Smart Waste Project – Phase 2                            | Medium-term | Low      | Partial        | <p>Phase 2 has focused on using technology to design and optimise Waste &amp; Recycling Services.</p> <ul style="list-style-type: none"> <li>Fill level sensors will be installed on litter bins, domestic communal containers, and recycling points to enable expansion of reactive servicing and establish more efficient collection routes - this project has been paused due to the pandemic.</li> <li>Installation of 'in-cab' technology in all RCVs; which refers to the use of IT hardware and software within waste collection vehicles. This development will allow live reporting of missed bins directly to collection crews and confirm completion of collection routes. The contract for installation has recently been awarded.</li> <li>Use Automatic Number Plate Recognition to identify abuse of domestic Recycling Centres by commercial businesses - this project is under review.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 98                           | Single Use Purchasing Policy for Perth & Kinross Council | Short-term  | Low      | Partial        | <ul style="list-style-type: none"> <li>To inform policy development a scoping exercise was carried out focussing on key single use items such as cups, and straws and other non-plastic items.</li> <li>An internal and stakeholder survey was completed which focused on the barriers and willingness to stop using single use products and replacing with reusable ones in the workplace. Overall, there was a real appetite to make changes, but often these changes could not be implemented due to the nature of the work e.g., healthcare. It was also recognised that the savings would be minimal as alternatives often cost more to purchase or are more problematic to use</li> <li>From the survey it was decided to focus on promoting reusable cups.</li> <li>Several sessions took place with Corporate and Senior Management Teams, but the project was put on hold due to COVID.</li> <li>The pandemic has resulted in a shift away from reusable to single use so there will be an emphasis on re-promoting reusable options including reusable face coverings.</li> <li>Internal recycling systems were also reviewed and prior to lockdown a graduate was secured to undertake analysis and survey work and provided a report of recommendations.</li> <li>Our working/office arrangements resulted in this project being put on hold and it is now being reviewed as there is a gradual return to office working.</li> </ul> |

| No.                          | Action                                                           | Timescale   | Priority | Achieved<br>Y / N | Progress / Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------|------------------------------------------------------------------|-------------|----------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              |                                                                  |             |          |                   | <ul style="list-style-type: none"> <li>The Scottish Government has carried out a public consultation on introducing market restrictions on single-use plastic items in Scotland and a consultation response was submitted by the Council. Legislation has been laid that will see Scotland ban some of the most environmentally damaging single-use plastic items, with the ban coming into effect on 1 June 2022. The ban will apply to the following single-use items: plastic cutlery (forks, knives, spoons, chopsticks), plates, straws, beverage stirrers and balloon sticks; food containers made of expanded polystyrene; and cups and other beverage containers made of expanded polystyrene, including their covers and lids.</li> <li>By the end of March 2022, the project will be reviewed, and main contacts will have been approached to assess what they are currently buying in terms of single use products.</li> </ul> |
| <b>Actions added in 2019</b> |                                                                  |             |          |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>100</b>                   | Investigate the procurement vehicle for Residual Waste Treatment | Short-term  | High     | Y                 | <ul style="list-style-type: none"> <li>The Council requires a long-term solution for residual waste once the current contract expires in September 2022.</li> <li>Options for the correct procurement vehicle and for working in collaboration with other local authorities has been explored and a procurement strategy developed.</li> <li>The strategy concluded that collaboration with Stirling, Clackmannanshire and Falkirk Councils would be supported by a technical expert team hired by Zero Waste Scotland and funded by the Scottish Government.</li> <li>The drafting of the procurement documents has commenced, and a contract is anticipated to be awarded by September 2022.</li> </ul>                                                                                                                                                                                                                                 |
| 101                          | Asset Management Review of Waste & Recycling Infrastructure      | Medium-term | Medium   | Partial           | <ul style="list-style-type: none"> <li>An asset management review is being carried out which will consider Household Waste Recycling Centres, Transfer Stations, Depots, closed landfill sites and ancillary operational buildings.</li> <li>The aim of the review is to develop a long-term strategic plan for ensuring that the infrastructure is fit for purpose, maximises performance, meets statutory requirements and provides cost effective network management to provide the public with the best possible service.</li> <li>Building Condition Surveys have been completed for all assets and suitability surveys carried out. In-depth financial analysis in relation to revenue implications has also been undertaken.</li> </ul>                                                                                                                                                                                            |



| No.                          | Action                                               | Timescale   | Priority | Achieved Y / N | Progress / Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------|------------------------------------------------------|-------------|----------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              |                                                      |             |          |                | <ul style="list-style-type: none"> <li>This work has been supported by a public consultation for public toilets and comfort scheme partnerships which closed on 18<sup>th</sup> October. This identified some key issues around condition of buildings, opening hours, facilities for motorhome users and requests to review charges and providing card payment options as well as an indication of where people would prefer to see facilities.</li> <li>The next stage is to appoint a consultant who will compile the information collated and present high level costed options for further consideration.</li> <li>A report will be brought to a future Committee with the findings and recommendations.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Actions added in 2020</b> |                                                      |             |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 102                          | Roll-out of recycling provision in Perth City Centre | Short-term  | Low      | Partial        | <ul style="list-style-type: none"> <li>We have prepared a bid for the Scottish Government Recycling Infrastructure Fund for capital grant support to introduce the bin housings required to introduce Dry Mixed Recyclable and Food Waste to City Centre Bin Hub locations. If successful it is proposed that this project could be undertaken in spring 2022.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 103                          | Develop further reuse and repair opportunities       | Medium-term | Low      | Partial        | <ul style="list-style-type: none"> <li>Support reuse and repair organisations to develop further reuse and repair opportunities focussing on increasing diversion of furniture, textiles (school uniform), waste electrical and electronic (WEEE) items and bikes.</li> <li>Support opportunities for repair including development of repair cafes and online events/workshops.</li> <li>There has been considerable dialogue with the reuse sector over the past year. Many organisations were affected by the Pandemic and reported closing their operations at points through the year. At the time of writing, the vast majority have since reopened, many in their original form, and some with a different operational model e.g., only accepting certain donations, or operating reduced hours.</li> <li>Examples of partnership working include a new re-use cabin being set up at Inveralmond Recycling Centre and an additional reuse cabin established at Crieff Recycling Centre. A multi-agency reuse workshop was undertaken with Circular Communities and third sector reuse organisations. This workshop focused on what the organisations wanted going forward with regards development support, partnership working and networking. It also explored the option of a reuse facility at Inveralmond Recycling Centre which has been mentioned in action 73.</li> <li>A key action from the workshop is establishing a local Reuse Network. This will be set up by PKC initially with the vision that the attending organisations would run this</li> </ul> |

| No.                         | Action                                       | Timescale  | Priority | Achieved<br>Y / N | Progress / Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------|----------------------------------------------|------------|----------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                             |                                              |            |          |                   | <p>themselves. It is recognised that there is value in these organisations coming together to share ideas, update on their current position and form cross working relationships. The first of these meetings will take place in 2022 as required by partner organisations.</p> <ul style="list-style-type: none"> <li>• A pilot between Circular Communities and the Welfare Rights team took place in early 2021. The pilot aimed to provide an alternative source of good quality furniture to those who were entitled to a grant when being re-homed. The furniture was sourced from donated items through a Circular Communities consortium of reuse organisations. These items are cost effective and often more robust. The potential of the pilot was not fully reached, again because of the issues with the pandemic and resourcing pressures with the Welfare Rights Team. A review meeting took place in November 2021 with a view to re-starting the pilot in 2022.</li> <li>• Potential collaborative working with a private organisation who repurpose unwanted office furniture and make into affordable furniture such as beds and chest of drawers is to be further investigated. There is potential for this to be a source of furniture by the Welfare Team as per the pilot mentioned above.</li> <li>• The Zero Waste Space that was funded and built as part of the Zero Waste Perth programme has been closed throughout the Pandemic. Discussions will be taking place in 2022 to restart the use of the space for groups who have an interest in environmental issues, reuse &amp; repair. In addition to this, the proposed Tool Library will again start to be developed in conjunction with The Bike Station Perth who host the Zero Waste Space.</li> </ul> |
| <b>Action added in 2021</b> |                                              |            |          |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 104                         | Improving the quality of Dry Mixed Recycling | Short-term | Medium   | Partial           | <ul style="list-style-type: none"> <li>• Blue bin contamination rates increased because of lockdown which incurred financial penalties, resulting in a project to tackle kerbside contamination being established. The 'Stick to the Six' campaign focuses on encouraging householders to place only the six main recycling materials in the blue bin to avoid the confusion that existed around what could and could not be recycled through the kerbside service.</li> <li>• The campaign was launched in early 2020, with postcards sent to 23,000 properties in the lowest performing areas (based on tonnage of general waste compared to recycling). This was complimented with the creation of a webpage and dedicated PKC Waste Services Facebook page to enable direct engagement with the public. Press releases and media coverage helped communicate the messaging around</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| No. | Action                                                                                                                                 | Timescale  | Priority | Achieved Y / N | Progress / Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----|----------------------------------------------------------------------------------------------------------------------------------------|------------|----------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                                                                                                        |            |          |                | <p>the additional costs that had been incurred due to contamination and the importance of recycling at both a local and national level.</p> <ul style="list-style-type: none"> <li>• A door-knocking exercise was undertaken in several areas of Perth that had received the postcard to try and further engage householders and identify barriers to recycling.</li> <li>• Refresher training has been carried out with our collection crews to emphasise the importance of following the contamination procedure by checking, tagging, and reporting blue bins with incorrect materials. Crews on six of the most heavily contaminated routes have been supported by the Waste Strategy team – this has shown to have a positive impact on the material quality and has given further opportunities to engage with householders.</li> <li>• The 46,000 properties who did not previously receive the direct mailing have been sent an updated ‘Stick to the Six’ postcard, so all householders eligible to participate in the blue bin will now have received reminder information about what items can be accepted through the kerbside service.</li> <li>• Following the success of the intervention and campaign, two Waste Assistants will be recruited to enable this work to continue a full-time basis. This will enable more crews to be supported both in Perth and the outlying areas. This resource will enable more on the ground engagement with residents and problem areas or issues to be identified and tackled.</li> </ul> |
| 105 | Conduct a more detailed greenhouse gas assessment of the Waste projects and activities, to prioritise future climate change activities | Short-term | Low      | Partial        | <ul style="list-style-type: none"> <li>• Carbon Metric Factors Summary Report and Scenario Modelling developed.</li> <li>• Investigate national co-ordination and support to ensure a consistent methodology and accurate dataset is utilised.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 106 | Undertake a Perth & Kinross Circular Scan to establish a baseline for the Circular                                                     | Short-term | High     | Partial        | <ul style="list-style-type: none"> <li>• A current state analysis will be conducted which involves a Material Flow Analysis (MFA) relevant to the built environment of the region and a socioeconomic scan with a focus on key economic, employment and well-being.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

| No. | Action                                                                                                                                                    | Timescale  | Priority | Achieved Y / N | Progress / Comment                                                                                                                                                                                                                                                                                                                                                     |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     | Economy Routemap                                                                                                                                          |            |          |                |                                                                                                                                                                                                                                                                                                                                                                        |
| 107 | Develop a Food Waste Action Plan                                                                                                                          | Short-term | High     | Partial        | <ul style="list-style-type: none"> <li>This will involve gathering data to create a baseline of knowledge, participation, and barriers. A Food Waste Survey #foodwasteequalsclimatechange is currently live on the Consultation Hub and results will help inform development of the Action Plan.</li> </ul>                                                            |
| 108 | Maximise value from waste through reduction of greenhouse gas emissions via diversion of organic waste from landfill into recycling and energy production | Short-term | High     | Partial        | <ul style="list-style-type: none"> <li>Secure a long-term residual waste treatment solution to meet the implementation date for the ban on landfilling biodegradable municipal waste ban by 31 December 2025.</li> <li>Waste Analysis completed Autumn 2021.</li> <li>Procure Contract by Spring 2022 and contract award contract by October 2022 (latest).</li> </ul> |
| 109 | Develop a Circular Economy routemap including an action plan for Circular Textiles & Sustainable Fashion                                                  | Short-term | High     | N              | <ul style="list-style-type: none"> <li>This will involve confirming a baseline for behavioural change</li> <li>Public Consultation and Routemap developed.</li> </ul>                                                                                                                                                                                                  |
| 110 | Develop a Circular Economy Routemap including actions to reduce consumption of products and materials and                                                 | Short-term | High     | Partial        | <ul style="list-style-type: none"> <li>Embed Sustainable Procurement Duty and promote sustainable procurement tools.</li> <li>Investigate Circular Procurement opportunities.</li> </ul>                                                                                                                                                                               |

| No. | Action                                                                                                                    | Timescale  | Priority | Achieved<br>Y / N | Progress / Comment                                                    |
|-----|---------------------------------------------------------------------------------------------------------------------------|------------|----------|-------------------|-----------------------------------------------------------------------|
|     | make better use of existing products including tackling single use items                                                  |            |          |                   |                                                                       |
| 111 | Development of a Resource Management Plan for Education & Childrens Services                                              | Short-term | Medium   | Partial           | <ul style="list-style-type: none"> <li>Plan to be agreed</li> </ul>   |
| 112 | Work with the Resources Management Association (RMAS) to decarbonise sector and liaise with the Business & Industry Group | Short-term | High     | Partial           | <ul style="list-style-type: none"> <li>Plan to be agreed</li> </ul>   |
| 113 | Establish a Stakeholder Advisory Group to review & develop the Waste & Circular Economy Action Plan                       | Short-term | Low      | N                 | <ul style="list-style-type: none"> <li>Plan to be reviewed</li> </ul> |



**PERTH AND KINROSS COUNCIL**

**Environment and Infrastructure Committee**

**26 January 2022**

**North Inch Golf Course Progress Report**

**Report by Head of Environmental & Consumer Services**

(Report No. 22/20)

This report details the North Inch Golf Course Progress Report covering performance against the business plan in the 18-month period from 1 April 2020 to the end of September 2021. It also proposes a new Business Plan for the period 2022-2027.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 In March 2016, Environment Committee approved the North Inch Golf Course business plan (Report No. 16/141 refers). The business plan was developed to deliver service improvements to better meet the demands of its users, while providing best value.
- 1.2 The 6-year plan comes to an end on 31 March 2022 and has helped to transform the performance of the golf course. Over the past 6 years the following improvements have been achieved:
- the number of annual season ticket holders has increased from 175 to 477 (+173%)
  - the number of rounds of golf played per year has increased from 8,679 to 17,956 (+107%)
  - daily play green fee revenue has increased from £15,976 to £51,652 and season ticket income from £26,230 to £106,586
  - with the addition of footgolf and sales of juice and confectionery, total revenue has increased from £42,206 in 2014/15 to £136,512 in 2020 and a projected £170,000 by the end of this financial year.
  - In the annual survey, overall user satisfaction with North Inch Golf Course has increased from 58% to 87%. See attached infographic (Appendix 1).
- 1.3 The 2016-22 business plan laid out a financial target of reducing the subsidy required from the council to a level of £40,000 per annum. This was calculated in 2016 as the approximate cost to maintain the area of the North Inch Park as amenity grassland if the golf course were not to be there. Applying RPI increase the equivalent figure is now £48,095. The level of subsidy has reduced each year of the business plan from £167,518 in 2014/15 to £60,592 in 2020/21. The projected subsidy in this final year of the business plan has decreased to £47,000

## **Season 2020/2021**

- 1.4 With the first coronavirus lockdown starting on 23 March 2020, that season was put on hold as all facilities had to close under government restrictions. Although closed to the public for play, our greenkeeping staff were able to undertake essential maintenance to ensure the course condition did not deteriorate beyond recovery. Golf was fortunate to be one of the first activities to reopen and did so on 29 May 2020. Since this date the golf course, in common with many other golf courses, experienced a significant increase in participation, with many new people taking up golf and lots of lapsed golfers returning to the sport.
- 1.5 Due to covid restrictions, all volunteer group activities had to be cancelled in 2020, as did the adult 'Get into Golf' beginner coaching programme. Junior coaching sessions were able to resume in a reduced capacity in September and October and these were well received by both the children and their parents/carers.
- 1.6 Due to the increase in participation, the golf course achieved some very positive numbers in 2020. Season ticket numbers increased from 353 to 444 (+25%) and rounds of golf played increased from 12,836 to 17,956 (+40%). Despite only being able to trade for 10 months due to covid restrictions, overall revenue grew from £120,474 to £136,512 (+13%).

## **Season 2021/2022**

- 1.7 The health and wellbeing benefits of playing golf have been much highlighted over the past 18-months and this has led to a continued increase in participation during 2021.
- 1.8 In the first 6-months of this financial year (to end September 2021), the number of annual season ticket holders has increased from 444 to 477, with a full year projection of 490. There were 15,704 rounds of golf played until end September 2021 with a full year projection to March 2022 of 22,000 rounds. For 2021/22 financial year to the end of September, revenue to date was £161,865 with projected full year revenue of £170,000.
- 1.9 The junior coaching programme was able to operate more fully in 2021 and has proven very popular once again. Working with the North Inch Golfers Group, a new 'North Inch Junior Golf Club' was formed in 2021. This is a fully constituted golf club and has been affiliated to the national governing body, Scottish Golf. Over the past 6-years, junior season ticket numbers have grown significantly from just 10, to the current level of 88. Regular weekly coaching sessions from May through September each year, along with Easter and Summer Camps, have helped grow junior numbers. The establishment of the North Inch Junior Golf Club has provided a structured pathway for developing our young golfers beyond the beginner stages of the game, whereby they can gain a handicap and start playing competitions. This helps



keep young golfers engaged with the North Inch and continue their membership.

- 1.10 The 'Get into Golf' programme, which enables novice adults to take up the game, was able to re-start in 2021 and saw 34 people sign up to this category of season ticket and learn to play golf by taking part in regular coaching sessions and playing on the course.
- 1.11 The Council's golf course team comprises a Golf Course Officer, Golf Course Operatives (1 x all year, 1 x seasonal), Head Greenkeeper, 2 additional Greenkeepers and 2 Modern Apprentices. The Apprentices undertake Scottish Vocational Qualification (SVQ) Level 2 in sports turf maintenance through Scotland's Rural College (SRUC) Elmwood College in Cupar. The study is undertaken on a block release style with all practical learning taking place in the working environment on the golf course and theoretical learning through the college.
- 1.12 Our full-time golf course starter is being supported in undertaking a 3-year Diploma in Higher Education Professional Golf. This is a partnership between the Professional Golfers Association and the University of Highlands and Islands.
- 1.13 In 2021, the Seasonal Golf Course Operative took on the role whilst also studying towards an MSc Sports Management degree at the University of Stirling. As part of a small team, the operative's role at North Inch has provided hands on experience of running the day-to-day operation of a golf course from operating booking systems and processing season ticket applications to marketing the golf course. In addition, within one week of finishing her role with the council, our seasonal golf course operative was successful in her application for the role of Events Administrator with golf's governing body, the Royal and Ancient Golf Club of St Andrews.
- 1.14 Having experienced significant delays due to the coronavirus pandemic, plans are now progressing for the new golf starters box facility, which is anticipated to be in place during the early part of the new golf season in 2022. However, there have been cost increases in this project, as there have been in most construction sectors at present. Although competitive prices have been sought, this has resulted in a shortfall in funding from the original budget. It has been agreed by the Senior Management Team that additional funding will be allocated from the forecasted service revenue underspend to complete this project.

## **2. PROPOSALS**

### **New Business Plan 2022-2027**

- 2.1 The current business plan comes to an end in March 2022 and a new business plan has been developed to continue the success and maintain the momentum of the previous 6 years. (Appendix 2).

- 2.2 The vision of the new business plan is to continue to create a sustainable future for the North Inch Golf Course. It primarily focuses on retaining and strengthening the relationship with existing users through continuous consultation, ensuring the golf course remains affordable, accessible and enjoyable to play, adding further value to season ticket holders. It also aims to attract new customers by raising awareness of the North Inch Golf Course within the local catchment area and wider market, as well as targeting the Perthshire visitor market. Financially, the business plan aims to keep the level of subsidy required from the Council to that which it would cost to manage as parkland.
- 2.3 The objectives of the business plan are aligned with the those of the Perth and Kinross Offer by working with the user group and the surrounding community to ensure the course thrives and is a source of pride for all. It also ensures that the course is managed on a sustainable basis and is aligned with the Offer workstreams to contribute positively to:
1. Economy – promote Perth and Kinross as a great place to live, work and visit by providing a first class, affordable golf course to play.
  2. Education – develop a Modern Apprentice training programme in the field of sports turf maintenance and horticulture.
  3. Environment – developing non-playing areas within the golf course to promote biodiversity.
  4. Equalities, Empowerment and Fairness – working with local community groups to offer access to play golf for those who may otherwise not be able to do so.
- 2.4 Having successfully increased the membership levels and rounds played, improved the condition of the course and developed new partnerships, further exploration of new income opportunities will now be sought. These could include further development of inter-generational activities such as Foot Golf, Soft Ball Golf and social opportunities afforded by the installation of the new Starters Box.
- 2.5 A new course maintenance and improvement programme will be created, which will be the basis for all works carried out on the golf course. This will help to maintain the high standards of presentation that the golf course has seen over the past 6 years and identify improvements to meet customer needs.

### **Wellbeing**

- 2.6 The North Inch Golf Course influences the physical and mental wellbeing of those using it. Since the golf course reopened at the end of May 2020 following the first lockdown, there has been an increase in the number of community and wellbeing groups who have been in contact requesting access to play golf. They have identified golf as a great way to have a positive impact on their group members and service users. As a community asset, North Inch Golf Course has the opportunity to become sector leading and create

initiatives where playing golf is used as the driver to improve personal wellbeing.

- 2.7 Golf can be played by all ages and abilities together and already has the highest participation level of any UK sport in the over 65 age group. The social interaction associated with golf makes it a champion amongst sports in the combined physical and mental health benefits that can be attained through participation. Recent research by the world's golf governing body, the R&A, identified that 79% of regular golfers feeling loneliness/isolation as a result of the pandemic had a positive impact from playing golf, as did 92% of returning golfers. The business plan aims to further develop partnership working, which has so far led to creating an active volunteer group and to reach out with the successful 'Golf Memories' dementia group.

### **Biodiversity & Climate Change**

- 2.8 The North Inch Golf Course will continue to promote biodiversity within all non-playing areas of the course. This will be expanded by creating further 'No Mow' areas and it has been identified that the surroundings of all teeing areas would make ideal locations for this. A pollinator bed is planned for behind the first green and wildflower areas are to be created between some of the playing areas of the footgolf course. All non-play areas of the footgolf course will become "no mow" areas to help create more diverse habitat.
- 2.9 The new course maintenance programme will increase the frequency of operations such as mechanical aeration and thatch removal, so that chemical inputs can be kept to a minimum. It is also planned that, where possible, repairs and renewals of golf course infrastructure will be carried out 'in house' using locally sourced materials. This was recently achieved on a bridge replacement carried out by the Council's Community Greenspace Infrastructure Squad using locally sourced timber.

## **3. CONCLUSION AND RECOMMENDATIONS**

- 3.1 In order to keep Committee informed of progress against the business plan, it was agreed that a regular report be brought before the Committee each year. This progress report for the period April 2020 to end of September 2021 highlights a favourable performance against the Key Performance Indicators in the business plan, including season ticket holder levels, visitor revenue and overall revenue against the financial projections. The current business plan comes to an end in March 2022 and a new 5-year business plan has been developed and is included in Appendix 2. As the North Inch Golf Course development moves into the next stage, the new 5-year plan provides a framework for a sustainable and successful future for the course.
- 3.2 It is therefore recommended that the Committee:
- (i) notes the North Inch Golf Course Progress Report April 2020 to September 2021.
  - (ii) agrees the North Inch Golf Course Business Plan 2022-2027 (Appendix 2).

**Authors**

| <b>Name</b>    | <b>Designation</b>                         | <b>Contact Details</b>                                                                             |
|----------------|--------------------------------------------|----------------------------------------------------------------------------------------------------|
| Niall McGill   | Golf Course Officer                        | <a href="mailto:ComCommitteeReports@pkc.gov.uk">ComCommitteeReports@pkc.gov.uk</a><br>01738 475000 |
| Jenny Williams | Senior Greenspace Officer<br>(Communities) |                                                                                                    |

**Approved**

| <b>Name</b>  | <b>Designation</b>            | <b>Date</b>     |
|--------------|-------------------------------|-----------------|
| Clare Mailer | Depute Director (Communities) | 14 January 2022 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

1.1 This section sets out how the proposals relate to the delivery of the Perth and Kinross Community Plan / Single Outcome Agreement in terms of the following priorities:

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

1.2 This report relates to (i) to (v) above by providing a well maintained, accessible and affordable golf facility. Promoting a family centred, healthy lifestyle in a friendly and relaxed atmosphere.

#### Corporate Plan

1.3 This section sets out how the proposals relate to the achievement of the Council's Corporate Plan Priorities:

- (i) Giving every child the best start in life.
- (ii) Developing educated, responsible and informed citizens.

- (iii) Promoting a prosperous, inclusive and sustainable economy.
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

1.4 This report relates to (i) to (v) above by providing a well maintained, accessible and affordable golf facility. Promoting a family centred, healthy lifestyle in a friendly and relaxed atmosphere.

## **2. Resource Implications**

### Financial

2.1 There are no operational resource implications arising from the report outwith the existing budget for the North Inch Golf Course. Additional funding for the completion of the Starters Box has been allocated from the forecasted service revenue underspend.

### Workforce

2.2 There are no workforce implications arising from the report.

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

2.3 The new Starters Box facility would see improved welfare facilities for staff and users.

## **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.

3.2 Carrying out Equality Impact Assessments for plans and policies allow the Council to demonstrate that it is meeting these duties.

3.3 The function, policy, procedure or strategy presented in the North Inch Golf Course Progress Report was considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

- Assessed as relevant for the purposes of EqIA, with a positive impact, that retention of the North Inch Golf Course supports affordable play and accessible golf for less mobile golfers, due to the Course's relatively short distance and flat topography.

### Strategic Environmental Assessment

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

proposals. The matters presented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

### Sustainability

- 3.5 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.
- 3.6 The proposals have been assessed in terms of the requirements to manage the Council's Greenspace assets in a sustainable long-term way.

### Legal and Governance

- 3.7 The Head of Legal and Governance has been consulted on the content of this report.

### Risk

- 3.8 The business plan will be subject to influences from the wider golf market.

## **4. CONSULTATION**

### Internal

- 4.1 The Head of Legal Services and the Head of Finance have been consulted on the content of this report.

### External

- 4.2 The North Inch Golf Course User group have been consulted.

## **5. COMMUNICATION**

- 5.1 The Progress Report will be communicated to the North Inch Golf Clubs and Users

## **2. BACKGROUND PAPERS**

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

- Report to the Environment Committee in March 2016 entitled North Inch Golf Course – Business Plan (Report Number 16/141)
- Report to the Environment and Infrastructure Committee in October 2020 entitled North Inch Golf Course Annual Report 2019-20 (Report Number 20/200)

### **3. APPENDICES**

3.1 Appendix 1: North Inch Golf Course Performance Summary Report


3.2 Appendix 2: North Inch Golf Course Business Plan 2022 - 2027



# Business Plan 2016-2022 Performance Summary Report



**Total Income 2020/21 £136,512**  **223%**

Increase from £42,206 (2014/15)  
to projected £170,000 (2021/22)  **303%**

## User Satisfaction

**87%**



An increase from 58% in 2015

## Season Ticket Holders

**173% increase**



From 175 season ticket holders  
in 2015 to 477

## Rounds of Golf Played

**107% increase**



From 8,679 rounds in 2015 to 17,956  
in 2020/21. Projected at 22,000 for  
full year 2021/22 (+153%).

## Visitor Green Fee Revenue

**223% increase**



From £15,976 in 2015 to £51,652  
in 2020/21.

'The investment in the golf course in recent years has made a significant improvement in its condition and in turn the enjoyment of an increasing number of golfers who play on the North Inch. This has been particularly appreciated over the past 12 months, providing the opportunity for outdoor exercise, with mental health and welfare benefits'







# **North Inch Golf Course**

## **Business Plan**

**For the period: 2022 - 2027**

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*This plan has been created by:*

| <i>Version</i> | <i>Date</i>   | <i>People</i>                                                                                                                                                                                            |
|----------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Version 1.0    | November 2021 | <ul style="list-style-type: none"> <li>• Niall McGill, Golf Course Officer</li> <li>• Jenny Williams, Senior Greenspace Officer</li> <li>• Andy Clegg, Community Greenspace Manager (Interim)</li> </ul> |
|                |               |                                                                                                                                                                                                          |

## Section 1: WHERE ARE WE NOW?

### **A brief history of our golf course**

Records show that golf has been played on the North Inch in Perth since as early as 1457 when King James II and parliament banned the playing of golf as time which should have been spent on archery practice was being spent on the golf course.

In 1502, the Royal household accounts of King James IV show an entry for 21<sup>st</sup> September. Fourteen shillings was paid by the King to a bow maker in Perth for the manufacture of golf clubs. This is accepted as the first recorded purchase of golf equipment ever in the world.

It is thought that the original course was 6 holes and started somewhere along the Charlotte Street line to Rose Terrace corner, ironically on the only part of the North Inch that is no longer part of the golf course.

In 1803, the land where the current 1<sup>st</sup> to 5<sup>th</sup> holes are played, was added to the Inch and became part of the course. Over the next 200 plus years the course has grown into the current 18-hole layout, the final piece being designed by Old Tom Morris on land gifted by Mr J F Pullar of the cleaning and dyeing family and who was the then Captain of the Royal Perth Golfing Society.

North Inch Golf Course is a Municipal golf course owned and operated by Perth & Kinross Council. The golf course is a community facility and is offered as an accessible and affordable way of playing golf and encouraging a healthy lifestyle.

### **Current Golf Market**

In 2019 there were 180,281 registered golfers in Scotland, a drop of 19,433 since 2015 (9.75%). Despite this drop in membership numbers in 2019, golf still remained the largest membership-based sport in Scotland and is the only sport to enjoy more than 10% participation amongst people aged over 65. Scotland also had the 3<sup>rd</sup> largest percentage of registered golfers per % population in the whole of Europe. Of the 180,281 registered golfers in Scotland, the gender split is 87% male and 13% female.

## **2020 Great Britain and Ireland Golf Participation Report**

In the recent Great Britain & Ireland Golf Participation report, it has been revealed that golf enjoyed an increase in participation by 2.3 million on-course adult golfers in 2020. Since the covid-19 pandemic it has also been revealed that the average age of golf participants has decreased by 5 years to 41 years. The research was led by golf's governing body the R&A and undertaken by Sports Marketing Surveys.

The majority of golf clubs throughout the UK have seen a large increase in membership and participation numbers during the Covid-19 pandemic. Exact detail of the UK data will be forthcoming in the near future. In 2020 North Inch Golf Course saw a membership increase of 25% and rounds of golf played increased by 39%. We plan to capitalise on this renewed popularity for playing golf and will aim to develop this further.

### **Golfers experience mental and physical health benefits**

The impact of Covid-19 restrictions on mental and physical health and loneliness has been considerable with the research showing how golf has helped in these areas.

#### Key findings include:

Among avid/regular golfers, 31% identified they had experienced some negative impact on their feelings of loneliness/isolation as a result of the pandemic. Of these, 79% identified playing golf had a positive impact.

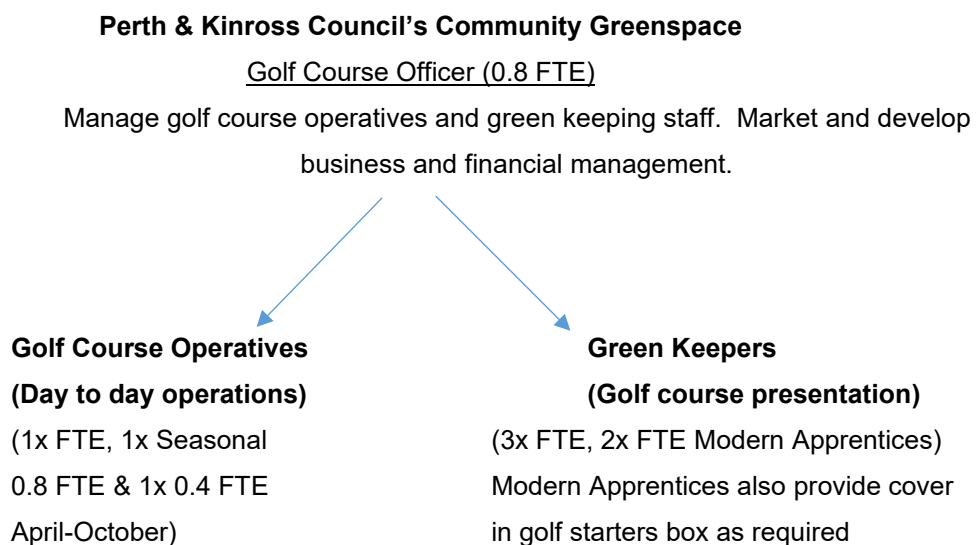
Among lapsed/returning golfers, 44% identified they had experienced some negative impact on their feelings of loneliness/isolation as a result of the pandemic. Of these 92% identified playing golf had a positive impact.

North Inch Golf Course (NIGC) has an opportunity to make an impact on the physical and mental wellbeing of the people of Perth and Kinross. Since the golf course reopened at the end of May 2020 following the first lockdown, there have been an increase in the number of community and wellbeing groups who have contacted NIGC requesting access to play golf. They have identified golf as a great way to have a positive impact on their group members and service users. As a community asset, North Inch Golf Course has the opportunity to become sector leading and create initiatives where playing golf is used as the driver to improve personal

wellbeing. As a low impact sport, golf can be played by all ages and abilities together and already has the highest participation level of any UK sport in the over 65 age group. The social interaction associated with golf, makes it a champion amongst sports in the combined physical and mental health benefits that can be attained through participation.

### North Inch Golf Course Structure

North Inch Golf Course is owned and operated by Perth & Kinross Council. The key management personnel and their responsibilities are detailed below:



### The North Inch Golf Course Business Plan Objectives

The North Inch Golf Course aims to deliver an improving service that reflects the demands of its users while providing Best Value.

Our initial 6-year business plan was implemented in 2016, running through until end of financial year 2021/22. At the start of the plan North Inch Golf Course was performing poorly and was requiring an ever-increasing annual subsidy from the council to cover costs. Usage numbers and revenue had dropped consistently over the previous decade and the future of the golf course was uncertain. The initial business plan was designed to transform the golf course business. This was to be done by improving golf course condition and growing usage and revenue, resulting in a reducing subsidy.

This new 5-year North Inch Golf Course Business Plan primarily focuses on retaining and strengthening the relationship with existing users through continuous

consultation, ensuring the golf course remains both affordable and accessible, enjoyable to play and adding further value to season tickets.

It also works to attract new customers by raising awareness of the North Inch Golf Course within the local catchment area and wider market, as well as targeting the Perthshire visitor market.

Our Modern Apprenticeship programme is allowing us to train young people working alongside Elmwood College in Fife. This 2-year course sees the students qualify with an SVQ in Sports Turf Maintenance.

The objectives of the business plan are aligned with the themes of the Perth and Kinross Offer, ensuring that this public service can be delivered sustainably, and the plan is aligned with the priorities of the Local Outcomes Improvement Plan, with further additional objectives that we wish the North Inch Golf Course to embrace.

1. Economy – Promote Perth and Kinross as a great place to live, work and visit by providing a first class, affordable golf course to play.
2. Education – Develop a Modern Apprenticeship training programme in the field of sports turf maintenance and horticulture.
3. Environment – Developing non-playing areas within the golf course to promote biodiversity.
4. Equalities, Empowerment and Fairness – working with local community groups to offer access to play golf for those who may otherwise not be able to do so.

The additional objectives that we wish the North Inch Golf Course to address are:

1. Poverty.
2. Physical and Mental Wellbeing.
3. Skills, Learning and Development.
4. Employability.
5. Digital Participation.
6. Skills, Learning and Development.
7. Maximise income & reduce/remove the operating deficit.
8. Ensure standard of service provision meets user expectations.



## Situational Analysis

### SWOT ANALYSIS

Our SWOT analysis identifies what we are good at, what we can do better, as well as the things which may have a positive or negative impact on our golf course:

| <b>Strengths</b>                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Weaknesses</b>                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Scenic &amp; walkable course</li> <li>• Location / Catchment area</li> <li>• Affordable, accessible golf</li> <li>• Enjoyable course for all standards</li> <li>• Well-conditioned golf course</li> <li>• Family friendly</li> <li>• Online Booking System</li> </ul>                                                                                                                      | <ul style="list-style-type: none"> <li>• Lack of clubhouse facilities</li> <li>• Previous poor reputation</li> <li>• Limited practice facilities</li> <li>• Winter Flooding</li> </ul>                                            |
| <b>Opportunities</b>                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Threats</b>                                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>• Season Ticket sales growth due to excellent conditioned golf course and affordable membership.</li> <li>• Visitor growth through local/national online promotion</li> <li>• Increased participation of golf through Covid pandemic, due to physical and mental health benefits gained from playing the sport.</li> <li>• User Group to act as conduit for funding opportunities</li> </ul> | <ul style="list-style-type: none"> <li>• Potential economic pressures due to Covid recovery</li> <li>• Wetter summers</li> <li>• Aging membership (this has reduced during pandemic)</li> <li>• Available leisure time</li> </ul> |

### More Of / Less Of

Every business has things that they would like more of, and things that they would like less of. This is our list:

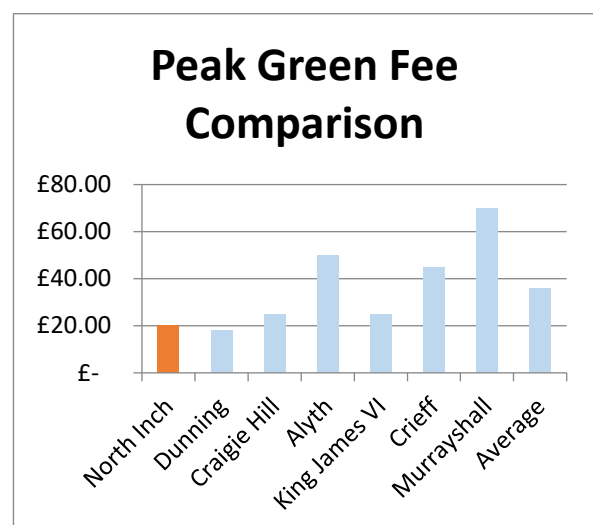
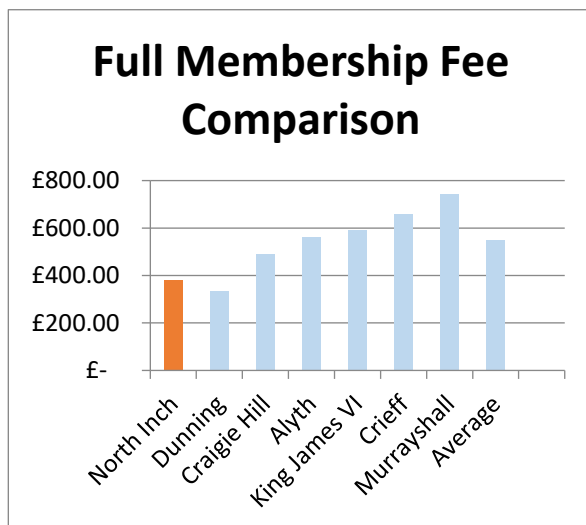
| <b>More Of</b>                                                              | <b>Less Of</b>                                                                    |
|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| 1. Season ticket holder retention                                           | 1. Turnover of season ticket holders                                              |
| 2. Season ticket income                                                     | 2. Concern regarding accessibility at golf course entrance and lack of facilities |
| 3. Visitor income                                                           | 3. Non-paying golfers (unauthorised play)                                         |
| 4. Promotion of golf as a positive influence on physical and mental health. |                                                                                   |
| 5. Interaction between our affiliated clubs.                                |                                                                                   |
| 7. Growth in off course revenues                                            |                                                                                   |

## Market Analysis

| <b>Golf Club Business Planning : Pricing Analysis</b> |                            |                           |
|-------------------------------------------------------|----------------------------|---------------------------|
| <i>Club</i>                                           | <i>Full Membership Fee</i> | <i>Mid-Week Green Fee</i> |
| <b>North Inch</b>                                     | £ 379.00                   | £ 20.00                   |
| <b>Dunning*</b>                                       | £ 335.00                   | £ 18.00                   |
| <b>Craigie Hill**</b>                                 | £ 490.00                   | £ 25.00                   |
| <b>Alyth</b>                                          | £ 560.00                   | £ 50.00                   |
| <b>King James VI</b>                                  | £ 593.00                   | £ 25.00                   |
| <b>Crieff</b>                                         | £ 660.00                   | £ 45.00                   |
| <b>Murrayshall</b>                                    | £ 745.00                   | £ 70.00                   |
| <b>Average Fee</b>                                    | £ 537.42                   | £ 36.14                   |

\*Dunning is a 9-hole golf course

\*\*Craigie Hill price is for 10 months only in 2021. Equivalent 12-month price would be £588.



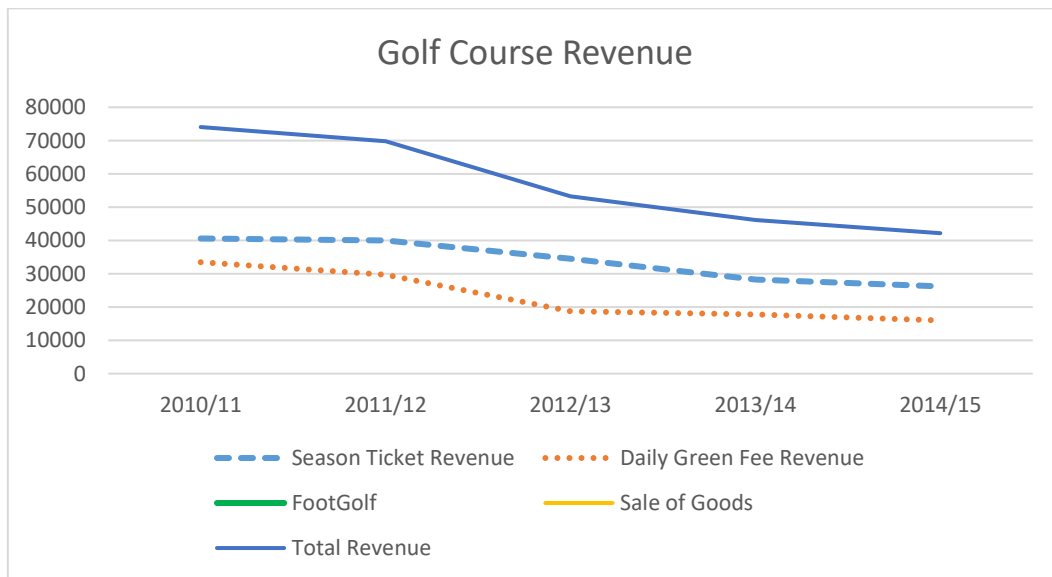
\*Dunning is a 9-hole golf course.

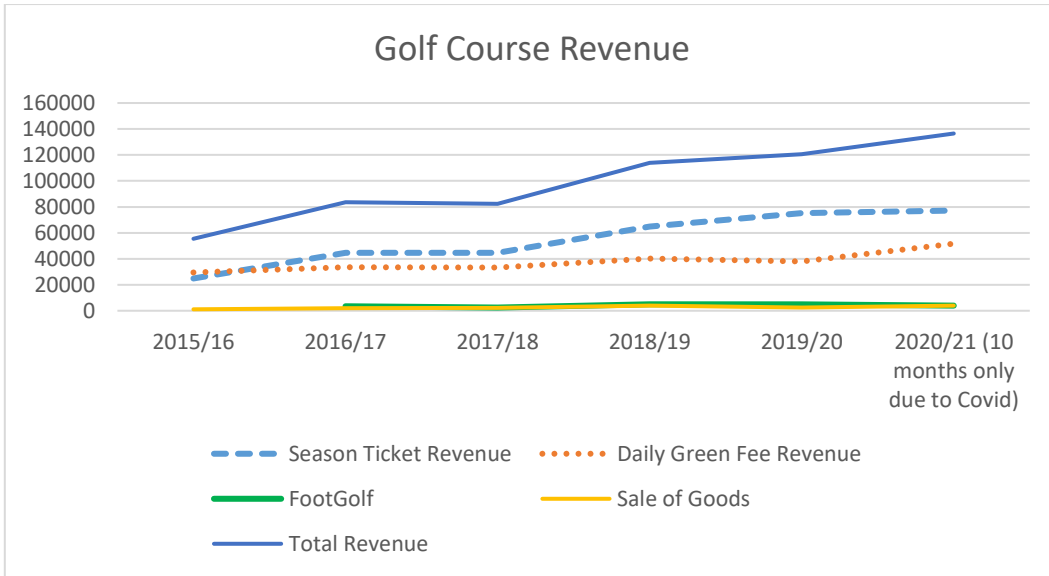
## Financial Analysis

A number of noteworthy recent financial trends have been identified:

| Historic Financial Trends |                                                                                   | Previous Business Plan Financial Outcomes                                                                                 |
|---------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| 1.                        | Season ticket revenue had decreased from £40.5k in 2010/11 to £26.2k in 2014/15   | Season Ticket revenue reached £77k in 2020/21 (reduced due to covid lockdown) and is on track to reach £106.5k in 2021/22 |
| 2.                        | Daily Green Fee revenue had decreased from £33.4k in 2010/11 to £15.9k in 2014/15 | Daily Green Fee revenue reached £51.5k in 2020/21                                                                         |
| 3.                        | Required subsidy had increased to £167.5k in 2014/15                              | Required subsidy reduced to £60,592 in 2020/21 and projected as £47k in 2021/22                                           |

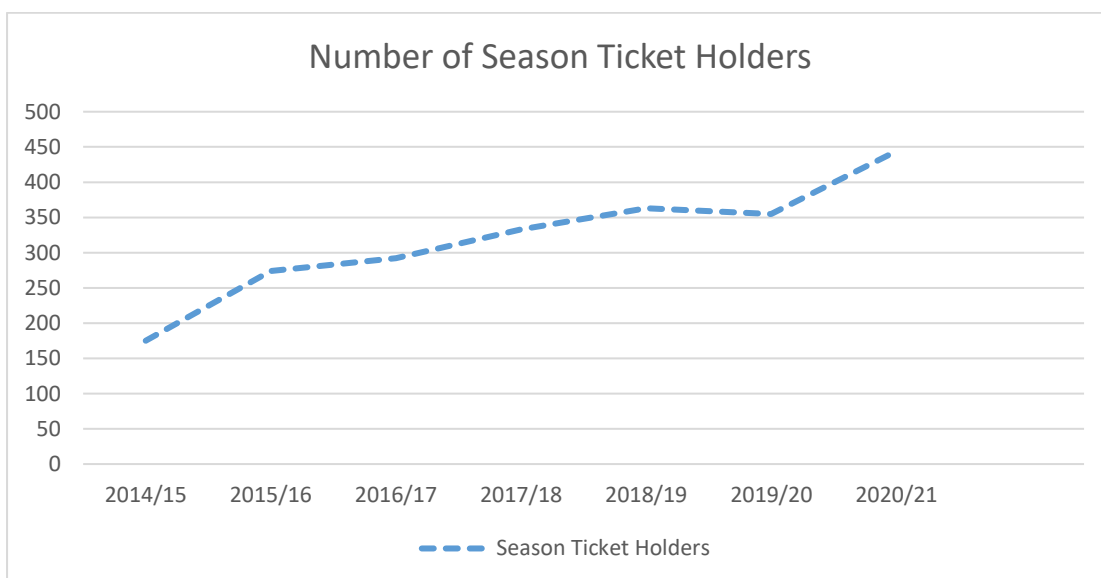
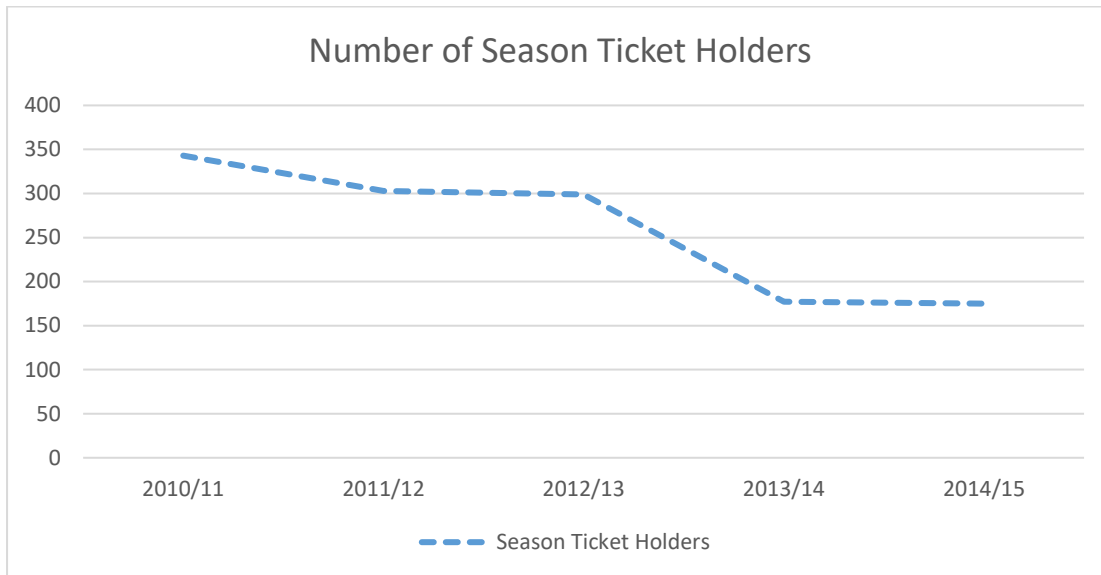
Over the 6-year period of the previous business plan, North Inch Golf Course revenue increased considerably. In 2014/15 total revenue was £42,206 and in 2020/21 reached £136,512.





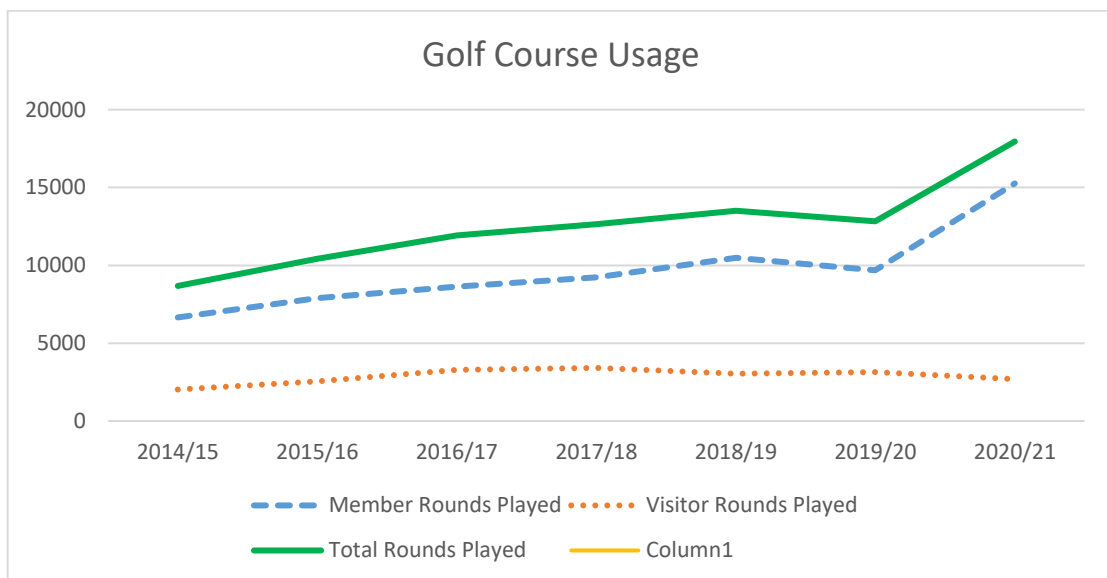
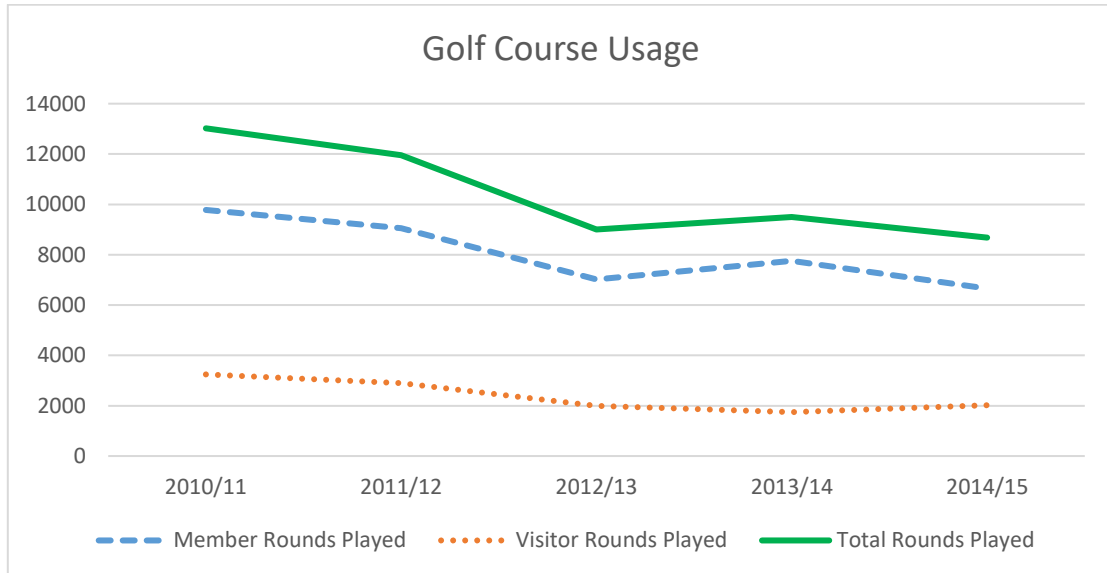
## Season Ticket Holder and Usage Analysis

Season Tickets numbers had dropped from 343 in 2010/11 to 175 in 2014/15. Over the 6-year period of the previous business plan we saw this grow to 444 in 2020/21 and a projected 490 in 2021/22.



## Golf Course Usage

Total rounds of golf played had dropped from 13021 in 2010/11 to 8679 in 2014/15. This grew to 17956 rounds played in 2020/21 and a projected 22,000 rounds in 2021/22.



## Section 2 : WHERE ARE WE GOING?

### *Our Purpose*

**“The North Inch Golf Course will provide a well maintained, accessible and affordable golf facility. Promoting a family centred, healthy lifestyle in a friendly and relaxed atmosphere”**

With our purpose at the centre of everything we do, we have identified the most important parts of our business – our Core Areas.

| <b>Core Area of our business</b>                  |
|---------------------------------------------------|
| 1. Golf Course Maintenance                        |
| 2. Attracting and Retaining Season Ticket Holders |
| 3. Visitor Golfers                                |
| 4. Partnerships, Outreach & Creating New Golfers  |
| 5. Non-Golf Activities                            |

### Section 3: HOW ARE WE GOING TO GET THERE?

This section is how the North Inch Golf Course will achieve its Purpose:

**A Strategy Statement**; how this core area will contribute to our overall Purpose.

**SMART Objectives**; needs to be achieved in this Core Area.

**Initiatives**; the ideas that will help deliver success and achieve the SMART Objectives.

| <b>Core Area - 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Golf Course Maintenance</b> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| <b>Strategy Statement</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                |
| <p><b>We will aim to continue to deliver a golf course in the condition desired by our users, with focus on great greens. We have a long-established course that is enjoyed by season ticket holders and visitors alike thus our aim is to remain, primarily, a relaxing and enjoyable course layout. We will look to promote biodiversity within non-play areas and aim to keep chemical inputs to a minimum by increased horticultural practices.</b></p>                                                                                                      |                                |
| <b>SMART Objectives</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                |
| <b>SPECIFIC – MEASUREABLE – ACHIEVABLE – REALISTIC - TIMED</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                |
| <ul style="list-style-type: none"> <li>• <i>Regular communication on course maintenance works with users. (2 x per calendar month).</i></li> <li>• <i>Promote user engagement in golf course management through volunteer days.</i></li> <li>• <i>We will maintain an 80% or higher user satisfaction level with the golf course overall during our annual survey.</i></li> <li>• <i>Prepare a new course maintenance/improvement programme by 31<sup>st</sup> March 2022, including schedule of horticultural works and reduced chemical inputs.</i></li> </ul> |                                |
| <b>Initiatives</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                |
| <ul style="list-style-type: none"> <li>• Prepare a 3-year bunker renovation programme, prioritising the most in need of work.</li> <li>• Continue with winter drainage programme, prioritising areas most susceptible to standing water following heavy rainfall or high tides.</li> <li>• Undertake annual user experience survey.</li> <li>• Engage volunteer group to help improve maintenance/presentation of course.</li> <li>• Regular aeration of greens and tees, plus verti-cutting to reduce disease.</li> </ul>                                       |                                |
| <b>KPI and Responsibility</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                |
| <ul style="list-style-type: none"> <li>• <b>KPI</b> - User satisfaction to remain at 80% or higher.</li> <li>• <b>Responsibility</b> - Golf Course Officer, Head Greenkeeper and volunteers.</li> </ul>                                                                                                                                                                                                                                                                                                                                                          |                                |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| <b>Core Area - 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <i>Attracting &amp; Retaining Season Ticket Holders</i> |
| <b>Strategy Statements</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                         |
| <i>To create a friendly, accessible, and affordable facility for our Season Ticket Holders to enjoy.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                         |
| <b>SMART Objectives</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                         |
| <b><i>SPECIFIC – MEASUREABLE – ACHIEVABLE – REALISTIC - TIMED</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                         |
| <ul style="list-style-type: none"> <li>• <i>Number of Season Ticket Holders to maintain a level of 400+ per annum</i></li> <li>• <i>Regular comparison of other local golf courses charges to ensure correct market positioning.</i></li> <li>• <i>A Season Ticket Holder satisfaction score of at least 80% annually will be achieved.</i></li> </ul>                                                                                                                                                                                                                                                                                   |                                                         |
| <b>Initiatives</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                         |
| <ul style="list-style-type: none"> <li>• Install new starters box facility complete with facilities and small seating area to allow socialising before and after play.</li> <li>• Install new entrance walkway joining North Inch perimeter pathway and golf starters box facility.</li> <li>• Continue with 'Get into Golf' initiative to help attract new and returning adult golfers.</li> <li>• Establish a 'North Inch Junior Golf Club', which will affiliate to national body Scottish Golf, creating a pathway for our young golfers to progress through the sport.</li> <li>• Review membership categories annually.</li> </ul> |                                                         |
| <b>KPI &amp; Responsibility</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                         |
| <ul style="list-style-type: none"> <li>• <b>KPI</b> – Maintain annual season ticket numbers of 400+, revenue of £100k+ and season ticket holder satisfaction of 80%+</li> <li>• <b>Responsibility</b> - Golf Course Officer with support of Golf Course Operatives</li> </ul>                                                                                                                                                                                                                                                                                                                                                            |                                                         |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <b>Core Area - 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <i>Visitor Golfers</i> |
| <b>Strategy Statements</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                        |
| <i>Visitor income is an important part of our financial model and we seek to maximise this revenue.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                        |
| <b>SMART Objectives</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                        |
| <b><i>SPECIFIC – MEASUREABLE – ACHIEVABLE – REALISTIC - TIMED</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                        |
| <ul style="list-style-type: none"> <li>• <i>Continue to maintain visitor green-fee revenue of £45k+ per annum</i></li> <li>• <i>Grow the number of group/society bookings each year</i></li> <li>• <i>Achieve an overall visitor satisfaction score of 80% annually</i></li> </ul>                                                                                                                                                                                                                                                                                                 |                        |
| <b>Initiatives</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                        |
| <ul style="list-style-type: none"> <li>• Work with local accommodation providers.</li> <li>• Invite local businesses to golf open day.</li> <li>• Social media advertising (Facebook/Instagram).</li> <li>• Regularly update golf course website with new content.</li> <li>• Establish price brackets - on &amp; off-peak times / group discount.</li> <li>• Move to new mobile responsive visitor tee time booking system.</li> <li>• Promote the free golf club hire to potential users.</li> <li>• Promote the physical and mental health benefits of playing golf.</li> </ul> |                        |
| <b>KPI and Responsibility</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                        |
| <ul style="list-style-type: none"> <li>• <b>KPI</b> – Maintain annual visitor income of £45k + each year</li> <li>• <b>Responsibility</b> - Golf Course Officer, supported by Golf Course Operatives</li> </ul>                                                                                                                                                                                                                                                                                                                                                                    |                        |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| <b>Core Area - 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <i>Partnerships, Outreach &amp; creating new golfers</i> |
| <b>Strategy Statement</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                          |
| <p><b>Partner with local community/volunteer groups and general public, to promote the health benefits of playing golf. Utilise the community asset at North Inch Golf Course, for the wellbeing of groups and individuals in Perth and Kinross. Encouraging a healthy family inclusive activity, open to all ages, that is both accessible and affordable.</b></p>                                                                                                                                                                                                                                                                                                                                                                               |                                                          |
| <b>SMART Objectives</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                          |
| <b><i>SPECIFIC – MEASUREABLE – ACHIEVABLE – REALISTIC – TIMED</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                          |
| <ul style="list-style-type: none"> <li>• Develop a programme of regular volunteer sessions.</li> <li>• Grow the number of outreach groups we work with, promoting the physical and mental health benefits of playing golf.</li> <li>• Grow the number of new people taking up golf.</li> <li>• Encourage lapsed golfers back into the sport.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                           |                                                          |
| <b>Initiatives</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                          |
| <ul style="list-style-type: none"> <li>• Allocate regular tasks to our volunteer group.</li> <li>• Plan specific project works for volunteer group to undertake.</li> <li>• 'Golf Memories' project in conjunction with Alzheimer Scotland.</li> <li>• Create a 'Buddy' system where regular players can help by taking new golfers out to play.</li> <li>• Reach out to potential groups who might be interested in golf as a way to combat various issues including, physical and mental health, social isolation, and loneliness.</li> <li>• Creation of new North Inch Junior Golf Club</li> <li>• Continue to develop our 'Get into Golf' adult beginner category</li> <li>• Free club hire for anyone playing golf at North Inch</li> </ul> |                                                          |
| <b>KPI and Responsibility</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                          |
| <ul style="list-style-type: none"> <li>• <b>KPI</b> – Work with minimum 5 outreach groups per year, record 250+ volunteer hours and Introduce 50+ people to golf each year.</li> <li>• <b>Responsibility</b> - Golf Course Officer, supported by Golf Course Operatives, Head Greenkeeper and volunteer group.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                          |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| <b>Core Area - 5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <i>Non-Golf activities</i> |
| <b>Strategy Statement</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                            |
| To generate 'Off Course' non golf income to help increase overall revenues and offset against required golf course subsidy level.                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                            |
| <b>SMART Objectives</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                            |
| <b><i>SPECIFIC – MEASUREABLE – ACHIEVABLE – REALISTIC – TIMED</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                            |
| <ul style="list-style-type: none"> <li>• Grow sales of retail goods through improved Starters Box.</li> <li>• Grow usage and income generated through use of FootGolf and Short Golf Course.</li> <li>• Develop sales of juice / confectionary and other simple food and beverage items.</li> </ul>                                                                                                                                                                                                                                                                                                     |                            |
| <b>Initiatives</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                            |
| <ul style="list-style-type: none"> <li>• Install a new Golf Starters Box, complete with facilities and some social space for customer use before and after play.</li> <li>• Increase the range of products sold through Starters Box.</li> <li>• Hold stock of more North Inch branded goods for sale.</li> <li>• Install a coffee machine into new Starters Box facility.</li> <li>• Start a FootGolf league.</li> <li>• Hold FootGolf Open Competitions and events.</li> <li>• Market FootGolf children's birthday parties.</li> <li>• Create a Soft Ball Golf Course on area of FootGolf.</li> </ul> |                            |
| <b>KPI and Responsibility</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                            |
| <ul style="list-style-type: none"> <li>• <b>KPI</b> – To increase non-golf revenues year on year, with target of reaching £10k+ pa</li> <li>• <b>Responsibility</b> - Golf Course Officer, supported by Golf Course Operatives.</li> </ul>                                                                                                                                                                                                                                                                                                                                                              |                            |

## Section 4: HOW WILL WE KNOW WE ARE THERE?

To know if we are progressing the Business Plan, we need to keep score for each of our *Core Areas*. These are the business Key Performance Indicators (KPIs) - the things that will determine whether the *SMART Objectives* on track to being achieved:

| <b>Core Area</b>                               | <b>Primary KPI</b>                                                  | <b>Annually</b>   |
|------------------------------------------------|---------------------------------------------------------------------|-------------------|
| Golf course maintenance                        | User rating                                                         | 80%+              |
| Attracting and retaining season ticket holders | No. of season ticket holders and revenue                            | 400+<br>£100k+    |
| Visitor golfers                                | Visitor Revenue                                                     | £45k+             |
| Partnerships, outreach & creating new golfers  | No. outreach groups<br>No. of volunteer hours<br>No. of new golfers | 5+<br>250+<br>50+ |
| Non-golf activities                            | Revenue                                                             | £10K+             |

## Section 5: FINANCIAL PROJECTIONS

Through the implementation of the business plan, the aim is to increase revenues and reduce the overall nett expenditure for the golf course. We aim to maintain a level where the operation of the golf course reduces the nett expenditure per annum to the Council to that which it would cost the Council to maintain the site as amenity grassland (calculated at £40,000 in 2016).

