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Council Building  
2 High Street  
Perth  
PH1 5PH

15/06/2022

A hybrid meeting of **Perth and Kinross Council** will be held in **the Council Chamber** on **Wednesday, 22 June 2022 at 11:00**.

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

**THOMAS GLEN**  
Chief Executive

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

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

**Members:**

Provost X McDade  
All Councillors



**Perth and Kinross Council**

**Wednesday, 22 June 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 MINUTES**

**3(i) MINUTE OF MEETING OF PERTH AND KINROSS COUNCIL OF 27 APRIL 2022** 5 - 10  
(copy herewith)

**3(ii) MINUTE OF MEETING OF PERTH AND KINROSS COUNCIL OF 25 MAY 2022** 11 - 34  
(copy herewith)

**4 OUTSTANDING BUSINESS STATEMENTS (OBS)** 35 - 38  
(copy herewith)

**5 REVISION OF PERTH AND KINROSS INTEGRATION SCHEME** 39 - 102  
Report by Chief Operating Officer (copy herewith 22/138)

**6 STRATEGIC PRIORITIES FOR CULTURE AND SPORT - NEXT STEPS** 103 - 112  
Report by Head of Culture and Communities Service (copy herewith 22/140)

**7 RODNEY CENTRE: WITHDRAWAL OF GYM AND FITNESS SERVICES BY LIVE ACTIVE LEISURE** 113 - 134  
Report by Head of Culture and Communities Services (copy herewith 22/139)

**8 FINANCIAL STRATEGY** 135 - 152  
Report by Head of Finance (copy herewith 22/141)

**9 TRANSFORMATION AND CHANGE STRATEGY 2022/23 - 2027/28** 153 - 184  
Report by Chief Executive (copy herewith 22/142)

**10 UPDATE TO SCHEME OF ADMINISTRATION**

(copy to follow)

**11 TIMETABLE OF COMMITTEE MEETINGS 2022**

(copy to follow)

**12 APPOINTMENT TO CIVIC POSITION/COMMITTEES/OUTSIDE BODIES**

1. Council is asked to appoint Councillor Claire McLaren as fifth Bailie to support the Provost.
2. Council is asked to appoint a member to the vacancy on the Audit and Risk Committee.
3. Council is asked to appoint a member to the vacancy on the Joint Negotiating Committee for Teaching Staff.
4. Council is asked to appoint member to the vacancy on the Friends of Bydgoszcz - Management Committee.
5. Council is asked to agree that Councillor Eric Drysdale be appointed to the Scottish Joint Council for Local Government Employees (SJC).

**13 ELECTED MEMBERS BRIEFING NOTES**

Council is asked to note the following [Elected Members Briefing Notes](#) that have been issued to elected Members since the previous Council meeting on 25 May 2022:

27 May 2022 Rent Level Setting for 2023/24

8 June 2022 Play Parks

8 June 2022 Tenant Satisfaction Survey 2022

10 June 2022 Update on Learning Estate Programme

10 June 2022 HR update to Joint Leaders

10 June 2022 Tay Cities Region Deal and Economic Wellbeing Plan update

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## PERTH AND KINROSS COUNCIL

Minute of hybrid meeting of Perth and Kinross Council held in Council Chambers, 2 High Street, Perth on Wednesday 27 April 2022 at 9.30am.

Present: Provost D Melloy, Councillors C Ahern, A Bailey, K Baird, M Barnacle, L Barrett, P Barrett, B Brawn, R Brock, S Donaldson E Drysdale, J Duff, A Forbes, T Gray, D Illingworth, I James, A Jarvis, G Laing, M Lyle, I Massie, R McCall X McDade, T McEwan, A Parrott, B Pover, C Purves, J Rebbeck, C Reid, W Robertson, F Sarwar, C Shiers, L Simpson, F Smith, C Stewart, R Watters, M Williamson and W Wilson.

In Attendance: T Glen, Chief Executive, L Simpson, Head of Legal and Governance Services, B Renton Executive Director (Communities); C Mailer, Depute Director (Communities); S Devlin, Executive Director (Education and Children's Services); J Pepper, Depute Director (Education and Children's Services)/Chief Social Worker; E Ritchie, F Robertson, D Littlejohn, S Hendry, S Mackenzie, S Walker, A Brown, A Taylor, D Tannock, L McGuigan and B Parker (all Corporate and Democratic Services);

Apologies for Absence: Councillors A Coates, H Coates and S McCole.

### 1. WELCOME AND APOLOGIES

The Provost welcomed all those present to the meeting and apologies were noted as above.

### 2. DECLARATIONS OF INTEREST

There were no declarations of interest made in terms of the Councillors' Code of Conduct.

#### Procedural Motion (Councillors X McDade and G Laing)

To defer consideration of Item P1 Disposal of Former Council Offices at 1-5 High Street, Perth to the next Council meeting after local Government elections.

#### **Amendment (Councillor M Lyle and J Duff)**

**To proceed to consider Item P1 on the agenda.**

In terms of Standing Order 21.1, a roll call vote was taken:

17 Members voted for the Motion as follows:

Councillors A Bailey, R Brock, S Donaldson, E Drysdale, T Gray, G Laing, I Massie, X McDade, T McEwan, A Parrott, B Pover, C Purves, J Rebbeck, F Sarwar, C Stewart, R Watters, M Williamson

20 Members voted for the Amendment as follows:

Councillors C Ahern, K Baird, M Barnacle, L Barrett, P Barrett, B Brawn, J Duff, A Forbes, D Illingworth, I James, A Jarvis, M Lyle, R McCall, Provost D Melloy, C Reid, W Robertson, C Shiers, L Simpson, F Smith and W Wilson.

**Resolved:**

In accordance with the Amendment

**3. MINUTES:**

**3(i) MINUTE OF SPECIAL MEETING OF PERTH AND KINROSS COUNCIL OF 23 FEBRUARY 2022**

The minute was submitted and approved.

**3(ii) MINUTE OF MEETING OF PERTH AND KINROSS COUNCIL OF 9 MARCH 2022**

The minute was submitted and approved.

THE DEPUTE PROVOST LED ON THE FOLLOWING ITEM

**4. MOTION**

**4(i) Team Muirhead Olympic Gold Medal Success**

Motion (Councillors X McDade and C Stewart)

*The Council celebrates the incredible achievement of all Team GB athletes at the Beijing 2022 Winter Olympics. Watching these games will no doubt help inspire the next generation to get involved in many of these sports and become future Olympians.*

*In particular, the Council congratulates the fantastic victory of the British Women's Curling Team at the Beijing 2022 Winter Olympics in winning the gold medal.*

*The Council records its pride in the team's Olympic achievement and, in particular, in local team skip Eve Muirhead's international success as a curler and wishes to recognise her achievements in the following way:*

*Perth & Kinross Council resolves to exercise its power under section 206 of the Local Government (Scotland) Act 1973 to grant the British Women's Curling Team the Freedom of the City of Perth to celebrate their gold medal*

*victory. This would make them the first women to be recognised by this honour in 87 years.*

Following a suggestion from Councillor A Parrott, the mover and seconder of the Motion agreed to amend the wording to refer to the “2022” team and to remove the last sentence.

**Resolved:**

In accordance with the Revised Motion.

THE PROVOST LED ON THE FOLLOWING ITEMS

**5. UPDATE ON TAY CITIES REGIONAL DEAL AND FIRST ANNUAL REPORT**

There was submitted a report by Head of Planning and Development (22/104) (1) providing an update on progress with the Tay Cities Region Deal, with a specific focus on projects benefitting the Perth and Kinross area, and (2) highlighting the key updates from the Deal's first Annual Report published in February 2022.

**Resolved:**

- (i) The substantial progress that has been made in the first year of the Deal, and the receipt of c.£11M of grant funding to date, be noted;
- (ii) A further report to be brought to Council following the publication of the second Tay Cities Region Deal Annual Report.

**6. ECONOMIC WELLBEING PLAN - PROGRESS REPORT**

There was submitted a report by Head of Planning and Development (22/105) (1) providing an update on the delivery of actions within the Economic Wellbeing Plan, and (2) outlining the Scottish Government's new National Strategy for Economic Transformation, which provides a new context for economic development delivery that the Council and partners will have to consider.

**Resolved:**

- (i) The good progress made to date in implementing the Economic Wellbeing Plan with 34% of the existing actions, excluding the new actions added for 2022/23, on target and delivering positive outcomes, be noted
- (ii) £1.14M of non-recurring expenditure to support further economic recovery has been provided by the Council in 2022/23 be noted.

- (iii) The Economic Wellbeing Taskforce to review the plan to provide reassurance that it is delivering against the current and future economic needs, and that it reflects the new National strategy for Economic Transformation, and refresh, as necessary.
- (iv) The Economic Wellbeing Taskforce to continue to seek to secure external funding wherever possible, or re-direct existing resources to help to fund any new actions required.

THERE FOLLOWED A RECESS AND THE MEETING RECONVENED AT 11.45AM

**7. SCOTTISH LOCAL GOVERNMENT ELECTIONS – 5 MAY 2022 -  
INDUCTION ARRANGEMENTS FOR NEW AND RETURNING ELECTED  
MEMBERS**

There was submitted a joint report by the Chief Executive and Head of Legal and Governance Services (22/106) setting out proposals to deliver a comprehensive induction programme to provide the best possible support for new and returning elected members, in particular during their lead up to the summer recess.

**Resolved:**

- (i) Progress to date with the development of induction arrangements for elected members in Perth and Kinross Council following the Local Government Elections on 5 May 2022 be noted;
- (ii) The proposed draft elected member induction programme, set out in Appendix 1, be approved.

**8. PROPOSED TIMETABLE OF COMMITTEE MEETINGS - MAY TO  
DECEMBER 2022**

The proposed timetable of committee meetings for May – December 2022 was submitted and noted.

It was noted that a proposed timetable of committee meetings would be submitted to the statutory meeting following the Local Government Elections in May 2022.

## **9. VALEDICTORY - LOCAL GOVERNMENT ELECTIONS**

The Provost and other elected members paid tribute and thanked all members who were standing down at the forthcoming elections for their hard work and support to their communities.

### Procedural Motion (Councillors C Stewart and A Bailey)

To consider Item P1 in public session.

### **Amendment (Councillors M Lyle and J Duff)**

**To consider Item P1 in private session.**

In terms of Standing Order 21.1, a roll call vote was taken:

5 Members voted for the Motion as follows:

Councillors A Bailey, R Brock, X McDade, C Purves and C Stewart.

21 Members voted for the Amendment as follows:

Councillors C Ahern, K Baird, L Barrett, P Barrett, B Brawn, S Donaldson, J Duff, A Forbes, D Illingworth, I James, A Jarvis, M Lyle, R McCall, Provost D Melloy, A Parrott, C Reid, W Robertson, C Shiers, L Simpson, F Smith and W Wilson.

10 Members abstain from vote as follows:

Councillors E Drysdale, T Gray, G Laing, I Massie, T McEwan, B Pover, J Rebbeck, F Sarwar, R Watters and M Williamson

### **Resolved:**

In accordance with the amendment.

**P1 DISPOSAL OF FORMER COUNCIL OFFICES AT 1-5 HIGH STREET, PERTH**

There was submitted a report by the Head of Planning and Development (22/107) providing an update to a previously approved decision at Council for the proposed redevelopment of 1-5 High Street into a boutique hotel. This includes reporting on the terms of the disposal that have been agreed since the preferred bidder's appointment by the Council at its meeting on 30 July 2020 and recommends concluding a development lease.

**Motion (Councillors M Lyle and J Duff)**

**To approve the recommendations set out in Report 22/107.**

**Amendment (Councillors X McDade and C Stewart)**

To defer consideration of Report 22/107 until after the Local Government Elections on 5 May 2022.

In terms of Standing Order 21.1, a roll call vote was taken:

26 Members voted for the Motion as follows:

Councillors C Ahern, K Baird, L Barrett, P Barrett, B Brawn, S Donaldson, E Drysdale, J Duff, A Forbes, D Illingworth, I James, A Jarvis, G Laing, M Lyle, R McCall, T McEwan, Provost D Melloy, A Parrott, B Pover, C Reid, W Robertson, C Shiers, L Simpson, F Smith, R Watters and W Wilson.

9 Members voted for the Amendment as follows:

Councillors A Bailey, R Brock, T Gray, I Massie, X McDade, C Purves, J Rebbeck, C Stewart and M Williamson.

**Resolved:**

In accordance with the Motion.

## PERTH AND KINROSS COUNCIL

Minute of hybrid meeting of Perth and Kinross Council held in the Council Chambers, 2 High Street, Perth on Wednesday 25 May 2022 at 1.00pm.

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

In Attendance: T Glen, Chief Executive, L Simpson (Head of Legal & Governance Services) B Renton Executive Director (Communities); K Donaldson, Chief Operating Officer, C Mailer, Depute Director (Communities); S Devlin, Executive Director (Education and Children's Services); J Pepper, Depute Director (Education and Children's Services)/Chief Social Worker; E Ritchie, F Robertson, D Littlejohn, S Hendry, S Mackenzie, S Walker, A Brown, M Pasternak, D Williams, K Molley, D Tannock and L McGuigan (all Corporate and Democratic Services).

T Glen, Returning Officer - Chairperson

### 1. INTERIM CHAIR OF MEETING

In terms Section 4(4) of the Local Government etc (Scotland) Act 1994, T Glen, Returning Officer, took the Chair

### 2. NOTIFICATION OF MEMBERS ELECTED

There was a report submitted by the Returning Officer (22/109) informing the Council of the results of the Scottish Local Government Elections of 5 May 2022 in the twelve electoral wards of Perth and Kinross Council.

<b>Ward 1 – Carse of Gowrie (3 Members)</b>	
<b>Name</b>	<b>Party</b>
Alasdair Bailey	Scottish Labour Party
Angus Forbes	Scottish Conservative and Unionist
Ken Harvey	Scottish National Party (SNP)

<b>Ward 2 - Strathmore (4 Members)</b>	
<b>Name</b>	<b>Party</b>
Hugh Anderson	Scottish Conservative and Unionist
Colin Stewart	Independent
Grant Stewart	Scottish National Party (SNP)
Jack Welch	Scottish National Party (SNP)

<b>Ward 3 – Blairgowrie &amp; Glens (3 Members)</b>	
<b>Name</b>	<b>Party</b>
Bob Brawn	Scottish Conservative and Unionist
Tom McEwan	Scottish National Party (SNP)
Caroline Shiers	Scottish Conservative and Unionist

<b>Ward 4 - Highland (3 Members)</b>	
<b>Name</b>	<b>Party</b>
John Duff	Scottish Conservative and Unionist
Xander McDade	Independent
Mike Williamson	Scottish National Party (SNP)

<b>Ward 5 - Strathtay (3 Members)</b>	
<b>Name</b>	<b>Party</b>
Ian James	Scottish Conservative and Unionist
Grant Laing	Scottish National Party (SNP)
Claire McLaren	Scottish Liberal Democrats

<b>Ward 6 - Strathearn (3 Members)</b>	
<b>Name</b>	<b>Party</b>
Rhona Brock	Independent
Stewart Donaldson	Scottish National Party (SNP)
Noah Khogali	Scottish Conservative and Unionist

<b>Ward 7 - Strathallan (3 Members)</b>	
<b>Name</b>	<b>Party</b>
Keith Allan	Scottish Conservative and Unionist
Steven Carr	Scottish National Party (SNP)
Crawford Reid	Scottish Conservative and Unionist

<b>Ward 8 – Kinross-shire (4 Members)</b>	
<b>Name</b>	<b>Party</b>
Dave Cuthbert	Independent
Neil Freshwater	Scottish Conservative and Unionist
Willie Robertson	Scottish Liberal Democrats
Richard Watters	Scottish National Party (SNP)

<b>Ward 9 – Almond and Earn (3 Members)</b>	
<b>Name</b>	<b>Party</b>
Michelle Frampton	Scottish National Party (SNP)
David Illingworth	Scottish Conservative and Unionist
Frank Smith	Scottish Conservative and Unionist

<b>Ward 10 – Perth City South (4 Members)</b>	
<b>Name</b>	<b>Party</b>
Liz Barrett	Scottish Liberal Democrats
Andy Chan	Scottish Conservative and Unionist
Iain MacPherson	Scottish National Party (SNP)
Sheila McCole	Scottish National Party (SNP)

<b>Ward 11 – Perth City North (3 Members)</b>	
<b>Name</b>	<b>Party</b>
Brian Leishman	Scottish Labour Party
Ian Massie	Scottish National Party (SNP)
John Rebbeck	Scottish National Party (SNP)

<b>Ward 12 – Perth City Centre (4 Members)</b>	
<b>Name</b>	<b>Party</b>
Chris Ahern	Scottish Conservative and Unionist
Peter Barrett	Scottish Liberal Democrats
Eric Drysdale	Scottish National Party (SNP)
Andrew Parrott	Scottish National Party (SNP)

**Resolved:**

- (i) The results of the Scottish Local Government Elections in the Perth and Kinross local government area of 5 May 2022 be noted by Council.

### **3. DECLARATIONS OF INTEREST**

There were no declarations of interest made in terms of the Councillors' Code of Conduct.

### **4. ELECTION OF CONVENER OF THE COUNCIL**

#### **Motion (Councillors R Brock and D Cuthbert)**

**To agree Councillor Xander McDade be appointed Convener of the Council.**

Amendment (Councillors J Duff and B Brawn)

To agree Councillor Caroline Shiers be appointed Convener of the Council.

In accordance with Standing Order 21.1, a roll call vote was taken.

20 Members voted for the Motion as follows:

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

18 Members voted for amendment as follows:

Councillors C Ahern, K Allan, H Anderson, L Barrett, P Barrett, B brawn, A Chan, J Duff, A Forbes, N Freshwater, D Illingworth, I James, N Khogali, C McLaren, C Reid, W Robertson, C Shiers, F Smith,

2 Members abstain from the vote as follows:

Councillors A Bailey and B Leishman.

#### **Resolved:**

In accordance with the Motion

Councillor Xander McDade was elected as Provost of Perth and Kinross Council for the period to May 2027, being the next scheduled ordinary election of the Council. Provost McDade was presented with the Chain of Office, took the Chair and thanked the Council for his election.

## **5. DEPUTE CONVENER OF THE COUNCIL**

**Motion (Provost McDade and Councillor A Parrott)**

- 1. The Council resolves to elect a member to serve as Depute Convener of the Council (to be known as Depute Provost) as provided for in Section 4(2) of the Local Government etc. (Scotland) Act 1994, to hold office until the next ordinary election of the Council unless they cease to be a member of the Council before that date or are removed from office in accordance with the Council's Standing Orders.**
- 2. The Council further resolves to:**
  - (i) appoint a councillor (to be known as a Bailie) from each political group represented on the Council to support the Provost by deputising when required at civic, ceremonial functions and events. It shall be for each group to determine their own nominee;**
  - (ii) agrees that the allocation of robes and chains be at the discretion of the Provost;**
  - (iii) to agree that the Bailies would receive no remuneration for the role;**
  - (iv) to serve from the Statutory Council meeting until the next ordinary election of the Council unless they resign in writing to the Provost, cease to be a member of the Council before that date or are removed from office by a simple majority vote of the Council;**
  - (v) amend the Standing Orders to incorporate the role of the Bailies as defined above.**
  - (vi) Agree the nominees as follows:**
    - a. Independent Group – Councillor Rhona Brock**
    - b. Scottish Labour Party Group – Councillor Alasdair Bailey**
    - c. Scottish National Party Group – Councillor Michael Williamson**
    - d. Scottish Conservative & Unionist Party Group – Councillor Andy Chan**
    - e. Scottish Liberal Democrat Party Group - \*no nominee indicated**

**Amendment (Councillors P Barrett and L Barrett)**

In accordance with the Motion but in relation to appointment of the Bailies (Item 2 of the Motion), to defer for further detail and consideration in relation to criteria and job description and for this to be brought back to the next Council meeting in June 2022 for a final decision.

In accordance with Standing Order 21.1, a roll call vote was taken.

22 Members voted for the Motion as follows:

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

18 Members voted for the amendment as follows:

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

**Resolved:**

In accordance with the Motion.

Furthermore, on the nomination of Councillors E Drysdale and T McEwan, Councillor Andrew Parrott was unanimously elected as Depute Convener of Perth and Kinross Council.

*IT WAS AGREED TO CONSIDER ITEMS 6 AND 7 ON THE AGENDA TOGETHER AS ONE ITEM.*

**6. POLITICAL DECISION-MAKING STRUCTURES; AND  
7. APPOINTMENT OF REPRESENTATIVES TO PARTNER ORGANISATIONS  
/ OUTSIDE BODIES**

There was submitted a report by the Chief Executive (22/110) bringing forward proposals for a political decision-making structure for Perth & Kinross Council following the local government elections of 5 May 2022.

**Motion (Councillors G Laing and E Drysdale)**

**(a) to continue the existing political decision-making structure subject to the following –**

- the membership of the Environment and Infrastructure Committee to increase to 15 members;
- the name of the Housing and Communities Committee to change to Housing and Social Wellbeing Committee with the membership increased to 15 members;
- the name of the Lifelong Learning Committee to change to Learning and Families Committee with the membership increased to 15 members;
- the name of the Strategic Policy and Resources Committee to change to Finance and Resources Committee;
- the name of the Scrutiny Committee to change to Scrutiny and Performance Committee with the membership changed to 11 members;
- the name of the Audit Committee to change to Audit and Risk Committee with the membership changed to 11 members;

- the name of the Planning and Development Management Committee to change to Planning and Placemaking Committee.
  - A new Climate Change and Sustainability Committee to be created with 11 Council members and 4 non-elected members.
  - the Head of Legal and Governance Services be instructed to submit a revised version of the Scheme of Administration to the June 2022 Council meeting to confirm the remits of all Council committees in light of the above changes.
- (b) to appoint members to, and conveners & vice-conveners of committees in accordance with the [attached list](#). To appoint members to Outside Bodies and Partner Organisations in accordance with the [attached list](#).
- (c) to continue the current provisions in relation to the Pre-Determination Committee in line with the Scheme of Administration and with all 40 elected members being appointed to the Committee.
- (d) to continue with the arrangements for non-elected members on both the proposed Learning and Families Committee and Housing and Social Wellbeing Committee. The current non-elected members of these committees to be initially reappointed with elections to be held where appropriate and as soon as practically possible.
- (e) a decision on whether to re-establish the current Member/Officer Working Groups to be deferred to the June 2022 Council meeting.
- (f) to approve councillors' remuneration arrangements in accordance with the [attached list](#). (With an amendment that in relation to Senior Councillor number 13 this is only for the role of Convener of the Scrutiny and Performance Committee).
- (g) to approve a timetable of meetings for June – September in accordance with the [attached timetable](#) with dates for the remainder of the year to be confirmed at the June 2022 Council meeting.
- (h) to note that a revised committee report template will be submitted to the June 2022 Council meeting to assist members in their decision making.

THERE FOLLOWED A RECESS AND THE MEETING RECONVENED AT 2:25PM

Note: The Mover and Secunder of the Motion agreed to make changes to some of the nominations as set out in the final agreed position section of this item.

Amendment (Councillors J Duff and B Brawn)

To agree the Motion but with the opposition parties being permitted to agree the Conveners and Vice-Conveners of Audit and Risk Committee and Scrutiny and Performance Committee.

Councillor B Brawn to be appointed to Cairngorms National Park Authority Board as Council representative.

In terms of Standing Orders, it was agreed to determine the two sections of the Amendment separately.

Amendment Section One

In accordance with Standing Order 21.1, a roll call vote was taken.

20 Members voted for the Motion as follows:

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

15 Members voted for the Amendment as follows:

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

5 Members abstained from vote as follows:

Councillors A Bailey, L Barrett, P Barrett, B Leishman and C McLaren.

**Resolved:**

In accordance with the Motion.

*COUNCILLOR C AHERN REQUESTED THAT HIS DISSENT BE RECORDED TO THE ABOVE DECISION.*

Amendment Section Two

In accordance with Standing Order 21.1, a roll call vote was taken

20 Members voted for the Motion as follows:

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

18 Members voted for the Amendment as follows:

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

2 Members abstained from vote as follows:

Councillors A Bailey and B Leishman.

**Resolved:**

In accordance with the Motion as follows:

**FINAL AGREED POSITION:**

**MEMBERSHIP OF LEARNING AND FAMILIES COMMITTEE**

1	Convener	John Rebbeck
2	Vice-Convener	Steven Carr
3	Vice-Convener	Michelle Frampton
4	Opposition Spokesperson	Caroline Shiers
5	Councillor	Ian Massie
6	Councillor	Iain MacPherson
7	Councillor	Jack Welch
8	Councillor	Chris Ahern
9	Councillor	Neil Freshwater
10	Councillor	Noah Khogali
11	Councillor	Crawford Reid
12	Councillor	Brian Leishman
13	Councillor	Liz Barrett
14	Councillor	Xander McDade
15	Councillor	Colin Stewart

**MEMBERSHIP OF HOUSING AND SOCIAL WELLBEING COMMITTEE**

1	Convener	Tom McEwan
2	Vice-Convener	Sheila McCole
3	Vice-Convener	Jack Welch
4	Opposition Spokesperson	Bob Brawn
5	Councillor	Stewart Donaldson
6	Councillor	Michelle Frampton
7	Councillor	Iain MacPherson
8	Councillor	Chris Ahern

9	Councillor	Andy Chan
10	Councillor	Ian James
11	Councillor	Frank Smith
12	Councillor	Brian Leishman
13	Councillor	Peter Barrett
14	Councillor	Rhona Brock
15	Councillor	Claire McLaren

## **MEMBERSHIP OF ENVIRONMENT AND INFRASTRUCTURE COMMITTEE**

1	Convener	Andrew Parrott
2	Vice-Convener	Mike Williamson
3	Opposition Spokesperson	Angus Forbes
4	Councillor	Steven Carr
5	Councillor	Ken Harvey
6	Councillor	Richard Watters
7	Councillor	Jack Welch
8	Councillor	Keith Allan
9	Councillor	John Duff
10	Councillor	Noah Khogali
11	Councillor	Frank Smith
12	Councillor	Alasdair Bailey
13	Councillor	Claire McLaren
14	Councillor	Colin Stewart
15	Councillor	Willie Robertson

## **MEMBERSHIP OF PLANNING AND PLACEMAKING COMMITTEE**

1	Convener	Ian Massie
2	Vice-Convener	Grant Stewart
3	Councillor	Eric Drysdale
4	Councillor	Richard Watters
5	Councillor	Mike Williamson
6	Councillor	Hugh Anderson
7	Councillor	Bob Brawn
8	Councillor	David Illingworth
9	Councillor	Ian James
10	Councillor	Crawford Reid
11	Councillor	Claire McLaren
12	Councillor	Brian Leishman
13	Councillor	Dave Cuthbert

## MEMBERSHIP OF LICENSING COMMITTEE

1	Convener	Mike Williamson
2	Vice-Convener	Iain MacPherson
3	Councillor	Steven Carr
4	Councillor	Ken Harvey
5	Councillor	Grant Stewart
6	Councillor	Chris Ahern
7	Councillor	Keith Allan
8	Councillor	Hugh Anderson
9	Councillor	David Illingworth
10	Councillor	Crawford Reid
11	Councillor	Willie Robertson
12	Councillor	Rhona Brock
13	Councillor	Eric Drysdale

## MEMBERSHIP OF SCRUTINY AND PERFORMANCE COMMITTEE

1	Convener	Colin Stewart
2	Vice-Convener	Alasdair Bailey
3	Councillor	Steven Carr
4	Councillor	Eric Drysdale
5	Councillor	Ian Massie
6	Councillor	Michelle Frampton
7	Councillor	Caroline Shiers
8	Councillor	Keith Allan
9	Councillor	Frank Smith
10	Councillor	Angus Forbes
11	Councillor	Willie Robertson

## MEMBERSHIP OF AUDIT AND RISK COMMITTEE

1	Convener	David Illingworth
2	Vice-Convener	Andy Chan
3	Councillor	Ken Harvey
4	Councillor	Iain MacPherson
5	Councillor	Sheila McCole
6	Councillor	Grant Stewart
7	Councillor	Liz Barrett
8	Councillor	Colin Stewart
9	Councillor	Bob Brawn
10	Councillor	Noah Khogali
11	Councillor	<i>Vacancy</i>

## MEMBERSHIP OF FINANCE AND RESOURCES COMMITTEE

1	Convener	Stewart Donaldson
2	Vice-Convener	Grant Laing
3	Councillor	Eric Drysdale
4	Councillor	Tom McEwan
5	Councillor	Andrew Parrott
6	Councillor	John Rebbeck
7	Councillor	Chris Ahern
8	Councillor	Andy Chan
9	Councillor	John Duff
10	Councillor	Angus Forbes
11	Councillor	Caroline Shiers
12	Councillor	Alasdair Bailey
13	Councillor	Peter Barrett
14	Councillor	Dave Cuthbert
15	Councillor	Colin Stewart
16	Provost	Xander McDade

## MEMBERSHIP OF CLIMATE CHANGE AND SUSTAINABILITY COMMITTEE

1	Convener	Richard Watters
2	Vice-Convener	Liz Barrett
3	Councillor	Ken Harvey
4	Councillor	Grant Laing
5	Councillor	Tom McEwan
6	Councillor	Noah Khogali
7	Councillor	Hugh Anderson
8	Councillor	Crawford Reid
9	Councillor	David Illingworth
10	Councillor	Dave Cuthbert
11	Councillor	Grant Stewart

## MEMBERSHIP OF PROPERTY SUB-COMMITTEE

1	Convener	Grant Laing
2	Vice-Convener	Eric Drysdale
3	Councillor	Tom McEwan
4	Councillor	Andy Chan
5	Councillor	Angus Forbes
6	Councillor	Peter Barrett
7	Councillor	Dave Cuthbert

## LOCAL REVIEW BODY

1	Convener	Bob Brawn
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## KINROSS-SHIRE LOCAL COMMITTEE

1	Convener	Willie Robertson (until 31 Dec 2022)
2	Vice-Convener	Dave Cuthbert (until 31 Dec 2022)
1	Convener	Dave Cuthbert (from 1 Jan 2023)
2	Vice- Convener	Richard Watters (from 1 Jan 2023)

## MEMBERSHIP OF LICENSING BOARD

1	Councillor	Mike Williamson
2	Councillor	Iain MacPherson
3	Councillor	Andrew Parrott
4	Councillor	Grant Stewart
5	Councillor	Ian James
6	Councillor	Hugh Anderson
7	Councillor	Chris Ahern
8	Councillor	Peter Barrett
9	Councillor	Rhona Brock

## JOINT NEGOTIATING COMMITTEE FOR TEACHING STAFF

1	Councillor	John Rebbeck
2	Councillor	Caroline Shiers
3	Councillor	<i>Vacancy</i>

## EMPLOYEES JOINT CONSULTATIVE COMMITTEE

1	Councillor	Sheila McCole
2	Councillor	John Rebbeck
3	Councillor	Chris Ahern
4	Councillor	Brian Leishman

## COMMUNITY PLANNING PARTNERSHIP BOARD

1	Councillor	Grant Laing
2	Councillor	John Duff
3	Councillor	Xander McDade

## **CHILDREN, YOUNG PEOPLE AND FAMILIES PARTNERSHIP**

1	Councillor	John Rebbeck
2	Councillor	Caroline Shiers
3	Councillor	Liz Barrett

## **COMMUNITY SAFETY AND JUSTICE PARTNERSHIP**

1	Councillor	Sheila McCole
2	Councillor	Mike Williamson
3	Councillor	Chris Ahern
4	Councillor	Peter Barrett

### **PERTH AND KINROSS COUNCIL**

#### **COUNCILLORS' REMUNERATION ARRANGEMENTS**

(based on levels w.e.f. 6 May 2022)

#### **NOTES:-**

The following are set out in legislation:-

Maximum sums payable to Leader (£39,148) and Civic Head/Provost (£29,361 (75% of Leader salary))

Maximum number of 14 Senior Councillors

Maximum sum of 75% of Leader salary payable to Senior Councillor (£29,361)

Maximum total budget of £342,524 for Senior Councillors

Sum payable to Councillor (£19,571)

<b>Position</b>	<b>Level of Remuneration</b>	<b>Councillor</b>
<b>Leader</b>	Set by statute (£39,148)	Councillor G. Laing
<b>Civic Head</b>	Set by statute (£29,361)	*Appointed by the Council
<b>Senior Councillors</b>		
1. Deputy Leader of the Council	£27,000	Councillor E. Drysdale
2. Convener of Environment & Infrastructure Committee	£27,000	Councillor A. Parrott
3. Convener of Learning & Families Committee	£27,000	Councillor J. Rebbeck
4. Convener of Housing & Social Wellbeing Committee	£27,000	Councillor T. McEwan
5. Convener of Finance & Resources Committee	£27,000	Councillor S. Donaldson
6. Convener of Climate Change & Sustainability Committee	£27,000	Councillor R. Watters
7. Convener of Planning & Placemaking Committee	£27,000	Councillor I. Massie
8. Convener of the Licensing Committee	£24,000	Councillor M. Williamson
9. Convener of the Licensing Board	£24,000	**Appointed by the Licensing Board
10. Leader of the largest opposition group	£27,000	Councillor J. Duff
11. Convener of Audit & Risk Committee	£27,000	Councillor D Illingworth
12. Convener of the Local Review Body	£24,000	Councillor B. Brawn
13. Convener of the Scrutiny and Performance Committee	£27,000	Councillor C. Stewart
<b>Total for Senior Councillors</b>	<b>£342,000</b>	
<b>25 Councillors at statutory level (£19,571)</b>	<b>£489,275</b>	
<b><u>TOTAL</u></b>	<b>£899,784</b>	

## OUTSIDE BODIES AND PARTNER ORGANISATIONS

### Statutory Appointments

	<b>Nominations</b>
Cairngorms National Park Authority Board	Councillor Xander McDade (until September 2024) Councillor Mike Williamson (from September 2024)
Loch Lomond and the Trossachs National Park Authority Board	Councillor Rhona Brock
NHS Tayside Board	Councillor Sheila McCole
Perth and Kinross Integration Joint Board	Councillor Colin Stewart (Vice-Chair) Councillor Shiela McCole Councillor Michelle Frampton Councillor David Illingworth Councillor Eric Drysdale (Proxy) Councillor Chris Ahern (Proxy)
Tayside & Central Scotland Transport Scotland (TACTRAN)	Councillor Andrew Parrott Councillor Richard Watters Councillor Hugh Anderson
Tayside Area Support Team for the Children's Hearings System	Councillor Michelle Frampton Councillor Ian James
Tayside Pension Fund - Local Pension Board	Councillor Stewart Donaldson
Tayside Valuation Joint Board - Offices of Convener and Vice Convener remunerated	Councillor Dave Cuthbert (Convener/ Vice-Convener) Councillor Sheila McCole Councillor Mike Williamson Councillor Chris Ahern Councillor Frank Smith

### National Appointments

	<b>Nominations</b>
CoSLA Convention	Councillor Grant Laing Councillor John Duff Councillor Peter Barrett Councillor <i>Eric Drysdale</i>
CoSLA Boards - Community Wellbeing	Councillor Tom McEwan

	<b>Nominations</b>
<ul style="list-style-type: none"> <li>- Education and Children</li> <li>- Health and Social Care</li> <li>- Environment and Economy</li> </ul>	Councillor John Rebbeck Councillor Sheila McCole Councillor Andrew Parrott
Scotland Excel Joint Committee	Councillor Sheila McCole
Scots Language Centre Association Limited - Executive Committee	Councillor Ken Harvey Councillor
Scotland Malawi Partnership	Councillor Jack Welch
Scottish Councils' Committee on Radioactive Substances (SCCORS)	Councillor Ken Harvey
Scottish National War Memorial	Councillor Chris Ahern
Veterans Assist Scotland (Armed Forces & Veteran Champion)	Councillor Chris Ahern

## **P&K Appointments**

	<b>Nominations</b>
Tayside Contracts Joint Committee	Councillor Mike Williamson (Convener/Vice-Convener) Councillor Sheila McCole Councillor Ken Harvey Councillor Angus Forbes Councillor Caroline Shiers Councillor Dave Cuthbert
Culture Perth and Kinross	Councillor Stewart Donaldson Councillor Andrew Parrott Councillor Chris Ahern
Horsecross Arts Limited	Councillor Ken Harvey Councillor Iain MacPherson Councillor David Illingworth
Live Active Leisure Limited	Councillor Steven Carr Councillor Brian Leishman Councillor Bob Brawn
Friends of Aschaffenburg - Management Committee	Councillor Andrew Parrot Provost Xander McDade (ex-officio)
Friends of Bydgoszcz - Management Committee	Councillor <i>Vacancy</i> Provost Xander McDade (ex-officio)

	<b>Nominations</b>
Friends of Cognac - Management Committee	Councillor Sheila McCole Provost Xander McDade (ex-officio)
Friends of Haikou - Management Committee	Councillor Andy Chan Provost Xander McDade (ex-officio)
Highland Reserve Forces and Cadets Association	Councillor Chris Ahern
Morrison's Academy Board	Councillor Claire McLaren
Perth and Kinross Countryside Trust - Executive Committee	Councillor Richard Watters Councillor Hugh Anderson
Perth and Kinross Heritage Trust - Board of Trustees	Councillor Stewart Donaldson Councillor David Illingworth
Perth and Kinross Outdoor Access Forum	Councillor <del>Hugh Anderson</del> John Duff
Perth and Kinross Society for the Blind - Board of Trustees	Councillor Eric Drysdale
Perth and Kinross Sports Council	Councillor Steven Carr Councillor Hugh Anderson Councillor Brian Leishman Provost Xander McDade (ex-officio)
Perth Airport Consultative Committee	Councillor Grant Stewart Councillor Chris Ahern
Perth Festival of the Arts	Councillor Ken Harvey Councillor David Illingworth
Perth Citizens Advice Bureau - Management Committee	Councillor Andy Chan
Perth City Leadership Forum	Councillor Grant Laing Councillor John Duff
Perthshire Tourism Partnership	Councillor Jack Welch Councillor Mike Williamson Councillor Noah Khogali
SEEMis Board of Management - Elected Member Representatives	Councillor John Rebbeck
Tay Cities Joint Committee	Councillor Eric Drysdale Councillor Grant Laing Councillor John Duff

	<b>Nominations</b>
Tay and Earn Trust	Councillor Alasdair Bailey
Tay District Salmon Fisheries Board	Councillor Andrew Parrott
Tay Estuary Forum	Councillor Grant Stewart
Tay River Trust	Councillor Jack Welch
University of the Highlands and Islands Foundation	Councillor Ian Massie

### Local Appointments

	<b>Nominations</b>
Blair Atholl and Struan Initiative	Councillor Mike Williamson
Blair Atholl Village Hall	Provost Xander McDade
Comrie War Memorial Institute	Councillor Rhona Brock
Hope Park Trust	Councillor Tom McEwan Councillor Grant Stewart Councillor <i>Bob Brawn</i> Councillor <i>Caroline Shiers</i>
Innerpeffray Library	Councillor Stewart Donaldson
Kinloch Rannoch Village Hall	Councillor Mike Williamson
Moulin Kirk Trust	Councillor Mike Williamson
Perth Academy War Memorial Bursary Trust	Councillor Michelle Frampton
Perth Civic Trust - Executive Committee	Councillor Ian MacPherson Councillor Andy Chan

### Groups/Boards

	<b>Nominations</b>
City Centre Action Group	Councillor Grant Laing Councillor John Duff Councillor <i>Peter Barrett</i> Councillor <i>Colin Stewart</i>

	<b>Nominations</b>
Culture Transformation Programme Board	Councillor Grant Laing Councillor Stewart Donaldson Councillor Caroline Shiers
Perth Harbour Board	Councillor Ian Massie Councillor Sheila McCole Councillor Andrew Parrott Councillor Chris Ahern (Chair) Councillor Frank Smith <i>Councillor Peter Barrett</i>
PH20 Project Board	Councillor Eric Drysdale Councillor Grant Laing Councillor John Duff



IN TERMS OF STANDING ORDER 9.3(B), THE PROVOST RULED THAT IN HIS OPINION THE FOLLOWING ITEM SHOULD BE CONSIDERED AS A MATTER OF URGENCY DUE TO A MATERIAL CHANGE IN THE BALANCE OF THE COUNCIL FOLLOWING THE RECENT LOCAL GOVERNMENT ELECTIONS.

**8. MOTION ON STEPS TO MITIGATE THE COST OF LIVING CRISIS**

**Motion (Councillors G Laing and E Drysdale)**

***We propose to allocate £104,000 from the Covid Reserve Fund to fund food insecurity during holiday periods.***

***Evidence has shown that the impact of Covid 19 and the cost of living crisis impacts most on children, young people and families who were already experiencing disadvantage. The allocating of this funding now will enable officers to plan for the provision of food and activities for young people and their families throughout the October, Christmas and Easter breaks.***

***Also we propose to allocate £600,000 to a new Financial Inclusion Fund, which would be administered through the Welfare Rights Team at Perth and Kinross Council. The Fund will be on similar lines as the Scheme run by the Housing Team for Council Tenants but will be available to target financial assistance to non-Council tenants struggling when faced with the various strands that make up the cost of living crisis.***

AT THIS POINT COUNCILLORS A CHAN, R BROCK, K HARVEY, A FORBES AND C SHIERS ALL DECLARED A NON-FINANCIAL INTEREST AND LEFT THE CHAMBERS FOR THIS ITEM OF BUSINESS.

**Resolved:**

In accordance with the Motion



**NAME OF COMMITTEE / SUB-COMMITTEE: FULL COUNCIL**

**OUTSTANDING BUSINESS STATEMENT (OBS)**

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

<b>No</b>	<b>Date / Minute Reference / Report Number</b>	<b>Subject Title</b>	<b>Outstanding Action</b>	<b>Update</b>	<b>Lead Officer /Service</b>	<b>Action Due/completed</b>	<b>Action Expected</b>
1.	25 May 2022. Item 5	Appointment of Bailie.	Nomination to be provided by Scottish Liberal Democrats Group.	Included on Council Agenda 22 June 2022.	Head of Legal and Governance Services.	COMPLETED	22 June 2022
2.	25 May 2022. Item 6. Report 22/110	Committee Remits / Scheme of Administration	Revised Scheme of Admin to be submitted to Council on 22 June 2022 to take account of changes to committees agreed on 25 May 2022.	COMPLETED	Head of Legal and Governance Services.	COMPLETED	22 June 2022
3.	25 May 2022. Item 6. Report 22/110	Appointment of Non-Elected Members	Elections to take place as soon as possible for relevant non-elected members on committees.	Preparation work will begin in July 2022.  NOT COMPLETED	Head of Legal and Governance Services.	DUE	September 2022

No	Date / Minute Reference / Report Number	Subject Title	Outstanding Action	Update	Lead Officer /Service	Action Due/completed	Action Expected
4.	25 May 2022. Item 6. Report 22/110	Role of Member / Officer Working Groups	Decision on future role of Member/Officer Working Groups deferred from Council meeting of 25 May 2022.	To be considered as part of report on Transformation and Change Strategy submitted to Council on 22 June 2022.	Head of Legal and Governance Services.	COMPLETED	22 June 2022
5.	25 May 2022. Item 6. Report 22/110	Timetable of Meetings 2022	Proposed timetable of meetings for remainder of 2022 to be submitted to Council on 22 June 2022 for approval.	COMPLETED	Head of Legal and Governance Services.	COMPLETED	22 June 2022
6.	25 May 2022. Item 6. Report 22/110	Revised Committee Report Template	Revised Committee report template to be submitted to Council on 22 June 2022 for approval.	COMPLETED	Head of Legal and Governance Services.	COMPLETED	22 June 2022

<b>No</b>	<b>Date / Minute Reference / Report Number</b>	<b>Subject Title</b>	<b>Outstanding Action</b>	<b>Update</b>	<b>Lead Officer /Service</b>	<b>Action Due/completed</b>	<b>Action Expected</b>
7.	25 May 2022. Item 6. Report 22/110	Committee / Other Group Vacancies	Vacancies on Audit and Risk Committee / Joint Negotiating Committee for Teaching Staff to be filled.	Council Agenda – 22 June 2022.	Head of Legal and Governance Services.	COMPLETED	22 June 2022.
8.	25 May 2022. Item 7.	Outside Body Vacancy	Vacancy on Friends of Bydgoszcz – Management Committee	Council Agenda – 22 June 2022.	Head of Legal and Governance Services.	COMPLETED	22 June 2022.



# PERTH & KINROSS COUNCIL

22 JUNE 2022

## REVISION OF PERTH AND KINROSS INTEGRATION SCHEME

### Report by Chief Operating Officer

(Report No 22/138)

### 1. PURPOSE

- 1.1 This report presents for approval a revised Integration Scheme for health and social care in Perth and Kinross to allow submission for final approval by Scottish Ministers, as required by the Public Bodies (Joint Working) (Scotland) Act 2014.

2. RECOMMENDATION	
2.1	<p>It is recommended that Council:</p> <ul style="list-style-type: none"> <li>(i) note the Consultation Summary attached at <b>Appendix 1</b> and the follow-up actions that have been addressed.</li> <li>(ii) approve the revised Perth and Kinross Integration Scheme attached as <b>Appendix 2</b> for submission to Scottish Ministers (subject to approval by Tayside NHS Board).</li> </ul>

### 3. STRUCTURE OF REPORT

- 3.1 This report is structured over the following sections:

- Section 4: Current Position
- Section 5: Consultation
- Section 6: Proposals
- Appendices

### 4. CURRENT POSITION

- 4.1 Under the Public Bodies (Joint Working) (Scotland) Act 2014, all Councils and Health Boards were required to establish an Integration Scheme to take forward integration of health and social care functions in their areas.
- 4.2 The Integration Scheme is the legal agreement between Perth & Kinross Council and Tayside NHS Board (NHS Tayside) which sets out the arrangements for health and social care integration in Perth and Kinross. The current Scheme was approved by Perth & Kinross Council on 25 March 2015 (report 15/419 refers) and was subsequently submitted to Scottish Government in September 2015. The Scheme was updated in February 2018 to include functions under the Carers (Scotland) Act 2016 as delegated functions.

- 4.3 The 2014 Act required the Council and the Health Board to carry out a review of its Integration Scheme within 5 years of being approved by Scottish Ministers – i.e., by 13 September 2020. This high-level review was carried out by officers of the Council and the Health and Social Care Partnership. This review identified that changes to the Scheme were both necessary and desirable to reflect changing practice as integration has evolved. The findings from this review were reported to Council on 7 October 2020, at which time, the Chief Executive was asked to prepare a revised scheme and to consult as necessary with interested persons or groups (Report No: 20/182 refers).
- 4.4 In common with other Councils and Health Boards, work on the revisions to the Scheme was delayed as a result of the response to the Covid-19 pandemic. A Tayside-wide project group was formed in July 2021 to carry out the revisions to the three Integration Schemes for Perth and Kinross, Dundee, and Angus, with the aim of making them the same where it is appropriate to do so.
- 4.5 The draft document has been developed with input from key staff from NHS Tayside, Perth & Kinross Council, Angus Council and Dundee City Council, and the three Health and Social Care Partnerships. The draft revised Scheme was then consulted on widely, and the feedback is summarised in Appendix 1.
- 4.6 In order to provide an overview of the changes in the revised Scheme, it is helpful to consider what is the same and what is different.

### **What is the same?**

- The functions that are delegated to the Perth and Kinross Integration Joint Board remain unchanged, and the same is true in the other two Tayside Schemes.
- The IJBs continue to be responsible for strategic planning for all delegated community-based health and social care services for adults, services related to unplanned admissions to hospital and a limited number of arrangements in relation to child health.
- Services continue to be managed operationally by NHS Tayside and each Council in Tayside, under the direction of the IJBs.
- The membership of the Integration Joint Board is the same i.e. four elected members from Perth & Kinross Council and four Tayside NHS Board members.
- The commitment of the Council and the NHS to deliver health and social care integration and progress the national health and wellbeing outcomes is restated.

## **What has changed?**

- All the sections have been updated recognising that the IJB has been functioning for 5 years e.g. references to the first three years have been removed.
- There is a refreshed “definitions” section which improves clarity and consistency throughout the document
- The clinical, care and professional governance and risk sections have been updated based on improved integrated arrangements developed over the last 5 years.
- Some paragraphs now better reflect the requirements of the legislation than previously, as our understanding has grown. This improves understanding about who is accountable and responsible in different circumstances.
- Following the Strang enquiry into adult mental health services in Tayside, the operational management arrangements for inpatient adult mental health services have been strengthened. Each IJB has responsibility for strategic planning for inpatient services for mental health, learning disability and drug and alcohol; the Chief Officer for the Perth & Kinross IJB will coordinate strategic planning for these services across the three Tayside IJBs; NHS Tayside have operational responsibility for these services.
- Unnecessary text that restates requirements of the legislation has been removed. Some paragraphs have been moved or rearranged to improve the flow of the document.
- It is a legal and technical document and we have tried to make it simpler and easier to understand, where possible.

4.7 Briefings have been provided to elected members, NHS Board members and IJB members over the period of review.

4.7.1 The draft Scheme attached has been agreed by officers within NHS Tayside and will be submitted with a recommendation for approval to the Tayside NHS Board later in June.

## **5. CONSULTATION**

5.1 In accordance with the 2014 Act, a public consultation exercise and meetings with the Perth and Kinross User Reference Group (13 May 2022) and Strategic Planning Group (17 May 2022) have been used to gather in feedback. All responses were considered by the Tayside Project Group and taken into account, where appropriate, in preparing the final draft Perth and Kinross Integration Scheme. Other comments and feedback have been passed on to relevant parties.

5.2 The principles relating to the consultation and a summary list of the consultees is included in section 10 of the revised Integration Scheme. The consultation exercise sought comments on:

- the respondents understanding of the document and any suggestions to improve its accessibility.

- Any specific comments on the following sections:
  - Local operational management arrangements
  - Chief Officer
  - Clinical, Care and Professional Governance
  - Finance
- Any other comments

5.3 The online public consultation took place between 10 May and 27 May 2022. An analysis of the responses is attached at Appendix 1. A similar joint consultation exercise took place in April for the other Tayside Integration schemes.

5.4 Many of the comments did not relate directly to the content of the Integration scheme except in relation to comments on finance. Some comments were more related to considerations for strategic planning opportunities for service improvement, and communication. These comments have been shared with the Health & Social Care Partnership in order that the Strategic Planning Group or relevant Executive Management Teams can consider these comments and suggestions.

## 6 PROPOSALS

6.1 Feedback received via the consultation process has been incorporated and used to improve the clarity and accessibility of the revised Integration Scheme. These changes include further rewording of sections, improving definitions and adding additional definitions.

6.2 The revised Perth and Kinross Integration Scheme has been agreed by officers of NHS Tayside and will be presented to the Tayside NHS Board for approval later in June.

6.3 The revised Scheme attached at Appendix 2 is presented for consideration and approval by the Council ahead of final submission to Scottish Government by 30 June 2022.

### Authors

Name	Designation	Contact Details
Lisa Simpson	Head of Legal & Governance Services	<a href="mailto:lisimpson@pkc.gov.uk">lisimpson@pkc.gov.uk</a>
Karen Donaldson	Chief Operating Officer	kadonaldson@pkc.gov.uk

### Approved

Name	Designation	Date
Thomas Glen	Chief Executive	15 June 2022

## 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>No</b>
Workforce	<b>No</b>
Asset Management (land, property, IST)	<b>No</b>
<b>Assessments</b>	
Equality Impact Assessment	<b>No</b>
Strategic Environmental Assessment	<b>No</b>
Sustainability (community, economic, environmental)	<b>No</b>
Legal and Governance	<b>Yes</b>
Risk	<b>No</b>
<b>Consultation</b>	
Internal	<b>Yes</b>
External	<b>Yes</b>
<b>Communication</b>	
Communications Plan	<b>No</b>

### 1. Strategic Implications

#### Community Plan/Single Outcome Agreement

- 1.1 The proposals relate to the delivery of the Perth and Kinross Community Plan/Single Outcome Agreement in terms of the following priorities:

(i) *Supporting people to lead independent, healthy and active lives*

#### Corporate Plan

- 1.2 *The proposals relate to the achievement of the Council's Corporate Plan Priorities:*

(i) *Supporting people to lead independent, healthy and active lives*

### 2. Resource Implications

#### Financial

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

#### Workforce

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

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

- 2.3 Not applicable.

### **3. Assessments**

#### Equality Impact Assessment

- 3.1 The proposals in this report have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:
- 3.2 This section should reflect that the proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:
- (i) Assessed as **not relevant** for the purposes of EqIA

#### Strategic Environmental Assessment

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

#### Sustainability

- 3.5 Not applicable.

#### Legal and Governance

- 3.6 There is a requirement under section 44 of the Public Bodies (Joint Working) (Scotland) Act 2014 to carry out a review of the Integration Scheme every five years to determine whether changes to the Scheme are necessary or desirable. If changes are necessary or desirable, then the Council and Health Board may vary the Scheme by preparing a revised Scheme, under section 46 of the 2014 Act.

#### Risk

- 3.7 There is a legal requirement to review the Integration Scheme and to submit the same for approval to Scottish Ministers. Failure to do so will give rise to significant reputational risk.

## **4. Consultation**

### Internal

- 4.1 The Health & Social Care Partnership Chief Officer, Head of Legal and Governance Services and Head of Finance have been consulted in connection with the proposals and the preparation of this report.

### External

- 4.8 A proportionate joint consultation on this Scheme took place prior to the date of approval. The following principles were agreed by the Parties and followed in respect of the consultation process:

- The views of all participants were valued
- It was transparent
- The results of the consultation exercise were published
- The draft scheme was published along with a side by side version including the original scheme, and comments were invited from members of the public
- It was the continuation of an on-going dialogue about integration.

The stakeholders consulted were:

- NHS Tayside Board
- Angus Council
- Dundee City Council
- Perth and Kinross Council
- Angus Integration Joint Board
- Dundee Integration Joint Board
- Perth and Kinross Integration Joint Board
- Health professionals
- Users of health care
- Carers of users of health care
- Commercial providers of health care
- Non-commercial providers of health care
- Social care professionals
- Users of social care
- Carers of users of social care
- Commercial providers of social care
- Non-commercial providers of social care
- Staff of NHS Tayside and Perth & Kinross Council
- Union and staff representatives
- Non-commercial providers of social housing
- Third sector bodies carrying out activities related to health or social care
- General Public including those with protected characteristics

A range of engagement methods were used to consult on the Scheme:

- Online questionnaires for all stakeholders across all partner platforms
- Online content and digital assets across all partners' social media signposting to the Scheme hosted on the Council, NHS Tayside and the HSCP websites
- Briefings with members of NHS Tayside Board, Elected Members of the Council and with the Integration Joint Board members.

## **5. Communication**

- 5.1 The revised Integration Scheme, once approved by Scottish Ministers, will be published on the parties' websites, the HSCP web pages and shared with relevant groups.

## **2. BACKGROUND PAPERS**

No background papers other than those referred to in this report were relied on in preparing the report.

## **3. APPENDICES**

Appendix 1	Summary of Consultation on Integration Scheme
Appendix 2	Perth and Kinross Revised Integration Scheme

## APPENDIX 1

### Revision of the Perth and Kinross Health and Social Care Integration Scheme

#### Analysis of Consultation Responses

An online public consultation was undertaken between Tuesday 10 May and Friday 27 May 2022 in respect of the Integration Scheme for Perth and Kinross. A joint consultation exercise on the Integration Schemes for Dundee and Angus was carried out in April 2022. The web content on both Council and NHS Tayside websites provided context to the consultation exercise, a summary of what had changed and what has stayed the same in the Perth and Kinross Integration Scheme and a side-by-side version of the revised draft and current Schemes to aid comparison.

The consultation exercise sought comments on:

- the respondents understanding of the document and any suggestions to improve its accessibility.
- Any specific comments on the following sections:
  - Local operational management arrangements
  - Chief Officer
  - Clinical, Care and Professional Governance
  - Finance
  - Any other comments

Social media coverage in Perth and Kinross relating to the consultation had significant reach of more than 780 from one twitter post alone. Further detail on social media reach is provided in Appendix 1b. There have been 30 responses to the consultation, not all consultees provided comment or commented on every section of the scheme. Of the 30 responses:

- 33% of respondents were employees of either the Council or NHS Tayside.
- 57% respondents were users of health and/or social care services
- 3% respondents were independent providers of health and/or social care
- 7% respondents described themselves as 'other'.

Appendix 1a provides the detail of comments received.

It should be noted, however, that many of the comments were not relevant to the content of the Integration Scheme, except for some comments on the arrangements for finance. The majority of the comments received related more to strategic planning, communication, opportunities for service improvement or operational management. Whilst not relevant to the issue of the review of the Scheme, the comments have been shared with the Parties, the Chief Officer and the Strategic Planning Group, as relevant, for further consideration.

#### Summary of responses

##### 1. Understanding the scheme

Generally positive comments that the scheme had been simplified. Request for more use of plain English. In relation to improving peoples understanding of the scheme, comments ranged from asking for more information about integration and clarification of roles and accountability

## **2. Local operational management**

Comments referenced arrangements as not being as integrated as they should and the need for greater planning. There were comments on the quality of communication between people working in different parts of the integrated system.

## **3. Role of the Chief Officer**

Comments referenced interim arrangements which are now no longer valid as a permanent appointment has been made. Identified potential for confusion between references to Chief Officer for the HSCP and the Chief Officer (Acute Services).

## **4. Clinical, Care and Professional Governance**

Comments referenced issues relating to poor communication which need to be considered within the existing clinical care and professional governance arrangements. The comments highlighted the importance of workforce development.

## **5. Finance**

Comments referenced the need for budgetary provision for learning and development; and generally, not supportive of the addition of the sentence in section 9.20 in respect of repayments as part of the approach to risk sharing. Queries around the circumstances when additional payments would have to be paid and overspends being shared on a proportionate basis. Greater clarity was sought.

## **6. Other comments**

There were a range of other comments from responders including:

- Some positive comments about joined up working.
- The need to improve communication generally
- The need for the Council and the NHS to demonstrate their commitment to integration and the need to deliver improvements in integrated working
- Concerns over differences between local authorities, NHS and approaches being taken to health and social care
- The length of the document.

## FEEDBACK FROM USER REFERENCE GROUP (13/5/22) and STRATEGIC PLANNING GROUP (17/5/22)

Comments referenced below, those which are not matters for the Integration Scheme itself shall be shared with IJB/Chief Officer/ Parties/ HSCP Management team as appropriate for consideration:

Comment	Response
<ul style="list-style-type: none"> <li><i>Voting members – public private partners can't vote.</i></li> <li><i>No mention of role of carer representatives – period of appointment/method of election and payment.</i></li> <li><i>include statement the Board can appoint others beyond Council and NHS. (This is set in Regulations and then decision for IJB)</i></li> </ul>	<p>Voting rights are restricted to elected member reps/ NHS board reps as per Public Bodies (Joint Working) (Integration Joint Boards) (S) Order 2014). Accordingly not something that can be changed within the Integration Scheme.</p> <p>Comment passed to Chief Officer/IJB to provide more information and clarity re role of carer representative.</p> <p>Appointment of additional members is a matter for the IJB to consider</p>
<ul style="list-style-type: none"> <li><i>Lack of clarity on property strategy development. Should premises management strategy be referenced in the Integration Scheme?</i></li> <li><i>No public register or agreement on assets / land – example given of disposal decision by NHS which was contrary to the wishes of the IJB/HSCP.</i></li> <li><i>Relationship between NHS and Local Authority – decisions on assets and resources cuts across IJB policy. Is there an assets policy?</i></li> </ul>	<p>IJB itself does not own or manage property. Property assets are controlled by the Parties. Comments passed to Executive Management Teams in PKHSCP, PKC and NHST for consideration</p>
<ul style="list-style-type: none"> <li>Collaborative agreement across the IJBs (chairs and vice chairs) – needs to be strengthened for sharing knowledge and experience.</li> </ul>	
<ul style="list-style-type: none"> <li>Intermediate care should be explicit in the Integration Scheme (functions are prescribed by legislation)</li> </ul>	
<p>Complaints procedure. Independent Advocacy is important and training for this is important. (Paragraph 12.4)</p>	<p>Comments passed to Chief Officer for consideration</p>
<p>Clinical and Professional Governance Group – should such group have carer / user representation?</p>	<p>Passed to Chief Officer for further consideration</p>
<ul style="list-style-type: none"> <li><i>Improve engagement process.</i></li> <li><i>Strengthen the role of the SPG.</i></li> </ul>	<p>Passed to Chief Officer/ IJB for consideration</p>

## Comments Received

Area of Comment	Comment	Response
<b>How could we make the integration scheme more easy to understand?</b>	More information clear honest information	The scheme is a technical and legal document with much of the language drawn from the legislation itself. It is based on the model scheme issued as part of the guidance to the legislation. A set of definitions has been included to improve understanding. Consideration will be given to the need for additional definitions and further consideration of opportunity to increase the use of plain English.
	Simplified	
	This goes against information released around inpatient mental health which should in totality be under 1 directorate and overseen by the NHS Board	Section 5 sets out the legal position and the particular arrangements for in-patient mental health services. The IJB is responsible for strategic planning of all services which are delegated functions under the 2014 Act – this includes inpatient mental health. It is also responsible for oversight of operational services ( most of which are managed via the Chief Officer. Specific exception being that NHS Tayside is responsible for the operational management of inpatient mental health following the Directions of the IJB.
	Having seen the consultation, I have tried to understand the content of the Perth and Kinross Health and Social Care Partnership webpages but have gained a very very limited understanding of all the component parts, how they interact and how they might succeed or fail in practice. If it is important that members of the public understand it, I think you will need to do more to make it accessible/ comprehensible to people who are not familiar with your system. If it is not important, no worries.	We will review and improve the information about integration on our websites.

Area of Comment	Comment	Response
	Making it visible to ordinary people - plain English, none of the fancy lead in that turns everyone off and promote through voluntary orgs, social media (in social media language not council speak)	Perth & Kinross Council and NHST will take this feedback into consideration for any future consultations regarding the integration scheme.
	Supposed to have been integrated for years. Social work systems don't work with health systems, social work and council don't share information with health. Council and social work were given laptops tables and equipment to work from home, health professionals that could work from home were not permitted to and were not given equipment to enable them to do so. No integration within the locality.	Comment passed to Executive Management Teams in PKHSCP, PKC and NHST for consideration and action.
	For a start you could proof-read and correct the introductory paragraphs above - par 2 line 2 - the word "age" makes no sense. Par 2 line 3 - the word "and" is used instead of the word "an". The fact that these errors have been allowed to appear suggests a lack of concern around this work. On the document itself which you hope you have made accessible to a wide range of people; in my view it is too long; there is too much jargon and technical language. If you really wish as wide a range of people as possible to understand the scheme you need to produce a separate document or at least an executive summary. But I wonder if instead you've done the minimum to meet your statutory obligations.	The scheme is a technical and legal document with much of the language drawn from the legislation itself. It is based on the model scheme issued as part of the guidance to the legislation. A set of definitions has been included to improve understanding. Consideration will be given to the need for additional definitions and further consideration of opportunity to increase the use of plain English. Any drafting errors will be corrected in the final version. A significant amount of work has been undertaken with NHST, the 3 Councils to improve clarity and consistency.
	What is it never heard of it	We will improve information about integration on our websites.

Area of Comment	Comment	Response
	More information clear honest information	We will improve information about integration on our websites.
	Biscuits	
	Simplified	The scheme is a technical and legal document with much of the language drawn from the legislation itself. It is based on the model scheme issued as part of the guidance to the legislation. A set of definitions has been included to improve understanding. Consideration will be given to the need for additional definitions and further consideration of opportunity to increase the use of plain English.
	Page 4 Definitions and interpretations: I do not understand what is being articulated in the "Executive lead for Mental health and Learning Disability" definition and also its later use in section 1.8	<p>This is unfortunately, a reflection of the complexity of governance arrangements for delegated in-patient mental services</p> <p>Section 5.1 and 5.2 identifies that the IJB is responsible for planning all services related to the delegated function. This includes inpatient learning disability and mental health services. NHS Tayside is responsible for operational management (Section 5.3 and 5.4) of those services following the Directions of the IJB. The Executive Lead for Mental Health and Learning disabilities has responsibility for the operational management of those services.</p>
	Page 6-7 section 4 membership of the IJB. under 1.2 this paragraph describes the voting membership of the IJB. There is no further narrative provided which articulates the remaining membership in line with current non voting membership for clinical professional colleagues such as Registered Nurse and medical colleagues	The IJB membership must comply with the Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014.

Area of Comment	Comment	Response
	<p>I understand the scheme because I work for NHS Tayside. I know that the general public has little awareness of the scheme though so improvements could be made to demonstrate that the Council and NHS work together to deliver the services. For example, staff who work to deliver services in the community could show the patients that they are providing a service to, that they are working in a joint way - their name badge for example, could have both logos on it and they could explain this to the patients so they have a better understanding.</p>	<p>Comment passed to Executive Management Teams in PKHSCP, PKC and NHST for consideration and action.</p>
	<p>Overall I think PKC have done a good job of communicating information to a variety of audiences who will require different levels of detail. The 61 page document is WAY too long and would benefit from graphics, diagrams or colour to aid understanding and accessibility. Pages 2-4 were good, clear, concise, written in plain English. I understand that for individuals working in specific roles this level of detail is helpful, but that is a small audience. The 6 slide overview is much more visually appealing, but is still dependent on words rather than diagrams or flowcharts. I especially liked "what is the same?" and "what has changed?" slides - those are the key questions and are clearly answered here. The side by side comparison was a good idea poorly executed. It left the impression that anything on the left side (2018) had been dumped from the right side (2022) but actually a lot was still in there.</p>	<p>The scheme is a technical and legal document with much of the language drawn from the legislation itself. It is based on the model scheme issued as part of the guidance to the legislation. A set of definitions has been included to improve understanding. Consideration will be given to the need for additional definitions and further consideration of opportunity to increase the use of plain English.</p>

Area of Comment	Comment	Response
Local operational management arrangements	Confusing	This reflects the complexity of integration and the governance arrangements in terms of roles, responsibilities, accountabilities etc. under the legislation Consideration will be given to the need for additional definitions/ information in relation to how the scheme operated
	How would any potential user know anything about any of these?	We will improve information about integration on our websites.
	This is welcomed, especially the seamless approach.... Until all staff can use one integrated recording system this will be difficult to achieve and duplication will continue.	Comment passed to Executive Management Teams in PKHSCP, PKC and NHST for consideration and action.
	Not fully integrated. Locality working is challenging within an aligned structure. Frequently priorities clash between health and social care. Many ideas never seen through	Comment passed to Executive Management Teams in PKHSCP, PKC and NHST for consideration and action.
	Not fully integrated. Locality working is challenging. Many ideas never seen through	Comment passed to Executive Management Teams in PKHSCP, PKC and NHST for consideration and action.
	Who are they?	
	Terrible	The scheme is a technical and legal document with much of the language drawn from the legislation itself. A set of definitions has been included to improve understanding. Consideration will be given to the need for additional definitions and further consideration of opportunity to increase the use of plain English.
	I feel more integration planning is needed. Looking to the future, services need to plan in an aligned way to avoid duplication and to ensure nothing is missed	Comment passed to Strategic Planning group for consideration and action

Area of Comment	Comment	Response
	Does not seem Integrated, still separate NHS and Local Authority operational management arrangements does not allow truly integrated working.	Comment passed to Executive Management Teams in PKHSCP, PKC and NHST for consideration and action.
	The IJB does not allow for people living in this area who are not classed as permanent residents yet are receiving NHS care in Tayside	The IJB must produce a Strategic Plan in relation to the delegated functions. In accordance with the integration delivery principles as set out in the 2014 Act. This make reference to service users who are defined as “persons to whom or in relation to whom the services are provided”. Operational provision will be in accordance with the relevant health or social care legislation ( eg. Adults with Incapacity legislation etc.)
<b>Role of Chief Officer</b>	does not understand partnership working and does not include the NHS	Comment passed to Executive Management Teams in PKHSCP, PKC and NHST for consideration.
	No contact dont know who it is.	
	The use of Chief officer of the partnership and the NHS Tayside chief officer is confusing to read.	Consideration will be given to the need for additional definitions.
	Interim in place. Need consistency, someone not afraid to make decisions and fully understands the health and social care aspects	A permanent appointment has now been made to the Chief Officer post.
	Interim in place	A permanent appointment has now been made to the Chief Officer post.
	Terrible	
	I think the Chief Officers of all three HSCPs do a fantastic job - as do their staff.	

Area of Comment	Comment	Response
<b>Clinical, care and Professional Governance</b>	Nurses have no idea if medical needs of patients have been dealt with and refer you to medical team so how can they care for patients and the patients are not able to get an appointment to speak to a doctor?	Comment passed to Executive Management Teams in PKHSCP, PKC and NHST for consideration and action.
	Confusion around staff T7Cs	Comment passed to Executive Management Teams in PKHSCP, PKC and NHST for consideration and action.
	Different rules for different areas	Comment passed to Executive Management Teams in PKHSCP, PKC and NHST for consideration and action.
	We need to ensure the workforce is sufficient to enable time to invest in staff development and quality improvement realistically. Staff are coming in and hitting the ground running in recent years resulting in best practice approaches not always being embedded.	Comment passed to PKHSCP Executive Management Team for consideration. Actions to address workforce challenges including the need for staff development are set out in the Draft PKHSCP 3-year Workforce Plan being considered by the IJB at its meeting in June.
	Not fully integrated. Much more can be done to scrutinise and assume clinical and care governance. Reporting structures should be aligned as should KPIs and other performance measures	Comment passed to Strategic Planning for consideration and action.
	Not fully integrated	Comment passed to Strategic Planning Group for consideration and action.
	Never heard of this. Service is zero in the community just now	Comment passed to PKHSCP Executive Management Team in PKHSCP for consideration and action.
	Terrible	
	Communication is extremely poor. Poor joint working remains	Comment passed to Strategic Planning Group for consideration and action

Area of Comment	Comment	Response
	I think it's very important to demonstrate to the NHS that the clinical care provided by the HSCPs is governed in the same way the work carried out by the NHS is.	PKC, NHST and PKIJB have developed improved clinical care governance reporting and assurance arrangements during 2021/22 that strengthen accountability. These are reflected in Section 7 of the draft scheme.
	Too cumbersome still leaves room for error and accountability, again no joined up working evident in the narrative, still very much NHS and Local Authority	Comment passed to Strategic Planning Group for consideration and action.
	Non permanent residents are receiving social care from a different LA area while living and receiving medical care here.	Without knowledge of the particular case - this may be as a consequence of applying the regulations in respect of "ordinary residence".
<b>Finance</b>	No partnership discussion to agree	Comment passed to the PKHSCP Executive Management Team for consideration and action. The Annual IJB Budget is developed in consultation with a wide range of stakeholders.
	More money spent on social care workers than NHS workers.	Comment passed to the PKHSCP Executive Management Team for consideration and action. In 2021/22 the staff budget for Social Care was £21.6m. The staff budget for Health Services was £43.9m. Budget relates to permanent posts only and include Lead Partner Services ( but excluding inpatient mental health)
	The budget must ensure space for learning and development is factored into workforce design, continual cuts in the workforce have reduced quality of experience despite best efforts. Budgets must factor in locality demographics and deprivation information, especially geographical deprivation. We must forward plan with predicted demographics ensuring the workforce is sufficient to enable staff experience to be as described and not stretched to the point that we are losing experience.	Comment passed to the PKHSCP Executive Management Team for consideration and action. The Annual IJB Budget is developed in consultation with a wide range of stakeholders

Area of Comment	Comment	Response
	Not fully integrated	Comment passed to the PKHSCP Executive Management Team for consideration and action.
	Not fully integrated	Comment passed to the PKHSCP Executive Management Team for consideration and action.
	Terrible	
	This needs to be clearer, too long winded and room for ambiguity.	The scheme is a technical and legal document with much of the language drawn from the legislation itself. Suggested revised definitions have now been agreed which will provide more clarity and consistency.
	Different LA providing different levels of support, not consistent.	It is for each local authority and the Health Board to provide sufficient support to each IJB and HSCP.
	At section 9.20, the revised scheme sets out that 'additional payments may have to be paid in future years'. It is not clear in what circumstances this will be required which leaves significant uncertainty for the IJB in relation to financial planning. Further the potential requirement for payback (which will already have been offset by unearmarked reserves and recovery actions in line with the existing requirements of the integration scheme) is likely only to exacerbate financial pressure across the health and care system. If a system is materially overspent, it is already challenging for that system to pay back an overspend in future years. The whole system and NHS Tayside in particular is likely to experience unintended consequences e.g., increased delayed discharges where a system is forced to reduce community investment to meet pay back requirements. This would in fact most likely lead to a far higher financial cost across the whole system.	Project Group and Directors of Finance considered these points. Agreed wording is in the revised Integration Scheme for Perth and Kinross.

Area of Comment	Comment	Response
	<p>It should also be noted that IJB's do not have access to receipts from sale of assets which I understand are often used by NHS Board to pay back overspends to the Scottish Government. The potential requirement for pay back of overspends is being added to the scheme at the same time as very material budget issues remain unresolved in relation to Inpatient Mental Health Services which could potentially significantly increase the risk profile of the IJB and the pay back clause, if enacted, could have a serious impact on the future sustainability of the IJB. At section 9.18, can consideration to be given to the amendment of this section to provide clarity that unplanned overspends relate to those for which the chief officer has operational management responsibility? At section 9.20, the draft scheme sets out that the partners may agree to overspends being shared on a proportionate basis. Can this section be amended to make it clear that if this is not agreed, then each year any overspends will be met by the partner with operational responsibility.</p>	
<b>Any other comments</b>	<p>The IJB refuses to engage effectively with the NHS and taking on services which do not belong to them i.e. inpatient mental health</p>	<p>The 2014 Act prescribes inpatient mental health services as a delegated function. The IJB is responsible for strategic planning for and operational oversight of the delegated functions which includes inpatient mental health. NHS Tayside are responsible for the operational management of inpatient mental health services.</p>

Area of Comment	Comment	Response
	If it not important for the public to understand how your system functions, the strengths and weaknesses, fine. If you want more public support a greater sense of engagement by people not yet in the system would be necessary	Comment passed to Strategic Planning for consideration and action.
	Have to refer to other agencies who can then say its not for them, and the person gets passed from pillar to post.	Comment passed to Strategic Planning Group and Executive Management Team for consideration and action.
	For staff in previous years the strategic plan has never been well embedded day to day, inspection noted this. We really have to start from the top with the plan make it thread through everything, direction of travel can be confusing on the ground this must be improved. While centralised services are to some degree more efficient monetarily, in terms of reducing health and social care inequalities this has had the opposite effect, particularly for rural areas. For example child vaccinations missed in rural areas because centrally located staff don't understand the rurality and distances involved. In rural areas GP practices and local staff need to supported to deliver wider care, for example in the past we had local district nurse who was also the midwife and could support with care. Sub-localities within localities need to be considered differently to ensure all citizens' needs can be provided for.	Comment passed to Strategic Planning Group Executive Management Team for consideration and action.
	Overall .. terrible	

Area of Comment	Comment	Response
	The joined up working is very positive however there are certain differences that make it less fair, such as HSCP staff working from home during the pandemic while all NHS staff apart from those shielding, had to be at work in the workplace. I feel it would have been more equitable and fair if agreement had been reached across the NHS and the 3 HSCPs.	The staff in the partnership are employees of Perth & Kinross Council or Tayside NHS Board and each employer has its own policies, procedures and arrangements for staff and it is therefore inevitable that some differences will arise. Comment passed to Executive Management Team for consideration.

### Response to the Consultation Feedback

1. Review the draft scheme to improve, where possible, the use of plain English including the review of any jargon and consideration of the need for any further definitions.
2. Develop a one-page summary that explains the arrangements that can be used to explain integration on websites
3. Reconsider the need for, or greater clarity around the repayment sentence in section 9.20.
4. Share relevant comments with the Chief Officer for consideration by the Strategic Planning Group or other appropriate forums.
5. Share relevant comments with the Executive Management Teams in PKHSCP, PKC and NHST for consideration.
6. Provide this feedback summary on the consultation on the Council and NHS websites.

**Perth and Kinross Activity**

**Social media reach**

Facebook post Tuesday 10 May 2022

Reach: 4278

Clicks: 31

Shares: 3

Likes: 2

Twitter post at 10 May 2022

Reach: 788

Clicks: 2

Shares: 2

Likes: 0

## APPENDIX 2



**Perth and Kinross  
Health and Social Care  
Integration Scheme**

**This Integration Scheme is to be used in conjunction with the Public Bodies (Joint Working) (Integration Scheme) (Scotland) Regulations 2014**

**These regulations can be found at <http://www.scotland.gov.uk>**

## 1. Establishment

The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) requires NHS Boards and Local Authorities to integrate planning for, and delivery of, certain adult health and social care services. They can also choose to integrate planning and delivery of other services, additional adult health and social care services and children's health and social care services, beyond the minimum prescribed by Ministers. The Act requires them to jointly prepare an Integration Scheme setting out how this is to be achieved.

The first Perth and Kinross Integration Scheme established a "body corporate" arrangement, as set out in s1(4)(a) of the Act. This Scheme was produced in 2022 following a review in 2020/21. It continues to provide for a body corporate model for the integration of health and social care in Perth and Kinross and confirms the detail of how Tayside NHS Board and Perth & Kinross Council will integrate relevant services. The corporate body will be known as Perth and Kinross Integration Joint Board (IJB). To give effect to the single operational management of Integrated Services by the Chief Officer, the parties agree that the integrated operating unit will be known as Perth and Kinross Health and Social Care Partnership.

This agreement covers the health and wellbeing of all adults including older people. It includes children's services as noted in annex 1 of this Integration Scheme and takes account of the needs of children at times of transition to adulthood in the context of 'whole family' approaches. Robust working arrangements will be put in place to ensure effective joint working with Children's services in both these cases.

## 2. Our Shared Vision for Integration

NHS Tayside and Perth & Kinross Council are the Parties in this Integration Scheme. We recognise that the main purpose of integration is:

- To improve the wellbeing of people who use health and social care services, in particular those whose needs are complex, and which require support from health and social care at the same time.
- To improve the wellbeing of those for whom it is necessary to provide timely and appropriate support in order to keep them well.
- To promote informed self-management and preventative support to avoid crisis or ill health.
- To jointly deliver on the national health and wellbeing outcomes.

Our shared vision for integration between NHS Tayside and Perth & Kinross Council is for a confident and ambitious Integration Joint Board which support people to achieve better outcomes and experience fewer inequalities, where voices are heard and people are supported to enjoy full and positive lives in the community.

We aim to deliver success in integration where:

- People experience improved health and wellbeing.
- Integrated Services provide holistic care focused on outcomes.
- Pathways between health, social work and social care services become seamless.
- Inequalities are reduced.
- Shared resources are deployed using best value principles to achieve better outcomes, maximise efficiencies from integrated care allowing public funds to go further to meet demand.
- Good clinical, care and professional governance improves the quality of service delivery.

To achieve this, we will:

- Build on the Integration Delivery Principles set out in the Act.
- Respect the principles of human rights, equalities, and independent living, treating people fairly.
- Ensure that staff are well informed, we will work collaboratively to embed this shared vision within staff teams, supporting and developing staff from all organisations to respond appropriately, putting people first.
- Recognise that our people are our greatest asset, and it is through their talents and ambitions that real improvement will continue to be made.
- Treat staff fairly and consistently with dignity and respect in an environment where diversity is valued
- Provide staff with a continually improving and safe working environment, promoting the health and wellbeing of staff
- Support staff to understand the importance of the communities we service and develop positive approaches to engage, listen and act
- Involve staff in decisions
- Support staff to learn from and build on best practice, ensuring that they are appropriately trained and developed
- Support the Integration Joint Board to deliver on its strategic plan, progressing the national health and wellbeing outcomes.
- Work together to promote integrated working by our staff and minimise unnecessary duplication.

The local vision for integration is set out in the Perth and Kinross Integration Joint Board's Strategic Plan. The Strategic Plan and progress with its delivery can be found on [Perth and Kinross HSCP web pages](#).

# Integration Scheme

## Between

**PERTH & KINROSS COUNCIL**, a local authority established under the Local Government Etc. (Scotland) Act 1994, and having its principal offices at 2 High Street, Perth PH1 5PH (“the Council”)

## And

**Tayside Health Board**, a Health Board established under section 2(1) of the National Health Service (Scotland) Act 1978 (hereinafter referred to as “NHS Tayside”) and having its principal offices at Level 10, Ninewells Hospital, Dundee DD1 9SY (“NHS Tayside”).

Together referred to as “the Parties”.

## Definitions and Interpretations

In this Integration Scheme, the following terms shall have the following meanings:

“Act” means the Public Bodies (Joint Working) (Scotland) Act 2014.

“Acute services” means those services set out in Part 2 of annex 1 which are delivered in Ninewells Hospital and Perth Royal Infirmary. It does not include medicine for the elderly services delivered in Perth Royal Infirmary, Psychiatry of Old Age at Murray Royal Hospital and Stracathro Hospital, or inpatient services provided in a community hospital.

“Angus” means the local government area for Angus as defined in the Local Government etc. (Scotland) Act 1994.

“Dundee” means the local government area for Dundee City as defined in the Local Government etc. (Scotland) Act 1994.

“Perth & Kinross” means the local government area for Perth & Kinross Council as defined in the Local Government etc. (Scotland) Act 1994.

“Delegated Functions” means the integration functions referred to in Section 60 of the Act and listed in Annex 1 and 2 of this Scheme that are delegated to the Integration Joint Board.

“Direction” means the formal instruction to the Parties by the Integration Joint Board that is to be undertaken by each party on behalf of the Integration Joint Board and the financial resources that are being made available to each party in undertaking these services in accordance with Section 26 of the Act.

“Chief Officer (Acute Services)” means the post within NHS Tayside that has responsibility for the operational management of the Acute Services

“Executive Lead for Mental Health and Learning Disability” means the post within NHS Tayside that has responsibility for the operational management of inpatient mental health, inpatient learning disability and inpatient drug and alcohol services in NHS Tayside that relate to delegated functions.

“Integrated Budget” means the means the payments made by the Parties to the Integration Joint Board in respect of the delegated functions in accordance with Section 14 of the Act.

“Integrated Services” means the operational services related to the delegated functions.

“Integration Joint Board (IJB)” means the Perth and Kinross Integration Joint Board established by Order under section 9 of the 2014 Act.

“Integration Delivery Principles” means those principles set out in Section 31 of the Act

“Lead Partner” means the designated Chief Officer for a Lead Partner Service.

“Lead Partner Service” means an integrated service, which the Parties consider requires to be planned for and managed on a Tayside -wide basis, as set out in Annex 1 Part 3 of the Scheme

“Membership Order” means The Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014 (SI 2014 no 285).

“National outcomes” means the National Health and Wellbeing Outcomes prescribed by the Scottish Ministers in Regulation 2 Public Bodies (Joint Working) (National Health and Wellbeing Outcomes) (Scotland) Regulations 2014 SI No 343.

“Non-current assets” means those assets which are **not** anticipated to be consumed/exhausted within 12 months of being acquired and are thus eligible to be capitalised on the balance sheet. For example, property, plant, equipment, finance elements, service concessions, investment properties, intangible assets etc.

“Operational Management” means all the day-to-day services required to control the delivery of delegated health and social care services functions, including clinical, care and professional standards and governance, financial management, operational risk management and staff governance, the configuration of those services and all functions associated with ensuring the implementation of Directions issued by the Integration Joint Board.

“Operational Risk” means the risk of incurring detriment due to inadequate or failed internal processes, people, controls or from external events.

“Oversight” means the requirement to be assured that functions are being delivered as directed, that the strategic plan is being delivered and that Integrated Services operate safely and to the quality expected (i.e., clinical care and professional standards and governance). This might include receiving reports about shifts in service delivery that demonstrate the implementation of Directions and the strategic plan. Oversight is not about day-to-day operational management.

“Parties” means the Perth & Kinross Council and NHS Tayside.

“Partners” means communities, staff, third sector, service users and carers and independent sector.

“Planning Period” means the 3-year term of the IJB strategic plan.

“Reporting year” means the 1 April to 31 March each year.

“Requisition” means the request made by the Integration Joint Board to the Parties for payment under Section 14 of the Act to enable them to discharge the delegated functions in accordance with the Strategic Plan.

“Scheme” means this Integration Scheme.

“Strategic Plan” means the plan which the Integration Joint Board is required to prepare and implement in relation to the delegated functions in accordance with section 29 of the Act.

“The Chief Officer” means the Chief Officer of the Integration Joint Board appointed by the Integration Joint Board in accordance with Section 10 of the Act.

“The Chief Finance Officer” means the Chief Finance Officer appointed by the Integration Joint Board in terms of section 95 of the Local Government (Scotland) Act 1973.

## 1. CHOICE OF INTEGRATION MODEL

- 1.1 In accordance with section 2(3) of the Act, the Parties have agreed that the integration model set out in section 1(4)(a) of the Act will be put in place in Perth and Kinross namely the delegation of functions by the Parties to a **body corporate** established by Order under section 9 of the Act. This Scheme comes into effect on the date the Parliamentary Order to establish the Integration Joint Board comes into force.
- 1.2 As the Parties intend to delegate functions ‘to a body corporate’ there will be no wholesale transfer of staff either between the Council and NHS, or vice versa, or from both organisations.

## **2. DELEGATION OF FUNCTIONS**

- 2.1 The functions that are to be delegated by NHS Tayside to the Integration Joint Board are set out in Part 1 of Annex 1. The description of the services to which these functions relate are set out in Part 2, Part 3, and Part 4 of Annex 1 of this Scheme. Unless specified in Annex 1 Part 4 health services to be integrated only relate to persons over the age of 18 years. Where delegated functions include children and young people under the age of 18, the services to be integrated and identified in Annex 1 Part 4 are organised on an all-age basis (i.e. birth to death).
- 2.2 The functions that are delegated by Perth & Kinross Council to the Integration Joint Board are set out in Part 1 and Part 2 of Annex 2. The description of the services to which these functions relate are set out in Part 3 of Annex 2 of this Scheme.

## **3. MEMBERSHIP OF THE INTEGRATION JOINT BOARD**

- 3.1 Membership of the Integration Joint Board will be determined in accordance with the Membership Order.
- 3.2 Perth & Kinross Council will nominate four of its Elected Members to the Integration Joint Board and Tayside NHS Board will nominate four Tayside NHS Board members to the Integration Joint Board, to be voting members.

## **4. LOCAL GOVERNANCE ARRANGEMENTS**

- 4.1 The term of office of a voting member of the Integration Joint Board is a maximum of three years however a member may be reappointed for a further three-year term of office. Board members appointed by the Parties will cease to be members of the Integration Joint Board in the event that they cease to be a Non-Executive board member of Tayside NHS Board or an Elected Member of Perth & Kinross Council.
- 4.2 The Chief Social Work Officer, Chief Officer and Chief Finance Officer remain non-voting members of the Integration Joint Board for as long as they hold the office in respect of which they are appointed.
- 4.3 The Chairperson and Vice Chairperson will be drawn from the Tayside NHS Board and the Council voting Members of the Integration Board. If a Council Member is to serve as Chairperson, then the Vice Chairperson will be a member nominated by the NHS Board and vice versa. The appointment to Chairperson and Vice Chairperson is time limited to a period not exceeding two years and carried out on a rotational basis between Council and NHS Board appointed Chairpersons. The Council or NHS Board may change their appointee as Chairperson or Vice Chairperson during an appointing period.

## 5. LOCAL OPERATIONAL MANAGEMENT ARRANGEMENTS

The local operational arrangements agreed by the Parties are:

- 5.1 The Integration Joint Board has the responsibility for the planning of services in relation to all delegated functions and is required by section 29 of the Act to prepare a plan ("Strategic Plan"). The Strategic Plan must set out the arrangements for the carrying out of the delegated functions, having regard to the Integration Delivery Principles and how these arrangements will contribute to the achievement of the National Health and Wellbeing Outcomes.
- 5.2 The Integration Joint Board is responsible for the planning of all functions that are delegated, as specified in Annex 1 and Annex 2 of this Scheme. For the avoidance of doubt, this includes strategic planning responsibility in relation to those delegated functions for which NHS Tayside retain operational management responsibility as set out in paragraph 5.4 below.
- 5.3 The Integration Joint Board is responsible for oversight of all delegated functions through the Chief Officer.
- 5.4 NHS Tayside is responsible for the operational management of all health services including –
  - community-based health services, through the Chief Officer,
  - acute services, through the Chief Officer (Acute Services)' and
  - inpatient mental health, inpatient learning disability and inpatient drug and alcohol services, through the Executive Lead for Mental Health and Learning Disabilities.

NHS Tayside will provide information on a regular basis to the Integration Joint Board on the performance, standards and governance of these services.
- 5.5 Perth and Kinross Council, through the Chief Officer, is responsible for the operational management of all social work and social care services. The Council will provide information on a regular basis to the Integration Joint Board on the performance, standards and governance of those services.
- 5.6 The Integration Joint Board will have oversight of integrated acute, mental health inpatient, learning disability inpatient and drug and alcohol inpatient services to ensure compliance with the strategic plan of the Integration Joint Board.
- 5.7 The Parties, with Angus Council and Dundee City Council, recognise that certain Integrated Services require operational management arrangements that are best delivered on a Tayside wide basis. These arrangements are set out in Annex 1 Part 3. It is proposed that a Lead Partner approach to these services is adopted (known as Lead Partner Services). The role of the Lead Partner is set out in paragraph 6.6 below.

- 5.8 The arrangements for Lead Partner services are set out in Annex 1 Part 3, with one Chief Officer acting as Lead Partner in most circumstances. The Lead Partner may be subject to change by agreement between the Councils, NHS Tayside and the Integration Joint Boards.
- 5.9 The Integration Joint Board has a performance framework which will contain the lists of targets and measures that relate to the delegated functions, and which progress their Strategic Plan. The Parties will provide the relevant information to the Integration Joint Board to meet the requirements of the performance framework allowing the Integration Joint Board to be assured that the Strategic Plan and Directions are being delivered and to enable the Integration Joint Board to prepare a report as required by S 42 of the Act and in accordance with The Public Bodies (Joint Working) (Content of Performance Reports) (Scotland) Regulations 2014. The Parties will also provide information on the non-delegated functions of the partners that will have to be taken into account by the Integration Joint Board when preparing their Strategic Plan. The reporting cycle is set out in the Performance Framework but will be no less than annually in order that the Integration Joint Board can prepare its annual report, in accordance with section 42 of the Act.
- 5.10 The Integration Joint Board will routinely receive from the Chief Officer and Chief Finance Officer, for agreement and approval, reports as relevant. The Integration Joint Board upon consideration of such reports may issue, amend or withdraw a Direction to the relevant party.
- 5.11 Information will be provided by the Parties, to the Integration Joint Board setting out the arrangements they have made to ensure that a Direction has been delivered and that the objectives of the Strategic Plan will be achieved. If it is considered by the Integration Joint Board that any of the arrangements made by either of the parties are not sufficient, the Chief Officer will bring this to the attention of the party in question, in writing, with details of any further action which the Integration Joint Board considers should be taken.
- 5.12 It will be the responsibility of the Parties to work collaboratively to provide the Integration Joint Board with support services which will allow the Integration Joint Board to carry out its functions and requirements. The Parties will agree a memorandum of understanding to define the terms and arrangements whereby the Parties agree to make available to the Integration Joint Board such professional, technical, or administrative resources as are required to support the development of the Strategic Plan and the carrying out of delegated functions. These arrangements will be reviewed through regular reports from the Chief Officer of the Integration Joint Board.
- 5.13 NHS Tayside will provide the necessary activity and financial data for services, facilities or resources that relate to the planned use of services, provided by other Health Boards, by people who live within Perth and Kinross.
- 5.14 The Council will provide the necessary activity and financial data for services, facilities or resources that relate to the planned use of services within other local authority areas by people who live within Perth and Kinross.

- 5.15 The Parties agree to use all reasonable endeavours to ensure that the other Tayside Integration Joint Boards and any other relevant Integration Authority will share the necessary activity and financial data for services, facilities and resources that relate to the planned use of resources by residents in their Integration Authority area.
- 5.16 The Parties shall advise the Integration Joint Board where they intend to change operational service provision in any area of provision including support services that will have a resultant impact on the Strategic Plan.

## **6. CHIEF OFFICER**

The Integration Joint Board shall appoint a Chief Officer in accordance with section 10 of the Act. The arrangements in relation to the Chief Officer agreed by the Parties are:

- 6.1 The Chief Officer is the accountable officer for delegated functions to the Integration Joint Board. The Chief Finance Officer is responsible for the proper administration of the Integration Joint Board's financial affairs. A key element of the Chief Officer's role will be to develop close working relationships with Elected Members of Perth & Kinross Council and Non-Executive and Executive Tayside NHS Board members.
- 6.2 Subject to paragraph 6.3 below, the Parties agree to operate a single model for operational management of Integrated Services by the Chief Officer which shall be given effect through an integrated operating unit which will be known as Perth and Kinross Health and Social Care Partnership.
- 6.3 The Parties agree that the Chief Officer will be responsible for the operational management and performance of the Integrated Services related to the functions that are delegated to the Integration Joint Board, including with the exception of those Lead Partner Services for which NHS Tayside retains operational management as set out in 6.7 and 6.8 below and Annex 1 Part 3.
- 6.4 The Chief Officer will report directly to the Chief Executive of the Council and the Chief Executive of NHS Tayside on operational management. Joint performance review meetings, involving both Chief Executives and the Chief Officer will take place on a regular basis and at a minimum quarterly.
- 6.5 The Chief Officer will have in place management structures that ensure accountability and responsibility for professional, clinical and care governance in respect of the Integrated Services for which they have direct operational management responsibility. In relation to those Integrated Services set out in 5.4 above where NHS Tayside retain operational management responsibility, the Chief Officer (Acute) and the Executive Lead for Mental Health and Learning Disability will have in place appropriate reporting structures which provide adequate and effective oversight and assurance to the Integration Joint Board in relation to performance, and professional, clinical and care governance.

- 6.6 Where a Chief Officer is the Lead Partner in relation to a service set out in in Annex 1 part 3, the Parties agree that the Lead Partner:
- will, subject to 6.7 and 6.8 below, have operational management responsibility for those services across Tayside
  - co-ordinates the strategic planning of the Lead Partner Services.
  - will seek approval from all Integration Joint Boards on its proposed strategy for those services as required in Section 29 of the Act having regard to all localities in the Tayside area
  - will provide reports on those services to other Integration Joint Boards at least in every planning period, ensuring consultation where significant service change is planned at any point.
- 6.7 The Chief Officer (Acute Services) will have operational management responsibility for Ninewells Hospital, Perth Royal Infirmary and Stracathro Hospital in respect of delegated acute functions.
- 6.8 The Executive Lead for Mental Health and Learning Disability Services will have operational management responsibility for delegated functions that relate to adult mental health inpatient, learning disability inpatient and drug and alcohol inpatient services.
- 6.9 Members of the senior management teams of both Perth & Kinross Council and NHS Tayside have a key role in supporting Health and Social Care Integration in Perth and Kinross. The Chief Officer will be a substantive member of the senior management teams of both Perth & Kinross Council and NHS Tayside.
- 6.10 The Parties agree that the Chief Officer will have appropriate corporate support and a senior team of 'direct reports'; to fulfill their accountability for the Strategic Plan and the safe, efficient and effective operational management and performance of Integrated Services and also to provide the IJB oversight of delegated, inpatient mental health, inpatient learning disability and inpatient drug and alcohol functions, to the population of Perth and Kinross.
- 6.11 The Parties jointly agree that a member of the senior team of direct reports who is an employee of either Perth & Kinross Council or NHS Tayside will be designated as the Depute Chief Officer. This Depute Chief Officer will carry out the functions of the Chief Officer if/when the Chief Officer is absent or otherwise unable to carry out their functions for a period exceeding two weeks.
- 6.12 The Chief Officer shall establish and maintain effective working relationships with a range of key stakeholders across NHS Tayside, the Council, the third and independent sectors, service users and carers, Scottish Government, trade unions and relevant professional organisations. They will be a key partner on the Perth and Kinross Community Planning Partnership.

## 7. CLINICAL, CARE AND PROFESSIONAL GOVERNANCE

The Parties recognise that the establishment and continuous review of the arrangements for Clinical and Care Governance and Professional Standards and Governance are essential in delivering their obligations and quality ambitions.

- 7.1 To provide assurance to the IJB and the Parties of the effectiveness of these governance arrangements, the Parties will have in place explicit lines of professional and operational accountability. These arrangements will underpin the delivery of safe, effective and person-centred care in all care settings delivered by employees of the Council, NHS Tayside, and the third and independent sectors.
- 7.2 In relation to delegated functions, NHS Tayside is accountable for the clinical and care governance of health services, and Perth & Kinross Council is accountable for standards and governance of social work and social care services.
- 7.3 The Parties are accountable for ensuring appropriate clinical and care governance arrangements in respect of their duties under the Act. The Parties will have regard to the principles of the [Scottish Government's Clinical and Care Governance Framework](#) (or its successor document), including the focus on localities and service user and carer feedback. The parties will agree an integrated framework for the delivery for Integrated Clinical, Care and Professional Governance arrangements. Professional and service user networks or groups will inform an agreed Clinical and Care Governance framework directing the focus towards a quality approach, continuous improvement, and the integration of delegated functions and services.
- 7.4 The structure of the Clinical and Care Governance arrangements as it relates to the delegated functions and the provision of assurance to the Integration Joint Board and the Parties is set out in the Integrated Clinical, Care and Professional Governance framework. The framework will be reviewed regularly.
- 7.5 Professional governance responsibilities will continue to be carried out by the professional leads through to the health, social work and social care professional regulatory bodies.
- 7.6 Principles of Clinical and Care Governance will be embedded at service user/clinical care/professional interface using the integrated framework. The Parties will ensure that explicit arrangements are made for professional supervision, learning, support, and continuous improvement for all staff.
- 7.7 The Parties will provide, by way of assurance to the Integration Joint Board, evidence of effective performance management and clinical, care and professional governance systems in relation to the operational delivery of the Integrated Services.

- 7.8 Both Parties will retain separate duty of candour policies. The Parties agree to work towards an integrated duty of candour procedure to be included in the Integrated Clinical, Care and Professional Governance framework.
- 7.9 The Parties have established a Perth and Kinross Clinical, Care and Professional Governance Group to consider matters in relation to delegated functions which are integrated under the operational management of the Chief Officer.
- 7.10 The Perth and Kinross Clinical, Care and Professional Governance Group will include representatives of the Chief Social Work Officer, Medical Director, Director of Nursing and Midwifery, Director of Allied Health Professions and Director of Pharmacy.
- 7.11 The Perth and Kinross Clinical, Care and Professional Governance Group will provide oversight, advice, guidance and assurance to the Chief Officer, the Council, and Tayside NHS Board in respect of clinical care and professional governance for delegated functions and the services that are integrated. NHS Tayside and Perth & Kinross Council will provide assurance to the Integration Joint Board.
- 7.12 In respect of clinical, care and professional governance for delegated health functions where the integrated services are managed by the Chief Officer (Acute Services) and the Executive Lead for Mental Health and Learning Disability, Tayside NHS Board will establish a Care Governance Committee. The Care Governance Committee will provide oversight, advice, guidance, and assurance to the Integration Joint Board in relation to those delegated functions.
- 7.13 The Care Governance Committee executive professional leads and the Perth and Kinross Clinical, Care and Professional Governance Group will provide advice to the Perth and Kinross Strategic Planning Group and localities for the purposes of locality planning in respect of inpatient (acute, mental health drug and alcohol and learning disability) and community services respectively.
- 7.14 The Chief Social Work Officer, the Medical Director, Director of Nursing and Midwifery, Director of Pharmacy, Director of Allied Health Professions or their representatives and a Medical Practitioner whose name is included in the list of primary medical services performers, will provide professional advice to the Chief Officer and the Integration Joint Board in respect of the overview and consistency of the Clinical and Care Governance and Professional Governance Framework.
- 7.15 The Chief Officer (Acute services) and the Executive Lead for Mental Health and Learning Disability will have in place management structures that ensure accountability and responsibility for professional, clinical and care standards and governance for services for which they have operational management responsibility.

## 8. WORKFORCE

The arrangements in relation to their respective workforces agreed by the Parties are:

- 8.1 The Parties are committed to ensuring staff possess the necessary skills and knowledge to provide service users in Perth and Kinross with the highest quality services. Any future changes in staff arrangements will be planned and co-ordinated and will involve the full engagement of those affected by the changes in accordance with established practices and procedures.
- 8.2 The Parties will agree a framework for the delivery of an Integrated Workforce and Organisational Development Plan for delegated functions. In doing so the plan will consider the needs of the integrated health and social care workforce, including the impact of third and independent sector care provision as part of the overall planning process. The Plan will set out how support and development will be provided for and to the workforce within the requirements of the NHS Reform (Scotland) Act 2004, any relevant guidance e.g. for NHS employees this would include the Staff Governance Standards and how the workforce will be developed to meet the requirements of the Integration Joint Board's Strategic Plan. Reviews of the Workforce and Organisational Development Plan will be undertaken annually in conjunction with the Integration Joint Board.
- 8.3 The Parties will continue to provide human resource services and workforce planning information by the appropriate corporate human resource functions within the Council and NHS Tayside.
- 8.4 The Parties will ensure that professional/clinical supervision arrangements are in place.
- 8.5 The Parties will agree and maintain appropriate procedures which meet the requirements of the National Whistleblowing Standards and ensures that all staff who work within a Health and Social Care Partnership (across NHS and local authorities) can raise any concerns through the associated procedures. This will also include a requirement to report all concerns to the IJB and NHS Board on a quarterly basis.

## 9. FINANCE

- 9.1 The Chief Finance Officer of the Integration Joint Board will be accountable to the Chief Officer and the Integration Joint Board for the Annual Accounts, Financial Plan (including the Annual Financial Statement as required under Section 39 of the Act) and providing financial advice to the Integration Joint Board. The Chief Finance Officer will provide financial advice and support to the Chief Officer and the Integration Joint Board on the financial resources used for operational delivery.

- 9.2 The Parties will provide co-operation and finance and corporate support services as required to effectively support the financial management of the Integration Joint Board, unless subsequently agreed otherwise by the Parties and the Integration Joint Board.
- 9.3 The Financial Strategy underpinning the Integration Joint Board's Strategic Plan will be prepared by the Chief Officer and Chief Finance Officer following discussions with the Parties and will reflect the Parties respective medium term financial planning assumptions where available. The Parties will consider the implications of the Integration Joint Board's planned requisitions over the period of the Strategic Plan will ensure the services commissioned by the Integration Joint Board are delivered within the Integrated Budget available.
- 9.4 The Council will host the financial transactions of the Integration Joint Board unless or until agreed otherwise. These transactions will cover payments made to the Integration Joint Board from the Parties in accordance with Section 14 of the Act and the Directions back to the Parties for commissioned services, cost of the Integration Joint Board, External Audit, Chief Officer, Chief Finance Officer and any other relevant costs.
- 9.5 The Chief Finance Officer will make annual budget Requisitions to the Parties in line with their respective budget setting timetables. The budget Requisitions will be calculated with initial reference to the pertinent year of the latest Strategic Plan agreed by the Integration Joint Board and in line with agreement by the Parties and will include the costs of the Integration Joint Board, External Audit, the Chief Officer, Chief Finance Officer and any other relevant costs.
- 9.6 The Parties will engage with the Chief Officer and Chief Finance Officer while considering these Requisitions through their respective budget setting processes.
- 9.7 Where any adjustments are made from the proposals/assumptions contained in the Strategic Plan, this will be made clear in the budget Requisition made by the Chief Finance Officer to the Parties.
- 9.8 The Integration Joint Board may consider any substantial changes to its Strategic Plan based on the agreed Integrated Budget .
- 9.9 The Parties will confirm the payments to be made to the Integration Joint Board within a suitable timescale to enable the Integration Joint Board to agree its Integrated Budget by the 31<sup>st</sup> March preceding the start of the new financial year. The Integration Joint Board will approve and provide Direction to the Parties before the start of the Integration Joint Board financial year, in the relevant year, regarding the functions that are being commissioned, how they are to be delivered and the resources to be used in delivery.

- 9.10 The process for determining the value of the resources used in 'large hospitals' to be set aside by NHS Tayside and made available to the Integration Joint Board will be determined with regard to hospital capacity that is expected to be used by the population of the Integration Joint Board and will incorporate as a minimum but not exclusively:
- Actual occupied bed days and admissions in recent years.
  - Planned changes in activity and case mix due to the effect of interventions in the Strategic Plan.
  - Planned changes in activity and case mix due to changes in population need (i.e. demography and morbidity).
- 9.11 The value of the 'large hospital' set aside will be calculated by applying unit costs to the hospital capacity using a costing methodology to be agreed between the Parties and the Integration Joint Board.
- 9.12 On an annual basis the Large Hospital Set Aside budget will be adjusted to reflect planned hospital capacity, as set out in the Strategic Plan. The Strategic Plan will set out any planned changes in hospital capacity, with the resource consequences determined through detailed business cases which will be reflected in the Integration Joint Board's financial plan. These business cases may include:
- The planned changes in activity and case mix due to interventions in the Strategic Plan and the projected activity and case mix changes due to changes in population need.
  - Analysis of the impact on the affected hospital budgets, taking into account cost behaviour (i.e. fixed, semi fixed and variable costs) and timing differences (i.e., the lag between reduction in capacity and the release of resources).
- 9.13 The Parties will provide ongoing assurance through the provision of sufficient information to the Integration Joint Board that appropriate arrangements are in place to ensure best value principles are followed by the Parties in relation to services commissioned by the IJB.
- 9.14 As part of the process of preparing the Annual Accounts of the Integration Joint Board, the Chief Financial Officer will be responsible for liaising with the Parties to agree balances between the Integration Joint Board and the Parties at the end of the financial year in accordance with the respective annual accounts' timescales of the Parties. The Chief Financial Officer will also be responsible for provision of other information required by the Part to complete their annual accounts including Group Accounts.
- 9.15 The Parties will routinely make available to the Chief Finance Officer information regarding the corporate financial reporting position of their respective parent bodies. The frequency, form and content of reports will be agreed with the Chief Finance Officer.

- 9.16 The Parties will provide financial information to the Chief Finance Officer and the Integration Joint Board on a monthly basis regarding integrated services directed in line with the Strategic Plan and for NHS Tayside, the associated 'large hospital' set aside financial performance including actual activity levels. The frequency, form and content of reports will be agreed with the Chief Finance Officer.
- 9.17 The Chief Finance Officer will ensure routine financial reports are available to the Chief Officer and the Integration Joint Board on a timely basis and include, as a minimum, annual budget, full year outturn projection and commentary on material variances. All Integration Joint Board finance reports will be shared with the Parties simultaneously.
- 9.18 Where an unplanned year end overspend in the Integration Joint Board's budget is projected in respect of the Integrated Services for which the Chief Officer has operational management responsibility, the Chief Officer and the Chief Finance Officer must present a recovery plan to the Integration Joint Board and the Parties to address in year overspends and any recurring overspends for future financial years. If a projected overspend relates to Integrated Services operationally managed by the Chief Officer (Acute Services) or the Executive Lead for Mental Health and Learning Disability then they must present a recovery plan to the IJB and NHS Tayside to address in year overspends and any recurring overspends in future years
- 9.19 In the event that the recovery plan is unsuccessful, and an overspend is evident at the year end, uncommitted reserves held by the Integration Joint Board would firstly be used to address any overspend. If, after the application of reserves, there remains a forecast overspend, a revised Strategic Plan must be developed to enable the overspend to be managed in subsequent years.
- 9.20 In the event that an overspend is evident following the application of a recovery plan, use of reserves or where the Strategic Plan cannot be adjusted, the overspend may be shared in proportion to the spending Direction for each Party for that financial year, adjusting these spending Directions to ensure the Parties budgets are on a like for like basis. Where the Parties make additional payments to cover an overspend, then the Parties will discuss whether recovery of those additional payments in future years from the IJB should be pursued. In the event that the Parties agree that the recovery of additional payments is to be pursued, this will be over a maximum period of 3 years on a basis and repayment profile to be agreed between the Parties, in consultation with the IJB. Consideration of whether to recover additional payments made by the Parties will be informed by an assessment of the reasons for these payments and the implications for the Parties and IJB of doing so.
- 9.21 In the event that an underspend is evident, within the Integration Joint Board's year end position, this will be retained by the Integration Joint Board in line with the IJB reserves policy unless the following conditions apply:

- Where a clear error has been made in calculating the budget Requisition, or
  - In other circumstances agreed through a tripartite agreement between the Parties and the Integration Joint Board.
- 9.22 If the conditions in 9.21 apply, the underspend will be returned to each of the Parties in proportion to the spending Direction for each Party for that financial year, adjusting these spending Directions to ensure the Parties budgets are on a like for like basis.
- 9.23 Balancing payments may require to be made between the Parties to reflect imbalances between Requisitions and the amount of Integrated Budget. The frequency and timing of any such payment will be agreed between the Parties and the Integration Joint Board.
- 9.24 In exceptional circumstances the Parties may agree to reduce the payment in-year to the Integration Joint Board. Exceptional circumstances will only be considered where the situation faced by the Parties could not have reasonably been foreseen at the time the Integrated Budget for the year was agreed. Consideration must be made by the Parties as to the use of contingency amounts or accessible reserves held by the Parties in the first instance prior to approaching the Integration Joint Board with a proposal to reduce in-year payments. The proposal must be agreed through a tri-partite agreement between the Integration Joint Board and the Parties.
- 9.25 In the event that a material calculation error in the spending Directions provided by the Integration Joint Board to the Parties is discovered, this will be adjusted for and revised Directions issued to the Parties.
- 9.26 Parties may increase the payment in year to the Integration Joint Board for supplementary allocations in relation to the Delegated Functions approved for the Integration Joint Board which could not have been reasonably foreseen at the time the Integrated Budget for the year was agreed. Proposals must be agreed through a tri partite agreement between the Parties and the Integration Joint Board.
- 9.27 The Strategic Plan will provide the basis for the Integration Joint Board to present proposals to the Parties to influence capital budgets and prioritisation.
- 9.28 The Integration Joint Board will not hold any non-current assets or related debts. The Integration Joint Board will require to develop a business case for any planned investment, or change in use of assets, for consideration by the Parties.
- 9.29 The Chief Finance Officer will make annual capital budget requests to the Parties in the format reflected within their respective budget guidance and to align with their respective budget setting timetables.

- 9.30 Any profit or loss on the sale of an asset owned by NHS Tayside will be retained by NHS Tayside and any proceeds on the sale of an asset owned by the Council will be retained by the Council unless agreed otherwise or as required to reflect national guidance.

## **10. PARTICIPATION AND ENGAGEMENT**

- 10.1 A proportionate joint consultation on this Scheme took place prior to the date of approval. The following principles were agreed by the Parties and followed in respect of the consultation process:

- The views of all participants were valued
- It was transparent
- The results of the consultation exercise were published
- The draft revised Scheme was published, along with a side by side version including the original Scheme, and comments were invited from members of the public, User Reference Group and Strategic Planning Group
- It was the continuation of an on-going dialogue about integration.

- 10.2 The stakeholders consulted were:

- Tayside NHS Board
- Angus Council
- Dundee City Council
- Perth & Kinross Council
- Perth & Kinross Integration Joint Board
- Health professionals
- Users of health care
- Carers of users of health care
- Commercial providers of health care
- Non-commercial providers of health care
- Social care professionals
- Users of social care
- Carers of users of social care
- Commercial providers of social care
- Non-commercial providers of social care
- Staff of NHS Tayside and Perth & Kinross Council
- Union and staff representatives
- Non-commercial providers of social housing
- Third sector bodies carrying out activities related to health or social care
- General Public including those with protected characteristics

10.3 A range of engagement methods were used to consult on the Scheme:

- Online questionnaires for all stakeholders across all partner platforms
- Online content and digital assets across all partners' social media signposting to the Scheme hosted on the Council, NHS Tayside and the HSCP websites
- Briefings with members of Tayside NHS Board, Elected Members of the Council and with the Integration Joint Board members.

10.4 The Parties will support the Integration Joint Board to prepare and review an Involvement and Engagement Plan by providing appropriate resources and support. The plan will be aligned to relevant national standards.

10.5 The Parties and the Integration Joint Board will carry out Equality and Socio-Economic Impact Assessments (EQSEIAs), to ensure that services and policies do not disadvantage communities and staff. The Parties will make available communication support to allow the Integration Joint Board to engage and participate.

10.6 The Parties will continue to allocate responsibility to senior managers and their teams to support local public and staff involvement and communication.

## **11. INFORMATION SHARING AND DATA HANDLING**

11.1 The Parties shall comply with data protection legislation. They agree to be bound by the Information Sharing Protocol, to use the Scottish Information Sharing Toolkit and guidance from the Information Commissioners Office, in respect of information sharing.

11.2 The Parties, alongside other relevant stakeholders will ensure that there are appropriate high level information sharing protocols in place to govern information sharing and data handling arrangements. The Parties have developed an Information Sharing Protocol which covers guidance and procedures for staff for sharing of information. This will be reviewed regularly.

11.3 The Data Protection Officers of NHS Tayside, the Council and the IJB, acting on behalf of the Parties, will meet annually, or more frequently, if required, to review the Information Sharing Protocol and will provide a report detailing recommendations for amendments, for the consideration of the IJB, Council and NHS Tayside.

11.4 With regard to personally identifiable material, data will be held in both electronic and paper formats. It will only be accessed by authorised staff, in order to provide the patient or service user with the appropriate service, when doing so is required by law, in order to protect an individual's vital interests or for another purpose permitted by data protection legislation.

- 11.5 In order to provide fully Integrated Services it will be necessary to share personal information between the parties and with external agencies. Where this is the case, the Parties and the IJB will apply a legal basis contained in Article 6 of the UK General Data Protection Regulations ('the UK GDPR'). Generally, this will be either public task or legal obligation but, where appropriate, any of the other legal bases contained in Article 6 will be used. Appropriate information governance assessments to demonstrate due diligence to meet the required data protection obligations will be undertaken, when required.
- 11.6 Where the sharing consists of 'special category' information, the legal basis for processing will be consistent with the requirements of Article 9 of the UK GDPR and schedule 1 of the Data Protection Act 2018 ('the DPA').
- 11.7 In order to comply with the requirements of the DPA and the UK GDPR, the Parties and the IJB will always ensure that personal data it holds will be processed in line with the Data Protection Principles contained within Article 5 of the UK GDPR and section 35 - 40 of the DPA.

## **12. COMPLAINTS**

The Parties agree the following arrangements in respect of complaints on behalf of, or by, service users:

- 12.1 Both Parties will retain separate complaints policies reflecting the distinct statutory requirements. The Parties agree to work towards integrated complaints procedure from the earliest point of contact as far as the differing legislative requirements will allow.
- 12.2 The Parties agree that complaints should be viewed with a positive attitude and valued as feedback on service performance leading to a culture of good service delivery. The Parties agree the principle of early frontline resolution to complaints and the Parties will efficiently direct complaints to ensure an appropriate response.
- 12.3 There will be a single point of contact for complainants in relation to Integrated Services. This will be agreed between the Parties to co-ordinate complaints specific to the delegated functions to ensure that the requirements of existing legal/prescribed elements of health and social care complaints processes are met.
- 12.4 All complaints procedures will be clearly explained, well publicised, accessible, will allow for timely recourse and will sign-post independent advocacy services.
- 12.5 The person making the complaint will always be informed which Complaints Handling Procedure is being applied to their complaint.

- 12.6 The Parties will produce a quarterly joint report, outlining the learning from upheld complaints. This will be provided for consideration by the Clinical, Care and Professional Governance Group.
- 12.7 This arrangement will respect the statutory and corporate complaints handling processes currently in place for health and social care services. This arrangement will benefit carers and service users by making use of existing complaints procedures and will not create an additional complaint handling process.
- 12.8 Data sharing requirements relating to any complaint will follow the Information and Data sharing protocol set out in section 10 of this Scheme.

### **13. CLAIMS HANDLING, LIABILITY & INDEMNITY**

- 13.1 The Parties recognise that they could receive a claim arising from, or which relates to, the work undertaken as directed, and on behalf of, the Integration Joint Board.
- 13.2 The Parties agree to ensure that any such claims are progressed quickly and in a manner which is equitable between them.
- 13.3 Scots Law (including common law and statutory rules) relating to liability will apply.
- 13.4 The Parties will assume responsibility for progressing and determining any claim which relates to any act or omission on the part of one of their employees.
- 13.5 The Parties will assume responsibility for progressing and determining any claim which relates to any building which is owned or occupied by them.
- 13.6 In the event of any claim against the Integration Joint Board or in respect of which it is not clear which party should assume responsibility, then the Chief Executives of the Parties and the Chief Officer (or their representatives) will liaise and determine which party should assume responsibility for progressing the claim.

### **14. RISK MANAGEMENT**

- 14.1 The Parties and the Integration Joint Boards in Tayside will agree a Shared Risk Management strategy. The primary objectives of this strategy are to:
- Promote awareness of risk and define responsibility for managing risk;
  - Establish communication and sharing of risk information;
  - Initiate measures to reduce exposure to risk and potential loss through the design & implementation of robust portfolios of internal controls; and establish standards and principles for the efficient management of risk, including regular monitoring, reporting and review.

- 14.2 The strategy will be reviewed every three years.
- 14.3 The Integration Joint Board will be responsible for managing strategic risk. The Parties will retain responsibility for managing operational risks.
- 14.4 The Parties will make relevant resources available to support the Integration Joint Board in its risk management.
- 14.5 The Parties will maintain their own risk management strategies, systems and processes in relation to the management of risk, inclusive of operational risk. The Parties will make information on operational risks available to the Chief Officer at a minimum of quarterly to support assessment of strategic risk by the Integration Joint Board. Where a number of operational risks impact across multiple service areas or, because of interdependencies, require more strategic leadership, these risks will be escalated to the Chief Officer as having 'strategic risk' status for the attention of the Integration Joint Board. The Chief Officer will maintain a register of strategic risks for the Integration Joint Board and will share this with the Parties quarterly to support understanding
- 14.6 The Chief Officer will have overall responsibility for the Integration Joint Board's strategic risk management framework, ensuring that suitable and effective arrangements are in place to manage the risks relating to the functions within the scope of the IJB. The Chief Officer will keep the Parties informed of any significant, existing or emerging risks that could seriously impact the Integration Joint Board's ability to deliver the outcomes of their Strategic Plans or the reputation of the Integration Joint Board or the Parties.
- 14.7 The Parties and the Integration Joint Board will consider these risks at least annually and notify each other where they have changed.

## **15. DISPUTE RESOLUTION MECHANISM**

- 15.1 Where either of the Parties fails to agree with the other on any issue related to this Scheme, then they may, in writing, invoke the following process:-
  - 15.1.1 The Chief Executives of NHS Tayside and Perth & Kinross Council will meet to resolve the issue;
  - 15.1.2 If unresolved, the Parties will each prepare a written note of their position on the issue and exchange it with the other.
  - 15.1.3 In the event that the issue remains unresolved, representatives of the Parties will proceed to independent mediation with a view to resolving the issue.
  - 15.1.4 Duly authorised representatives of the Parties will meet with a view to appointing a suitable person to act as mediator. If agreement cannot be reached then a referral will be made to the President of the Law Society of Scotland inviting the President to appoint a person to act as mediator. The mediation process shall be

determined by the mediator appointed.

- 15.2 Where the issue remains unresolved after following the processes outlined in 15.1.1 to 15.1.4 above, the Parties agree that they will notify the Scottish Ministers that agreement cannot be reached.
- 15.3 The notification will explain the nature of the dispute and the actions taken to try and resolve the dispute including any written opinion or recommendation issued by the mediator.
- 15.4 The Parties agree to be bound by this determination of this dispute resolution mechanism.

PROPOSED

## PART 1

### Functions delegated by NHS Tayside to the Integration Joint Board

Set out below is the list of functions that will be delegated by NHS Tayside to the Integration Joint Board as set out in the Public Bodies (Joint Working) (Prescribed Health Board Functions) (Scotland) Regulations 2014. The functions in this list are being delegated only in respect of the services described in Annex 1 part 2(a) and Part 2(b)

Functions prescribed for the purposes of section 1(6) and 1(8) of the Act

Column A <i>Enactments to be conferred</i>	Column B <i>Limitations</i>
<b>The National Health Service (Scotland) Act 1978</b>	
All functions of Health Boards conferred by, or by virtue of, the National Health Service (Scotland) Act 1978	Except functions conferred by or by virtue of— section 2(7) (Health Boards); section 2CB(a) (functions of Health Boards outside Scotland); section 9 (local consultative committees); section 17A (NHS contracts); section 17C (personal medical or dental services); section 17 I(b) (use of accommodation) section 17J (Health Boards' power to enter into general medical services contracts); section 28A (remuneration for Part II services); section 38 (c) (care of mothers and young children); section 38A(d) (breastfeeding); section 39(e) (medical and dental inspection supervision and treatment of pupils and young persons); section 48 (residential and practice accommodation); section 55(f) (hospital accommodation on part payment); section 57 (accommodation and services for private patients);

<b>Column A</b> <b><i>Enactments to be conferred</i></b>	<b>Column B</b> <b><i>Limitations</i></b>
	<p>section 64 (permission for use of facilities in private practice);</p> <p>section 75A(a) (remission and repayment of charges and payment of travelling expenses);</p> <p>section 75B(b) (reimbursement of the cost of services provided in another EEA state );</p> <p>section 75BA(c) (reimbursement of the cost of services provided in another EEA state where expenditure is incurred on or after 25 October 2013);</p> <p>section 79 (purchase of land and moveable property);</p> <p>section 82(d) (use and administration of certain endowments and other property held by Health Boards);</p> <p>section 83(e) (power of Health Boards and local health councils to hold property on trust);</p> <p>section 84A(f) (power to raise money, etc., by appeals, collections etc.);</p> <p>section 86 (accounts of Health Boards and the Agency);</p> <p>section 88 (payment of allowances and remuneration to members of certain bodies connected with the health services);</p> <p>Section 98(g) (payment of allowances and remuneration to members of certain bodies connected with the health services);</p> <p>paragraphs 4, 5, 11A and 13 of Schedule 1(c) to the Act (Health Boards);</p> <p><b>and functions conferred by—</b></p> <p>The National Health Service (Charges to Overseas Visitors) (Scotland) Regulations 1989(h);</p> <p>The Health Boards (Membership and Procedure) (Scotland) Regulations 2001/302</p> <p>The National Health Service (Clinical Negligence and Other Risks Indemnity Scheme) (Scotland) Regulations 2000;</p> <p>The National Health Services (Primary Medical Services Performers Lists) (Scotland) Regulations 2004;</p> <p>The National Health Service (Primary Medical Services Section 17C Agreements) (Scotland) Regulations 2004;</p> <p>The National Health Service (Discipline Committees) (Scotland) Regulations 2006;</p>

Column A <i>Enactments to be conferred</i>	Column B <i>Limitations</i>
	<p>The National Health Service (General Ophthalmic Services) (Scotland) Regulations 2006;</p> <p>The National Health Service (Pharmaceutical Services) (Scotland) Regulations 2009and</p> <p>The National Health Service (General Dental Services) (Scotland) Regulations 2010; and</p> <p>The National Health Service(Free Prescriptions and Charges for Drugs and Appliances)(Scotland) Regulations 2011(a)</p>
<b>Disabled Persons (Services, Consultation and Representation) Act 1986 (a)</b>	
<p>Section 7</p> <p>(Persons discharged from hospital)</p>	
<b>Community Care and Health (Scotland) Act 2002(b)</b>	
<p>All functions of Health Boards conferred by, or by virtue of, the Community Care and Health (Scotland) Act 2002.</p>	
<b>Mental Health (Care and Treatment) (Scotland) Act 2003 (c )</b>	
<p>All functions of Health Boards conferred by, or by virtue of, the Mental Health (Care and Treatment) (Scotland) Act 2003.</p>	<p>Except functions conferred by—</p> <p>section 22 (Approved medical practitioners);</p> <p>section 34 (inquiries under section 33:co-operation)(b);</p> <p>section 38(duties on hospital managers: examination, notification etc.) (c );</p> <p>section 46 (hospital managers' duties: notifications) (a);</p> <p>section 124 (transfer to other hospital);</p> <p>section 228 (request for assessment of needs: duty on local authorities and Health Boards);</p> <p>section 230 (appointment of patient's responsible medical officer);</p> <p>section 260 (provision of information to patient);</p> <p>section 264 (detention in conditions of excessive security: state hospitals);</p> <p>section 267 (orders under sections 264 to 266: recall)</p> <p>section 281(b) (correspondence of certain persons detained in hospital);</p>

Column A <i>Enactments to be conferred</i>	Column B <i>Limitations</i>
	<p><b>and functions conferred by-</b></p> <p>The Mental Health (Safety and Security) (Scotland) Regulations 2005(c )</p> <p>The Mental Health (Cross border transfer: patients subject to detention requirement or otherwise in hospital) (Scotland) Regulations 2005(d);</p> <p>The Mental Health (Use of Telephones) (Scotland) Regulations 2005 (e); <b>and</b></p> <p>The Mental Health (England and Wales Cross border transfer: patients subject to requirements other than detention) (Scotland) Regulations 2008(f).</p>
<b>Education (Additional Support for Learning) (Scotland) Act 2004</b>	
<p>Section 23</p> <p>(other agencies etc. to help in exercise of functions under this Act)</p>	
<b>Public Services Reform (Scotland) Act 2010</b>	
<p>All functions of Health Boards conferred by, or by virtue of, the Public Services Reform (Scotland) Act 2010</p>	<p>Except functions conferred by—</p> <p>section 31(Public functions: duties to provide information on certain expenditure etc.); and</p> <p>section 32 (Public functions: duty to provide information on exercise of functions).</p>
<b>Patient Rights (Scotland) Act 2011</b>	
<p>All functions of Health Boards conferred by, or by virtue of, the Patient Rights (Scotland) Act 2011</p>	<p>Except functions conferred by The Patient Rights(complaints Procedure and Consequential Provisions) (Scotland) Regulations 2012/36(a).</p>
<b>Carers (Scotland) Act 2016</b>	
<p>Section 31</p> <p>(duty to prepare local carer strategy)</p>	

## PART 2

**Services currently provided by NHS Tayside which are to be integrated.**

**The functions listed in Annex 1 Part 1 are delegated only in relation to these services:**

- Accident and emergency services provided in a hospital
- Inpatient hospital services relating to the following branches of medicine:
  - General medicine
  - Geriatric medicine;
  - Rehabilitation medicine;
  - Respiratory medicine;
  - Psychiatry of learning disability. ("inpatient learning disability services")
- Palliative care services provided in a hospital
- Inpatient hospital services provided by general medical practitioners
- Services provided in a hospital in relation to an addiction or dependence on any substance ( "inpatient drug and alcohol services")
- Mental health services provided in a hospital, except secure forensic mental health services. ("inpatient mental health services")
- District nursing services
- Services provided out with a hospital in relation to addiction or dependence on any substance
- Allied health professionals in an outpatient department, clinic, or out with a hospital
- Public dental services
- Primary medical services
- General dental services
- Ophthalmic services
- Pharmaceutical services
- Primary care out-of-hours
- Geriatric medicine
- Palliative care
- Community learning disability services
- Mental health services provided out with a hospital
- Continence services provided out with a hospital
- Home renal dialysis services
- Services provided by health professionals that aim to promote public health

## PART 3

### Services provided by NHS Tayside which are to be integrated

The functions listed in Annex 1 Part 1 that are delegated in relation to the services that are to be integrated and delivered on a pan-Tayside basis (Lead Partner Services) are noted in the table below. The arrangements for these services are set out in paragraph 6.6 of the Integration Scheme. Whilst these arrangements may be subject to change by agreement of Tayside NHS Board and the three Tayside Local Authorities, the Parties recommend that they are delivered on a Lead Partner basis as follows:

Angus	Dundee	Perth and Kinross	NHS Tayside Operational management only
<ul style="list-style-type: none"> <li>Primary care services (excluding the NHS Board administrative, contracting, and professional advisory functions)</li> <li>Locality Pharmacy</li> <li>GP Out of Hours</li> <li>Continence</li> <li>Speech and Language Therapy</li> <li>Forensic Medical services and Custody Nursing</li> </ul>	<ul style="list-style-type: none"> <li>Psychology</li> <li>Sexual and Reproductive Health services</li> <li>Homeopathy</li> <li>Specialist Palliative Care</li> <li>The Centre for Brain Injury Rehabilitation (CBIRU)</li> <li>Eating disorders</li> <li>Dietetics</li> <li>Medical Advisory</li> <li>Tayside Health Arts Trust</li> <li>Keep Well</li> <li>Psychotherapy</li> </ul>	<ul style="list-style-type: none"> <li>Public Dental Services/Community Dental Services</li> <li>Prisoner Healthcare</li> <li>Podiatry</li> </ul> <p><b>Strategic Planning coordination only in relation to:</b></p> <ul style="list-style-type: none"> <li>Inpatient mental health services</li> <li>Inpatient learning disability services</li> <li>Inpatient drug and alcohol services</li> </ul>	<ul style="list-style-type: none"> <li>Large hospital services including Accident and Emergency and wards associated with unplanned admissions</li> <li>Inpatient mental health services</li> <li>Inpatient learning disability services</li> <li>Inpatient drug and alcohol services</li> </ul>

## PART 4

**The following services from Part 2 of Annex 1 and Part 3 of annex 1 will also be integrated in respect of people under the age of 18:**

- Accident and Emergency services provided in a hospital
- Public dental services
- Primary medical services provided under a general medical services contract, and arrangements for the provision of services made under section 17C of the National Health Service (Scotland) Act 1978, or an arrangement made in pursuance of section 2C(2) of the National Health Service (Scotland) Act 1978
- General dental services provided under arrangements made in pursuance of section 25 of the National Health (Scotland) Act 1978
- Ophthalmic services provided under arrangements made in pursuance of section 17AA or section 26 of the National Health Service (Scotland) Act 1978
- Pharmaceutical services and additional pharmaceutical services provided under arrangements made in pursuance of sections 27 and 27A of the National Health Service (Scotland) Act 1978
- Primary medical services out-of-hours
- Community learning disability services
- Home renal services
- Services provided by allied health professions
- Sexual and reproductive services

## PART 1

### Functions delegated by Perth & Kinross Council to the Integration Joint Board

Set out below is the list of functions that are delegated by the Council to the Integration Joint Board as set out in the Public Bodies (Joint Working) (Prescribed Local Authority Functions etc.) (Scotland) Regulations 2014.

### Functions prescribed for the purposes of section 1(7) of the Public Bodies (Joint Working) (Scotland) Act 2014

Column A	Column B Limitation
<b>Enactment conferring function</b>	
<b>National Assistance Act 1948(a)</b>	
Section 48 (duty of councils to provide temporary protection for property of persons admitted to hospitals etc.)	
<b>The Disabled Persons (Employment) Act 1958(b)</b>	
Section 3 (Provision of sheltered employment by local authorities)	
<b>The Social Work (Scotland) Act 1968(c)</b>	
Section 1 (local authorities for the administration of the Act.)	So far as it is exercisable in relation to another integration function.
Section 4 (provisions relating to performance of functions by local authorities.)	So far as it is exercisable in relation to another integration function.
Section 8 (research.)	So far as it is exercisable in relation to another integration function.
Section 10 (financial and other assistance to voluntary organisations etc. for social work.)	So far as it is exercisable in relation to another integration function.
Section 12 (general social welfare services of local authorities.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 12A (duty of local authorities to assess needs.)	So far as it is exercisable in relation to another integration function.

<b>Column A</b>	<b>Column B Limitation</b>
<b>Enactment conferring function</b>	
Section 12AZA (assessments under section 12A - assistance)	So far as it is exercisable in relation to another integration function.
Section 13 (power of local authorities to assist persons in need in disposal of produce of their work.)	
Section 13ZA (provision of services to incapable adults.)	So far as it is exercisable in relation to another integration function.
Section 13A (residential accommodation with nursing.)	
Section 13B (provision of care or aftercare.)	
Section 14 (home help and laundry facilities.)	
Section 28 (burial or cremation of the dead.)	So far as it is exercisable in relation to persons cared for or assisted under another integration function.
Section 29 (power of local authority to defray expenses of parent, etc., visiting persons or attending funerals.)	
Section 59 (provision of residential and other establishments by local authorities and maximum period for repayment of sums borrowed for such provision.)	So far as it is exercisable in relation to another integration function.
<b>The Local Government and Planning (Scotland) Act 1982(a)</b>	
Section 24(1) (The provision of gardening assistance for the disabled and the elderly.)	
<b>Disabled Persons (Services, Consultation and Representation) Act 1986(b)</b>	
Section 2 (rights of authorised representatives of disabled persons.)	
Section 3 (assessment by local authorities of needs of disabled persons.)	
Section 7 (persons discharged from hospital.)	In respect of the assessment of need for any services provided under functions contained in welfare enactments within the meaning of section 16 and which are integration functions.

<b>Column A</b>	<b>Column B Limitation</b>
<b>Enactment conferring function</b>	
Section 8 (duty of local authority to take into account abilities of carer.)	In respect of the assessment of need for any services provided under functions contained in welfare enactments (within the meaning set out in section 16 of that Act) which are integration functions.
<b>The Adults with Incapacity (Scotland) Act 2000(c)</b>	
Section 10 (functions of local authorities.)	
Section 12 (investigations.)	
Section 37 (residents whose affairs may be managed.)	Only in relation to residents of establishments which are managed under integration functions.
Section 39 (matters which may be managed.)	Only in relation to residents of establishments which are managed under integration functions.
Section 41 (duties and functions of managers of authorised establishment.)	Only in relation to residents of establishments which are managed under integration functions
Section 42 (Authorisation of named manager to withdraw from resident's account.)	Only in relation to residents of establishments which are managed under integration functions
Section 43 (statement of resident's affairs.)	Only in relation to residents of establishments which are managed under integration functions
Section 44 (resident ceasing to be resident of authorised establishment.)	Only in relation to residents of establishments which are managed under integration functions
Section 45 (appeal, revocation etc.)	Only in relation to residents of establishments which are managed under integration functions
<b>The Housing (Scotland) Act 2001(a)</b>	
Section 92 (assistance for housing purposes.)	Only in so far as it relates to an aid or adaptation.
<b>The Community Care and Health (Scotland) Act 2002(b)</b>	
Section 5 (local authority arrangements for of residential accommodation outwith Scotland.)	
Section 14 (payments by local authorities towards expenditure by NHS bodies on prescribed functions.)	

Column A	Column B Limitation
<b>Enactment conferring function</b>	
<b>The Mental Health (Care and Treatment) (Scotland) Act 2003(c)</b>	
Section 25 (Care and support services etc.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 26 (services designed to promote well-being and social development.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 27 (assistance with travel.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 33 (duty to inquire.)	
Section 34 (inquiries under section 33: Co-operation.)	
Section 228 (request for assessment of needs: duty on local authorities and Health Boards.)	
Section 259 (advocacy.)	
<b>The Housing (Scotland) Act 2006(a)</b>	
Section 71(1)(b) (assistance for housing purposes.)	Only in so far as it relates to an aid or adaptation.
<b>The Adult Support and Protection (Scotland) Act 2007(b)</b>	
Section 4 (council's duty to make inquiries.)	
Section 5 (co-operation.)	
Section 6 (duty to consider importance of providing advocacy and other.)	
Section 11 (assessment orders.)	
Section 14 (removal orders.)	
Section 18 (protection of moved persons property.)	

Column A	Column B Limitation
<b>Enactment conferring function</b>	
Section 22 (right to apply for a banning order.)	
Section 40 (urgent cases.)	
Section 42 (adult protection committees.)	
Section 43 (membership.)	
<b>Social Care (Self-directed Support) (Scotland) Act 2013(a)</b>	
Section 5 (choice of options: adults.)	
Section 6 (choice of options under section 5: assistances.)	
Section 7 (choice of options: adult carers.)	
Section 9 (provision of information about self-directed support.)	
Section 11 (local authority functions.)	
Section 12 (eligibility for direct payment: review.)	
Section 13 (further choice of options on material change of circumstances.)	Only in relation to a choice under section 5 or 7 of the Social Care (Self-directed Support) (Scotland) Act 2013 .
Section 16 (misuse of direct payment: recovery.)	
Section 19 (promotion of options for self-directed support.)	
<b>Carers (Scotland) Act 2016</b>	
Section 6 (duty to prepare adult carer support plan)	
Section 21 (duty to set local eligibility criteria)	

Section 24 (duty to provide support)	
Section 25 (provision of support to carers: breaks from services)	
Section 31 (duty to prepare local carer strategy)	
Section 34 (information and advice service for users)	
Section 35 (short breaks services statements)	

PROPOSED

## PART 2

Functions, conferred by virtue of enactments, prescribed for the purposes of section 1(7) of the Public Bodies (Joint Working) (Scotland) Act 2014

Column A	Column B Limitation
Enactment conferring function	
<b>The Community Care and Health (Scotland) Act 2002</b>	
Section 4(a)  The functions conferred by Regulation 2 of the Community Care (Additional Payments) (Scotland) Regulations 2002(b)	

PROPOSED

## PART 3

### Services currently provided by Perth & Kinross Council which are to be integrated

- Social work services for adults and older people
- Social work services for adults with physical disabilities, learning disabilities and autism
- Mental health services
- Drug and alcohol services
- Adult protection and domestic abuse
- Carers' support services
- Adult Social Work assessment teams
- Care home services
- Supported Living
- Employment Support Team
- Aspects of housing support, including aids and adaptations and those areas of housing support that involve an indistinguishable overlap between personal care and housing support
- Day services/opportunities
- Community Engagement Team
- Respite provision
- Occupational therapy services/Joint Equipment and Loan Store (JELS)
- Reablement services, Care at Home
- TEC/telecare service



## PERTH AND KINROSS COUNCIL

22 June 2022

### STRATEGIC PRIORITIES FOR CULTURE AND SPORT- NEXT STEPS

#### Report by Head of Culture and Communities Service

(Report No 22/140)

#### 1. PURPOSE

- 1.1 This report asks Council to approve the process during 2022 to develop new Culture and Sport Strategies for Perth and Kinross aligned to the Perth and Kinross Offer, the Local Outcomes Improvement Plan and the Council's Corporate Plan. It summarises work to date, drivers for change and next steps.

#### 2. RECOMMENDATIONS

- |     |  |
|-----|--|
| 2.1 | <p>It is recommended that Council:</p> <ul style="list-style-type: none"> <li>• Notes work to date and national/local drivers for change and</li> <li>• Approves the timescale, process and next steps to bring forward new Strategies for Council approval in December 2022.</li> </ul> |
|-----|--|

#### 3. STRUCTURE OF REPORT

- 3.1 This report is structured over the following sections:

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

#### 4. BACKGROUND / MAIN ISSUES

- 4.1 Culture and sport are key public services for which Councils must make adequate provision as part of their wider statutory responsibilities. Councils must determine for the local authority area the extent and type of provision they make for the communities they serve; and have significant flexibility in how they provide services.
- 4.2 Both culture and sport are fundamental to civic identity, local pride and attachment to Place. They can be major contributors to preventative services and initiatives, particularly wellbeing. They support children and young people in formal learning and wider achievement and attainment; support adult learning and provide employability and employment chances for working age

people; support social cohesion and build life skills amongst communities of geography and interest; and support physical and mental wellbeing. The creative sector is one of the largest and fastest growing parts of the UK/Scottish economy. The links between sport, physical activity and health and wellbeing are more important now than at any time since the end of the Second World War.

4.3 Strategic frameworks for culture and sport are also important to build and maintain credibility for external funders and government. And they set clear frameworks and expectations of 3<sup>rd</sup> party organisations from which the Council commissions culture and sport services, and the areas where we expect funded organisations to contribute to our wider strategic outcomes.

4.4 In Perth and Kinross our key funded organisations include:

- Culture Perth and Kinross (operates libraries, museums, archives and local studies on behalf of the Council).
- Horsecross Arts (operates Perth Theatre and Concert Hall).
- Live Active Leisure (operates all leisure centres and delivers a range of fitness and wellbeing programmes in different settings).
- Pitlochry Festival Theatre and Birman Arts (receive annual Council grant funding and are key component of the Highland economy and community life for many).
- Strathtay Harriers, Perthshire Rugby Club.
- Perth and Kinross Sports Council which disburses funding to local clubs and individuals on behalf of PKC, monitored by Live Active Leisure on behalf of the Council.

4.5 Our most recent strategic documents for culture and sport [Creative Perth and Kinross Strategic Priorities for Culture 2016-21](#) and [Strategic Priorities for Sport - Active Perth and Kinross 2016-21](#) expired at the end of 2021. These were 5-year plans which it is now proposed to renew for the period 2023-2027. To be effective, a strategy should be short, flexible and adaptable as the delivery context will certainly change during the lifetime of the strategy. Current drivers for change include:

### **National**

4.5.1 The National Culture Strategy [A Culture Strategy for Scotland - gov.scot \(www.gov.scot\)](#), published in Spring 2020 with a strong focus on the economic, social and community wellbeing contribution which culture should make to National Outcomes.

4.5.2 Active Scotland – the national physical activity strategy which focuses on health equality and supporting healthy independent lives for all.

4.5.3 Sportscotland's continued focus on school, club and community sport.

### **Local – strategic**

4.5.4 Ensuring alignment with wider corporate priorities for the Council as they are developed during 2022 and including:

- Mitigating the impact of poverty/cost of living for people and communities already facing barriers to participation in culture and sport.
- The climate emergency and how the Council, its funded partners and others adapt programmes and facilities in light of the 2030 Just Transition carbon reduction target and other consideration.
- Supporting health and wellbeing, including mental wellbeing.

4.5.5 Specifically, this means ensuring:-

- culture and sport services help to address inequalities in more strategic, integrated ways and include a focus on increasing diversity and participation;
- our culture and sport/leisure offer is effectively marketed as part of wider destination marketing for Perth and the area as a whole and its economic impact is maximised;
- our sports commissioning arrangements are well aligned with Health and Social Care priorities and services relating to physical/mental wellbeing.

**Local – Best Value and resource management**

- Maximising potential of new/planned investment including the City Hall and PH20 projects, UNESCO City of Craft status, the return of the Stone of Destiny.
- Growing and diversifying new income streams including commercialisation where appropriate for some services.
- Ensuring our delivery models and funding arrangements are fit for the future in line with our Best Value statutory duty.
- Ensuring corporate assets leased to Arms-Length External Organisations are effectively managed given increasing property costs and impeding low carbon targets and the culture/leisure estate is more effectively managed through co-location, shared services, community asset transfer and other approaches.

**5. PROPOSALS**

**Next Steps: Culture**

- 5.1 During Covid, the Council convened a Cultural Task Force of experts from across the UK. The Task Force identified a number of improvement opportunities for the Council relating to more effective collaboration between cultural partners, better integrated delivery structures for programmes and events, fostering grassroots cultural activity, strengthening co-production with communities and exploring more commercial models for delivering culture. A key issue common to both culture and sport is the need for complementary but differently focused approaches to provision in rural areas alongside Perth and our 6 major towns. Elected members and key cultural stakeholders

(local/regional/national) were briefed on the Task Force findings in March 2021.

- 5.2 It is now proposed to develop a set of new strategic priorities for culture for consultation and engagement with partners and wider communities during summer 2022. Key issues and themes including those identified by the Task Force alongside those summarised in 3.5 relating to alignment of culture and sport provision with the Council's wider strategic priorities.
- 5.3 Two other pieces of work will also be aligned with these emerging priorities:
- Outcomes from the current review of Library Services which is examining how library services need to change in response to new customer needs and priorities, reduce inequalities, make best use of the Council's corporate assets and find sustainable ways of maintaining smaller libraries in future.
  - UNESCO City of Craft Development Plan – the City status designation is permanent and work on a detailed Plan to maximise the benefits of this designation is now underway with key partners.

### **Sport – next steps**

- 5.4 The development of the PH20 project is a major change driver for our future planning and delivery of sports in Perth, with significant implications for how all city centre sports facilities are programmed and managed in future.
- 5.5 As outlined in 3.5, connections between Council policy, strategy and investment decisions for sport and physical activity need to be better aligned with wider health and wellbeing programmes commissioned or directly delivered by NHS Tayside, the Health and Social Care Partnership, the third sector and by communities. Sport and physical activity should be central to our public health and wider strategic response to current and future health challenges: Covid recovery, huge demand pressures on mental health services and the need for more effective preventative approaches, supporting our growing older population to stay active and independent.
- 5.6 Planning, managing, maintaining and developing indoor and outdoor sports facilities is also a key component of the new Strategy. A Facilities Audit to identify current provision, gaps and potential future needs will be required to inform the Local Development Plan as well as future investment in sport. This will be commissioned and carried out later in 2022.
- 5.7 Perth and Kinross has a particularly strong voluntary and volunteer asset base for sport with over a hundred local voluntary clubs and many adults and young people involved in coaching and mentoring clubs, groups and individuals. We currently have 13 Community Sports Hubs (CSH) across the area. This is a significant achievement, but there is a need to target future CSH development in areas where opportunities to take part in sport and physical activity have historically been more limited, and to address barriers to participation within some demographic groups and communities of interest.

- 5.8 As with culture, it is proposed to consult and engage with stakeholders and communities over the summer on our new strategic priorities. The consultation and engagement process will be coordinated with external support overseen/managed by the Head of Culture & Communities Services and Service Manager, Communities. Engagement will involve Local Action Partnerships, all local voluntary sports clubs, Perth and Kinross Sports Council, governing bodies, Public Health Scotland and **sportscotland**.
- 5.9 The Community Planning Partnership will be consulted in the development of both emerging strategies given the key connections with the new Local Outcomes Improvement Plan.
- 5.10 Feedback for our key delivery partners will be provided on the consultation and engagement findings in autumn 2022 and new draft Strategies together with outline Delivery Plans for 2023/24 will be brought to Council for consideration and approval in December 2022. This may include revised governance and accountability arrangements for delivery of culture and sport, in the context of wider governance and change within the Council which may also be underway as part of our wider Transformation Programme.

### **Consultation and engagement and delivery/monitoring/reporting**

- 5.11 There will be a number of strands to the consultation and engagement process:
- Early dialogue with elected members on the role of culture and sport in delivering our wider corporate priorities – July/August 2022.
  - Engagement with our culture and sport funded bodies and wider local partners including the Community Planning Partnership, Local Action Partnerships, PKAVS, NHS Tayside, schools, Perth College/the regional HE sector – Aug/Sept 2022.
  - Consultation with key national/regional bodies on specific policy issues including Creative Scotland and **sportscotland** – Sept 2022.
  - Wider community engagement via the Council's Citizen Space consultation hub and focus groups with key communities of interest including ethnic minority groups, carers' networks, young people including care experienced young people and others - Sept/Oct 2022.
  - Elected member engagement on emerging priorities: Nov 2022.
- 5.12 The wider community engagement will be framed in the context of the Perth and Kinross Offer. This is about co-creating a shared ambition and priorities for culture and sport with communities which reflect the unique identity, priorities and needs of localities; and setting out what the Council will do alongside the role of funded partners, wider partners and communities to deliver the ambition.
- 5.13 Delivery of strategic priorities will be guided via annual Action Plans with 2023/24 as the first delivery year and taking any Council budget decisions for 23/24 into account.

- 5.14 It is proposed that formal monitoring and reporting on delivery progress will be via:
- An annual report to the Community Planning Partnership Board, jointly presented by key funded partners.
  - Council Service Committees via Business Management and Improvement Plans.
  - Thematic Scrutiny and Performance Reviews.

## 6. CONCLUSION

- 6.1 This report summarises the key national and local change drivers for Council to consider in relation to culture and sport services. It asks Council to note these change drivers, progress to date and to approve work to commence on developing new strategic priorities for culture and sport which support delivery of wider outcomes for our people and communities, as part of the Perth and Kinross Offer.

### Author

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### Approved

Name	Designation	Date
Barbara Renton	Executive Director (Communities)	15 June 2022

## APPENDICES

- There are no appendices for this report.

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

All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan

- 1.1 This report relates to all priorities in the Community Plan.

#### Corporate Plan

- 1.2 This report relates to all priorities in the Corporate Plan.

### 2. Resource Implications

#### Financial

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

#### Workforce

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

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

- 2.3 There are no direct asset management implications arising from this report, but a Facilities Audit of sports facilities and alignment with our wider Corporate Asset Management Strategy should be noted.

### 3. Assessments

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 This section should reflect that the proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:
- (i) Assessed as **not relevant** for the purposes of EqIA. An EqIA will be completed on the draft Culture and Sport Strategies prior to final consideration and approval by Council.

#### Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. However, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

#### Sustainability

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

#### Legal and Governance

- 3.6 There are no legal or risk implications arising from this report.

#### **4. Consultation**

##### Internal

- 4.1 The Head of Planning and Development, Head of Environmental and Consumer Services, Head of Housing, Head of Property Services and Chief Officer, Health and Social Care have been consulted in the preparation of this report.

##### External

- 4.2 Live Active Leisure, Horsecross Arts Limited and Culture Perth and Kinross have been consulted in the preparation of this report in their capacity as Arms Length External Organisations, of which the Council is sole member.

#### **5. Communication**

- 5.1 A Communication Plan to support and promote the consultation and engagement exercises for these Strategies will be prepared.

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

- 2.1 Perth and Kinross Cultural Task Force: summary of key findings (presentation to elected members and cultural partners March 2021).



## PERTH AND KINROSS COUNCIL

22 June 2022

### RODNEY CENTRE: WITHDRAWAL OF GYM AND FITNESS SERVICES BY LIVE ACTIVE LEISURE

Report by Head of Culture & Communities Services  
(Report No. 22/139)

#### 1. PURPOSE

- 1.1 Following a Council motion passed on 9 March 2022, Council is asked to determine the future of gym and fitness services currently provided by Live Active Leisure (LAL) at Rodney Centre from 31 August 2022. Under the terms of the Service Level Agreement with LAL, the Council must give formal permission for the services to be provided from an alternative venue. The Council cannot unreasonably withhold such permission and this report summarises legal and wider considerations for elected members.

#### 2. RECOMMENDATIONS

- |     |  |
|-----|--|
| 2.1 | <p>It is recommended that Council:</p> <ul style="list-style-type: none"> <li>• <b>approves</b> permission for LAL to withdraw these services from 31 August 2022</li> <li>• <b>notes</b> alternative public service uses for Rodney Centre are being explored by officers and that a market valuation of the property is being undertaken <i>and</i></li> <li>• <b>requests</b> officers to bring options for future use of the building for consideration by Property Sub Committee later in 2022</li> </ul> |
|-----|--|

#### 3. STRUCTURE OF REPORT

- 3.1 This report is structured over the following sections:
- Section 4: Background
  - Section 5: Proposals
  - Section 6: Conclusion
  - Appendices

## **4. BACKGROUND**

- 4.1 Since 2016, the Council has commissioned all culture and sport services, some of which were previously delivered in-house, from three Arm's Length External Organisations (ALEOS). These services are defined as 'Public Service Organisation Services', i.e. services for which the Council is accountable but may decide to contract via an ALEO or other third party to achieve Best Value. The Council's detailed duties with respect to ALEOS are summarised in **4.12**.
- 4.2 ALEOs are a delivery model often used by Councils given significant financial benefits, since as charitable bodies ALEOs do not pay business rates on the properties they occupy. For properties occupied by LAL including the Rodney Centre, this totals £979,000pa<sup>1</sup>. Our ALEOs are constituted as sole member limited companies, with the Council as sole member. In practice this means the ALEO is a subsidiary of the Council and we are the underwriter if the ALEO fails. Equally, the ALEO must operate and be seen to operate independently of the Council, otherwise its charitable status and eligibility for business rates relief is compromised.
- 4.3 Rodney Centre is a Council property occupied by LAL and from which it operates gym and group fitness services. Rodney is centrally located in Perth with on-site car parking and 969 square metres footprint. Our most recent condition survey (2019) identified it as Satisfactory, but with £275,000 capital spend requirement mostly for mechanical and electrical upgrades as heating and electrical wiring are nearing end of life. Responsibility for maintenance sits with the Council although LAL has carried out some core maintenance and repairs over the years. Annual property costs are around £40,000pa. Business rates (from which LAL is exempt as stated in **4.2**) are around £26,572 pa.
- 4.4 There have been long standing discussions between LAL and the Council about the PH20 new leisure development at the Perth Leisure Pool/Dewars Centre site. As part of these it has been mutually understood that LAL would withdraw from Rodney in order to consolidate the sport and leisure offer at PH20 and Bell's and enabling economies of scale across the two sites. This is summarised in the Strategic and Outline Business Cases for PH20, as below. Elected members were briefed on the business case for PH20 as it was developed: in September 2019, February 2020, September 2021 and February 2022. Council approved the business case and a £90M capital investment for PH20 in February 2022.

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<sup>1</sup> 2022/23 rates valuation

*LAL owns and/or operates several key leisure facilities throughout Perth City Centre, principally Bell's Sports Centre, Perth Leisure Pool, Dewars Centre and Rodney Fitness Centre. There has been a long-term vision to consolidate some of these into two facilities: the Bell's Centre providing 'dry' sports activities and a redeveloped leisure facility on the existing Perth Leisure and Dewars Centre sites, providing integrated water, ice, bowling and fitness facilities.* <sup>2</sup>

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

*The Service Provider [LAL] shall be under an obligation (subject to clauses 8.3, to 8.10<sup>3</sup> to supply the PSO<sup>4</sup> Services from the Service Provider Properties, the Properties and any such properties added to the Property Portfolio and (subject to clauses 8.3 to 8.10) the Service Provider shall not be entitled to terminate the supply of PSO Services from any of such venues without the prior written consent of the Authority (such consent not to be unreasonably withheld or delayed).*

- 4.6 Since 2019, LAL has been reviewing its wider business model in response to wider changes in the leisure market including increased private sector competition, increased running costs and declining usage/income as its major Perth venues including Perth Leisure Pool, Bell's Sports Centre and Dewars Centre continued to age. As part of this work LAL received funding from the Gannochy Trust for feasibility work on Bell's Sports Centre. Engagement was focused on how access to Bell's for wider community use and enjoyment, particularly by young people, could be enabled. Bell's is used for national events and competitions. These are good for the profile of Perth but they also restrict access to Bell's for the wider community during many weekends of the year. These events are not profitable for LAL and are not guaranteed annual income. In addition to a number of Council services and officers, LAL engaged with 36 stakeholders including:

- All local clubs which use Bell's
- All sports governing bodies for the sports which use Bell's
- Sportscotland
- Scottish Disability Sport
- NHS Tayside and NHS Adult Learning Disability Service
- YMCA
- Fun Young Individuals (care experienced young people)

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<sup>2</sup> PH20 Strategic Outline Case September 2020 p. 15 and PH20 Outline Business Case Feb 2022, p.12

<sup>3</sup> These clauses enable LAL to withdraw from a property in exceptional circumstances for example health and safety concerns presenting a danger to the public, staff and other users.

<sup>4</sup> Public Service Organisation Services means services contracted by the Council to a 3<sup>rd</sup> party provider but for which the Council remains accountable

- 4.7 During 2020/21, LAL's financial pressures accelerated due to the Covid pandemic and major flood damage to Perth Leisure Pool (PLP). Elected members were briefed on the PLP situation and likely financial impact on LAL in autumn 2020. At this time, the financial position of the two ALEOs which generate significant commercial income, LAL and Horsecross Arts, was precarious. Whilst Horsecross was eligible for significant emergency funding from central government (just under £1M), similar funding for leisure Trusts was not available. LAL's revenue position was therefore closely monitored and reported quarterly to the Council's Strategic Policy & Resources Committee. By August 2021, when venues had re-opened on a restricted basis, LAL's income had fallen to around 30-35% of pre-Covid levels. The LAL Board made emergency provision of £600,000 in its reserves to deal with the ongoing impact of Covid.
- 4.8 On 26 August 2021, the LAL Board approved a recommendation from its officers to repurpose Bell's Sports Centre as its major gym/fitness centre by early 2022 and invest £750,000 for this purpose. In the Board's view, significant action was required to financially stabilise LAL and reposition its offer in light of Covid and growing local competition. It also considered findings from the 2019 feasibility work and the PH20 business case summarised in **4.4**, albeit Council funding for PH20 was not confirmed at that stage.
- 4.9 This decision would entail LAL withdrawing from Rodney by summer 2022 and relocating indoor playing courts from Bell's Coaching Ball to Bell's Arena with the following service changes:
- The LAL gym/fitness offer has been expanded and improved, enabling LAL to grow usage/income in an expanding market for these activities.
  - Indoor playing courts at Bell's will reduce from 23 to 17 and relocated to Bell's Arena with other indoor courts remaining available at North Inch and Glenearn Community Campuses.
  - National events will continue to be hosted at Bell's in the Arena. Where specialist flooring is required, this can be brought in by event organisers (as is already the case for many events).
- 4.10 Council Group Leaders were briefed on the LAL Board decision in November 2021 prior to a wider LAL staff and public announcement. Following the public announcement, LAL carried out further customer engagement to help shape the new gym/fitness offer at Bell's Sports Centre. This attracted just over 900 responses of which 24 were negative responses.
- 4.11 LAL presented the rationale for its plans to the Council's Scrutiny Committee on 28 November 2021. At Scrutiny Committee, LAL also stated its intention to carry out an options appraisal to see if an alternative leisure use for Rodney could be identified. This work was delayed to spring 2022 due to staff shortages in LAL. It is summarised in **5.2** and set out in full in **Appendix 1**. Until LAL had satisfied itself it could not find a viable long-term use for Rodney, it did not submit a formal request to the Council to withdraw services from the venue. This was received by Council officers on 5 May 2022.

## 5. PROPOSALS

- 5.1 The Council has two key statutory duties with regard to ALEOs. First, it must 'Follow the Public Pound' (FPP) and ensure what the ALEO delivers is aligned to the Council's wider strategic objectives; that customer insight and views are considered in service planning and delivery; and that financial sustainability and potential risks are properly managed. Second, the Council must achieve Best Value by ensuring the ALEO model is the most efficient, effective and economic way to deliver the services and that the ALEO is transparent and accountable in how it operates.
- 5.2 The Council uses the SLA to define the services and performance/quality standards it expects, and to meet its FPP and Best Value duties. Detailed service delivery and contract compliance is monitored by officers on a quarterly basis, by the Council's observer role on ALEO Boards and via attendance at Scrutiny and Performance Committee/other Council Committees as appropriate.
- 5.3 Under clause 2.3 of the SLA, LAL must formally request permission from the Council to withdraw a service/services from any property listed in the SLA, including Rodney. The SLA does not specify which services must be delivered from which venues. This is an operational matter for the ALEO.
- 5.4 The Council cannot:
- Direct LAL operationally. This risks losing LAL's charitable status and therefore business rates relief and other key benefits.
  - Within the terms of the SLA as summarised in **4.5**, unreasonably withhold or delay permission for LAL to withdraw services from a venue.
- 5.5 The redeveloped Bell's Sports Centre is on track for completion and due to open in mid-July 2022. LAL cannot afford to sustain gym/fitness services at both Bell's and Rodney long-term, and, in further discussion with Council officers, would wish to withdraw from Rodney by 31 August 2022. Its new operating model is predicated on economies of scale and business growth, to be achieved by consolidating and expanding gym/fitness under one roof, in line with the PH20 business case.
- 5.6 As stated in para **4.11**, LAL completed an options appraisal to try to find an alternative viable use for Rodney Centre This has been provided to the Council and is attached as **Appendix A**. In summary:
- 6 options were examined by LAL: a dedicated gymnastics centre, a bowls venue, providing Sports Hall overspill provision from Bell's Sports Centre, a soft play centre, a health/wellbeing venue and a martial arts centre.
  - Space constraints mean Rodney is unsuitable for gymnastics and bowls: particularly gymnastics which would reduce current provision by 25% if relocated to Rodney.
  - Sports halls provision is possible but limited also due to space constraints.

- A soft play centre would require upfront capital investment of around £300,000 which is unlikely to be recouped through income within a realistic timeframe given LAL's wider financial pressures.
- Centralising LAL's current health and wellbeing services at Rodney is unlikely to suit clients who need support in their own homes or residential care settings.
- Martial arts provision is possible but current demand is limited and met by 14 hours pw provision at North Inch Community Campus. It could potentially detract from small local private providers in the city centre.
- None of the options examined would grow LAL usage/income in any significant way (estimated maximum net income is around £4,500 pa) and one-off costs of between £1.5-£20,000 would be required.

5.7 The key business drivers for LAL are the need to achieve economies of scale and grow income in a challenging financial context. In assessing LAL's request to cease delivering a service from Rodney under clause 2.3 of the SLA the following considerations apply:

- LAL is not proposing to cease the service (gym/fitness) it delivers at Rodney. It will expand and continue to deliver gym and fitness services in Perth by relocating them to another city centre venue.
- Indoor court provision has been reduced at Bell's but remains at an adequate level alongside the many other services LAL is required to deliver under the SLA.
- As summarised in **4.6** LAL has engaged with a range of stakeholders including **Sportscotland** and relevant sports governing bodies which have raised no objections.
- LAL's withdrawal from Rodney has been discussed between the Council and LAL over a number of years with mutual understanding that LAL's withdrawal would be required in order to invest in PH20 and create strong consolidated sports facilities at PH20 and Bell's.
- Under the terms of the SLA, the Council cannot unreasonably withhold or delay permission for an ALEO to stop delivering a service from a venue listed in the SLA.

## 6. CONCLUSION

6.1 Council officers consider this request is reasonable under the terms of the SLA and there is no basis for rejecting the request. If approved, LAL will fully relocate its staff and equipment to Bell's by 31 August and liaise with PKC Property Services on handover.

6.2 If the Council does not approve this request there is a risk of:

- Dispute between LAL and the Council. This carries reputational and financial risk for both parties. Given the longevity of discussions about Rodney in the context of PH20 and given the challenging financial context for LAL, the reasonableness of the Council withholding permission arises.

- There are financial risks for LAL, and by extension the Council as sole member and underwriter, if LAL's plans to achieve efficiencies and grow usage/income are constrained by a decision of the Council.
- Council intervention in a business decision taken by the LAL Board may risk LAL's independent charitable status. This is because it may be viewed by the Office of the Scottish Charities Regulator (OSCR) as unreasonable intervention or direction to LAL. Loss of charitable status could incur loss of business rates relief/other key benefits associated with the ALEO model.

6.3 Rodney is potentially suitable for a number of other public service purposes and is likely to be attractive to various commercial parties if marketed, with a number of enquiries already being handled by Council officers.

6.4 Taking the considerations summarised in **5.1** and **5.3** into account, it is therefore recommended that the Council grants permission for LAL to withdraw services from Rodney by 31 August 2022. Alternative uses and marketing potential of the venue are now being examined. A report with options for alternative use for consideration by Property Sub Committee will be submitted later in 2022.

#### Author

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#### Approved

Name	Designation	Date
Barbara Renton	Executive Director (Communities)	15 June 2022

## APPENDICES

- Appendix 1 - options appraisal by Live Active Leisure on alternative leisure uses for Rodney Centre.

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan

1.1 This report contributes to the following objectives in the Community Plan:

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

#### Corporate Plan

1.2 This report contributes to the following objectives in the Corporate Plan:

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

### 2. Resource Implications

#### Financial

2.1 The Head of Corporate Finance has been consulted on this report with regard to 1) financial implications for Live Active Leisure and 2) business rates, maintenance and repair costs that would require to be met by the Council if the property is maintained long-term by the Council. Work is however

underway to assess the suitability of the property for alternative use by the Council or another public sector partner, and/or potential disposal.

#### Workforce

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

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

- 2.3 The Executive Director (Communities), Head of Property Services and the Estates team have been consulted on this report and market appraisal/further options appraisal will be prepared for consideration by Property Sub Committee.

### **3. Assessments**

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 This section should reflect that the proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:
- (i) Assessed as **not relevant** for the purposes of EqIA

#### Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.4 No action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

#### Sustainability

- 3.5 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. These proposals have been considered and assessed as not relevant to the Council's sustainability objectives.

#### Legal and Governance

- 3.6 The Head of Legal Services has been consulted on this report in respect of Council statutory duties relating to Following the Public Pound, Best Value and Arms Length External Organisations.

#### Risk

- 3.7 There are operational and financial risks to LAL if its plans to consolidate the sport/leisure offer in Perth city are not able to proceed on the basis of discussions to date with the Council and as summarised in the business case for PH20. There are reputational risks for the Council if a decision by the Council impacts LAL's ability to secure its financial sustainability. There are wider financial and reputational risks for the Council and LAL if the Council is seen to direct LAL in ways which affect its independent charitable status including business rates relief benefits of £979,000 pa.

### **4. Consultation**

#### Internal

- 4.1 Internal consultation on this report is set out above.

#### External

- 4.2 The Chief Executive, Live Active Leisure has been consulted in the preparation of this report.

### **2. BACKGROUND PAPERS**

- 2.1 There are no background papers to this report.

## Live Active Leisure Board

**Report Title:** Live Active Rodney - Options Analysis and Appraisal

**Meeting Date:** 22 April 2022

**Agenda Item:** 6

**Report Number:** LAL/CO/22/02

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### 1. PURPOSE

The purpose of this report is to provide a high-level options appraisal to determine if there is a viable, sustainable alternative use for Live Active Rodney.

### 2. DECISION REQUIRED

Yes

### 3. RECOMMENDATION

It is recommended that:

The Company give immediate notice to Perth and Kinross Council of the decision and request to withdraw all Company services from Live Active Rodney on the 8<sup>th</sup> July. With the intention that the Company will 'hand back' the venue by the 31<sup>st</sup> August.

### 4. BACKGROUND AND KEY POINTS

- 4.1 The Bell's Development project agreed by the Company in August 2021, will transfer all services currently delivered at Live Active Rodney to Bells' Sports Centre. It is anticipated that the new facilities will open on the 9 July 2022.
- 4.2 The project will consolidate and rationalise fitness provision delivering a range of key objectives including improved financial viability, create additional fitness gym and group fitness capacity, modernising and updating Perth City fitness offer and improving customer experience. The business case was based on the Company closing Live Active Rodney.
- 4.3 The Bell's Sports Centre development will provide the principal fitness offer for the Company in Perth City until such time as the PH<sub>2</sub>O project has been delivered. (Currently scheduled to open in 2027/28)
- 4.4 The outline business case developed for the PH<sub>2</sub>O project includes the requirement to consolidate fitness provision and rationalise the Perth City Fitness Offer. The business case for PH<sub>2</sub>O will be updated in due course to reflect the Bell's Sports Centre Development.
- 4.5 Live Active Rodney is owned by Perth and Kinross Council. Live Active Leisure have operated the venue on 'historical' arrangements on a repair and maintain basis – Perth and Kinross Council have contributed to some necessary repairs to make the

building wind and watertight, however the Company have been principally responsible for lifecycle maintenance. There is no formal 'lease' in place.

- 4.6 Condition surveys completed in 2019 by Perth and Kinross Council categorised the venue with a rating of 'B' - Satisfactory, the surveys detailed a five year spend requirement of circa £275K. The majority of the work identified remains outstanding.

- 4.7 The project has identified financial efficiencies in the region of £250K per annum, which will be achieved through property costs, staffing efficiencies and customer generated income. Any delay to the project will result in a pro rata unbudgeted financial pressure.

## **5. CONTRACTUAL OBLIGATIONS**

- 5.1 Perth and Kinross Council's 'Services Agreement' with the Company identifies the following requirements if a 'property' is to be withdrawn:

'The Service Provider (LAL) shall be under an obligation to supply the PSO Services from the Service Provider Properties, the Properties and the Outdoor Centre and the Service Provider shall not be entitled to terminate the supply of PSO Services from any of such venues without the prior written consent of the Authority (such content not to be unreasonably withheld or delayed)

On 9 March 2022 the Council approved a motion regarding Live Active Rodney which requires Full Council to consider and approve any request from the Company to cease delivering services from the venue, the first practical date for consideration by the Council will be 29 June. This is the first Full Council meeting scheduled post local government elections on 5 May.

On the basis that Live Active Rodney is required to operate until at least the 29 June, the staff transfer and launch of the new fitness facilities at Bell's Sports Centre have been delayed until the 9 July, with promotional activity to commence from the 30 May. If permission to close Live Active Rodney is not provided on the 29 June urgent discussions will be required with the Council, to determine the next steps.

## **6. OPTIONS APPRAISAL / ANALYSIS**

### **6.1 Issue Statement**

Live Active Rodney is currently surplus to requirements (as per Bell's Sport Centre – Business Case approved in August 2021) This options identification, analysis and appraisal has been completed as additional due diligence to determine if the Company has an alternative financially sustainable use for Live Active Rodney or whether it will seek formal permission from PKC to cease operating services from the venue.

### **6.2 Options Identification**

An internal options identification workshop has been completed with representatives from the Senior Management Team, Facilities and Service Delivery teams.

### 6.3 Options Analysis Criteria

Options were appraised against the following parameters: Benefits, risks / issues, anticipate timescales for implementation, sustainability of the option in terms of financial and resource implications

### 6.4 Constraints

Financial:

- No budget provision (Capital / Revenue) has been identified to support an alternative use of Live Active Rodney.
- Building Condition surveys completed by PKC in 2019 identify costs over a five-year period of circa £275K
- Annual Revenue Property Costs including energy, supplies and services circa 30K - £40K ( higher figure based on 2019/20 actuals including anticipated 2022 increase - costs will vary depending on alternate use of the venue).
- Options considered must be financially viable and sustainable

Scope:

- Options considered are appropriate to the Company's charitable objectives.

### 6.5 Option 1 – Soft Play Centre

Description

- Develop the venue as a dedicated soft play centre which would incorporate play frame and other equipment suitable for preschool children. Catering offer would be developed for users / parties.

Benefits

- Develops physical activity opportunities for preschool children
- Car park provision on site / location close to city centre / on major trunk road
- Rodney layout is suitable for principal soft play area to be located in 'Main Studio' with other breakaway spaces available for parties and other activities
- Potential for income generation

Risks / issues

- Significant Capital investment est £300K required to develop the venue, including internal remodelling
- Limited market – pre-school children
- Established Competition locally and in neighbouring areas.
- Asset Management / Property cost overheads – say what these are and whether/how they are significantly different from current
- Covid – Soft play areas one of the first activities to be restricted and one of the last to be reopened
- Delivering on performance targets will be critical, any deficit will add further strain on Companys' financial resources.
- Non swimming pool 'Family activities' have been included in the PH<sub>2</sub>O business case, the detail of this is still to be defined however it is likely to target the same market.

- Consideration could be given to seeking sponsorship or external funding – however, there are no known models of this type of funding arrangement in relation to a soft play centre.
- Internal staff capacity to deliver and develop.
- Commercial expertise required.

#### Timescales

- Circa 6 months

#### Financial and resource implications

- Project Manager to oversee project circa 4 months £20K
- One Off Costs - Capital investment of approximately £300K required to make physical changes and purchase equipment i.e., play frame, play equipment, develop catering area
- Venue requires potential £275K investment over the next five years – condition survey 2019
- Revenue Costs – Staff Costs, Premises Costs, Supplies and services to be factored into commercial business plan.

#### Summary

- This Option will require a one-off capital spend of circa £300K – as there is currently no capacity within the Company's reserves for this level of investment, therefore borrowing would need to be considered. Other costs to be considered include ongoing building investment requirements circa £275K over five years. In addition, new staff team / energy, property costs, marketing and promotion expenditure would all need to be factored into the financial business plan. The soft play market is competitive, with well-established local and regional competition. The PH20 project scheduled to open in 2027/28 will include family activities which are still to be defined but will target the same market. The requirement to achieve very high occupancy levels will be required – with the risk that not hitting targets will create a further financial pressure for the Charitable Company. These factors culminate in a project which is considered high risk.

**Recommendation:** Not Recommended

## 6.6 Option 2 – Dedicated Gymnastics Centre

#### Description

- Transfer Company's Perth City Gymnastics Programme from Bells Sports Centre to Live Active Rodney and create dedicated gymnastics facility.

#### Benefits

- Dedicated space for existing gymnastics programme
- Release court space at Bells Sports Centre for alternative use

#### Risks / issues

- Gymnastics area would be reduced in size in comparison to existing space at Bells Sports Centre. This would result in a 25% reduction in class size capacity compared to existing programme. Reducing the number of spaces by approximately 130 per week.
- Negative Customer Impact based on above.
- Booking IT solutions would need to be considered – there would be no reception function at Live Active Rodney with this model to minimise costs.

- Asset Management / Property Cost overheads

#### Timescales

- Circa 3 months

#### Financial and Resource Implications

- Van Hire / Small team to move equipment. Approximately 2K
- Gymnastics Equipment Floor socket installation circa £2K
- Additional equipment would be required as Scottish Gymnastics Association owned equipment based at Bells Sports is used for events as well as the Company's recreational programme. Circa £15k
- Asset Management costs of circa £275K over five years, Property costs in the range of £30 – 40K per annum
- Option would lose circa £25Kpa in gymnastics revenue.
- Option would release court space at Bells Sports Centre, which could generate circa £22.5K

#### Summary

- This option would require a one-off cost of approximately £19K, gymnastics revenue would fall by approximately £25K per annum due to the reduced capacity. Sportshall availability at Bells Sports Centre would increase and would generate an additional 22.5K per annum approximately. Gymnastics is the Company's second largest / popular programme, behind swimming lessons. To reduce the capacity of the existing programme by 125 spaces per week would be very unpopular. In addition, budget provision would need to be sourced to fund the asset management requirements of £275k over five years, and the property costs of £30 – 40K per annum, which would not be recovered by the activity income.

This option would generate additional sportshall capacity at Bell's Sports Centre for other activities – however, sportshall programming has been considered as part of the Bells Sports Centre Development with the Company committed to working with other partners including Perth College UHI and Perth and Kinross Council to map club / sportshall provision more strategically across the city.

**Recommendation : Not Recommended**

## 6.7 Option 3 – Bowls Venue

#### Description

- Transfer indoor bowls programme from Dewars Centre to Live Active Rodney - at such time as required (if Dewars Centre is required to close during the development of PH20)

#### Benefits

- Temporary provision provided to mitigate potential loss of amenity during PH20 development
- Positive customer impact with users.

#### Risks / issues

- Bowling Rink dimension requirements are between 34 – 40M length with each rink a minimum of 4.6m wide. Dewars Bowling Hall is 36m x 36m. Live Active Rodney's principal studio is 18m x 18m. Even with significant internal

remodelling the venue is not large enough to accommodate an indoor bowling rink.

- An alternative would be to provide short bowls carpets which would provide an alternate activity however it is envisaged that this would have limited appeal with existing users of Dewars Centre.
- Indoor Bowls only operates during the winter season Sept – April.
- Asset Management / Property Cost overheads

#### Timescales

- Not applicable

#### Financial and Resource Implications

- Short Bowling Mats can be purchased for approximately £1500 per mat. No further modification would be required to the existing hall.
- The venue would be required to operate on a self-managed basis to minimise costs.
- Asset Management costs of circa £275K over five years, Property costs in the range of £30 – 40K per annum.

#### Summary

- Live Active Rodney is not large enough to provide a professional standard indoor bowling rink. The venue could provide short bowls carpets, but this is not a comparative offer for existing customers – there is a high risk that uptake would be low. The one-off cost would be approximately £6k for 4 bowls mats – the venue would operate on a self-managed basis with minimal staffing to reduce costs, however the asset management costs, and property costs would not be covered by the activity income. Additionally, bowling will remain at Dewars Centre for the next 2 – 3 years (until such time as PH20 project commences on site), during this period the Company would remain liable for the property. Short Bowling could be provided at another venue in Perth City if required.

**Recommendation : Not Recommended**

## 6.8 Option 4 – Sports Hall Activity Overspill Provision

#### Description

- Develop the venue to provide ‘overspill’ sportshall activity.

#### Benefits

- City Centre location
- Accessible venue

#### Risks / issues

- Venue design limits opportunity to develop – restricted height and space available
- The venues ‘studio’ (18m x 18m) is the only area which would be suitable for any sportshall activity, this would provide limited options as follows:
  - Badminton Court – one court only due to space / height limitations
  - Volleyball – not suitable due to space limitations (18m x 9m – with space required beyond court)
  - Five a side football – not suitable due to space limitations
  - Basketball – not suitable due to space limitations
  - Table Tennis – suitable for approximately 4 tables.

- Childrens Coached activity – no current space demands – accommodated within existing facility provision
- Asset Management / Property Cost overheads
- Staff presence required – supervision / equipment set up / take down.

#### Timescales

- 2 months

#### Financial and Resource Implications

- Equipment / Court Marking - Investment 5K
- Staff Costs – supervision / equipment setup and breakdown TBC
- Asset Management costs of circa £275K over five years, Property costs in the range of £30 – 40K per annum.

#### Summary

This option would generate extremely limited additional sportshall capacity for two key sports only, badminton and table tennis, the scale of availability would also be very limited. Staff presence (limited) would also be required to supervise, and setup / breakdown equipment as required. The ongoing property and asset costs would not be offset by income generation. Sportshall programming has been considered as part of the Bells Sports Centre Development with the Company committed to working with other partners including Perth College UHI and Perth and Kinross Council to more strategically map club / sportshall provision across the city.

**Recommendation:** Not Recommended

## 6.9 Option 5 – Health and Wellbeing Hub

#### Description

- Develop the venue into a Perth and Wellbeing Hub delivering key activities to customers who are more vulnerable and / or with long term health conditions.

#### Benefits

- City Centre location
- Increased capacity for programme delivery – growth in health and wellbeing programmes and success in attracting external funding
- Accessible venue

#### Risks / issues

- Venue is not required to deliver health and wellbeing programme
- Asset Management / Property Cost overheads
- Wellbeing hubs difficult to sustain financially – low income generation service area.
- Visiting clients/patients in familiar surroundings such as their homes / care homes are better for their mental wellbeing
- If a hub was to be developed a more central city location would be preferable. Transport / accessibility.
- A wellbeing hub would not be suitable to deliver the range of services currently provided by GP surgeries. The Company does not deliver primary care like a GP surgery, it provides wider health and wellbeing services to enhance clinical services.

#### Timescales

- Immediate – would require minimal layout / building intervention

#### Financial and Resource Implications

- Equipment Investment – approximately 1K
- Asset Management costs of circa £275K over five years, Property costs in the range of £30 – 40K per annum.

#### Summary

- The Company's Wellbeing Team provides programmes across all communities in Perth and Kinross. A range of activities are delivered including stride for life and buddy walks, activity referrals, wellbeing classes, gym sessions, all ability cycling and care at home and within 'care homes' exercise support. Social prescribers within GP surgeries currently refer clients to Live Active venues and the Company's Wellbeing Team along with other groups in the community such as Andy's Mans Club. The nature of many of these activities are that the wellbeing team work closely with clients in their communities. Those activities which are more 'mainstream' including activity referral / gym and supported activity classes are and can be delivered within existing venues within Perth city. Capacity to deliver these classes is provided through the existing venue provision i.e. Perth Leisure Pool, Dewars Centre, Glenearn Campus, North Inch Community Campus, Bells' Sports Centre and Community Halls. The wellbeing offer provides a significant impact to a smaller group of people – it does not generate significant revenue, therefore if this option was progressed there would be a significant financial pressure from the Property and asset management overheads which would not be covered by any activity income.

**Recommendation:** Not Recommended

### 6.10 Option 6 – Martial Arts Centre

#### Description

- Develop the venue into a dedicated martial arts centre

#### Benefits

- City Centre location
- Dedicated activity set up
- Potential to release 'court space' in other LAL venues

#### Risks

- Martial Arts is not delivered by Live Active Leisure, operated on an 'extended let – block booking basis – income is capped at the hire charge.
- Limited demand – there is current 14.25 hrs of martial arts activity per week accommodated within LAL Perth venues.
- Not all martial arts have the same equipment / set up requirements which makes a 'dedicated set up' challenging
- Limited to evening use only – rare for daytime / weekend demand
- Asset Management / Property Cost overheads
- Self-Management arrangement – key holder basis (no LAL staff presence / supervision)

#### Timescales

- Month

#### Financial and Resource Implications

- Equipment Investment – matting circa 5K

- Current martial arts activity operating at LAL venue generates in the region of £6.5K per annum. Moving this activity to Live Active Rodney would 'release' approximately 14 hrs of Sportshall courts. This would generate in the region of £4.5K of income.

#### Summary

- There are a range of different martial arts operating within Perth city, some of the larger clubs have developed their own 'stand-alone' dedicated venues. The Company currently provides extended lets to 5 martial arts clubs for approximately 14 hours per week within Perth City venues generating approximately £6.5K income per annum. This demand is currently being met at North Inch Community Campus. There is no market data to suggest that there is significant additional demand. Transferring martial arts activity to Live Active Rodney would release a modest amount of 'court' space at North Inch Community Campus which would generate in the region of £4.5K of income per annum.  
The overhead property costs of operating Live Active Rodney would not be mitigated by the anticipated income generation of a dedicated martial arts facility.

**Recommendation:** Not Recommended

### 6.11 Option 7 – Do Nothing (hand back venue to authority)

#### Description

- Vacate and return venue to Perth and Kinross Council

#### Benefits

- Venue rationalisation, reduction in property / staff costs, improved sustainability of wider company
- Supports Bell's and PH20 PH20 business case rationale.

#### Risks

- Potential that venue could be leased by PKC to a competitor in the future.
- Missed opportunity to deliver alternative activities from the venue.
- Reputational Impact of closing venue.

#### Financial and Resource Implications

- achieves property / staff savings as detailed in Bell's Business Case.
- Minimal additional resources required. Corporate Property contracts to be adjusted / terminated, Fitness equipment will be transferred to Bell's Sport Centre, or sold where surplus to requirements. IT equipment / furniture will be recycled within the Company.

#### Timescales

- Fitness Services will cease in Mid-June – needs amending to reflect implications of Council decision 9 March. Vacate building entirely by 31st July.ditto

#### Summary

- This option supports the business case developed for the Bells Sports Centre Development – presents the lowest financial risk to the Company in the absence of a sustainable, viable alternative use of Live Active Rodney. There is a risk that the venue could be leased to a competitor in the future, however

the size of the venue is likely to make it undesirable to a major fitness company. The reputational damage in relation to closing the venue has already been 'publicly discussed' as part of the Bells Development Project, therefore it is not anticipated that this decision would gain significant further negative publicity.

- **Recommendation:** Recommended

## **7 Conclusion**

The Bells Sports Centre development transfers all services currently supplied at Live Active Rodney to Bell's. The key objectives of the Bell's project are to improve the Company's financial viability by consolidating and improving the Perth City fitness offer, and through the efficiencies realised by rationalising Live Active Rodney. This Options Appraisal has therefore been completed on the principal premise that any alternative future use of Live Active Rodney must be viable and able to cover all the inherent costs. The options have also been considered from a secondary perspective in terms of wider benefits.

The appraisal process has not highlighted an option that presents a reasonable 'business risk' of delivering an alternative sustainable model at Live Active Rodney, it is therefore the recommendation that the Company write to Perth and Kinross Council and request consent to cease all services from Live Active Rodney and terminate the current 'lease' arrangement.

## 8 Implications, Assessment and Consultation

<b>IMPLICATIONS</b>	<b>YES / NONE</b>
<b>Financial</b>	NONE
<b>Workforce</b>	NONE
<b>Assets</b>	YES
Live Active Rodney is owned by Perth and Kinross Council. This paper recommends that Live Active Leisure gives notice to cease operations within the venue and hand it back to Perth and Kinross Council. Given that the options considered in this paper are not recommended It is for the Council to consider an appropriate future use.	
<b>ASSESSMENTS</b>	
<b>Equality Impact Assessment</b>	NONE
An Equality Impact Assessment on the transfer of services from Live Active Rodney to Bell's Sports Centre has been completed previously. There are no further Equality implication from the recommendations made in this paper.	
<b>Risk</b>	NONE
<b>CONSULTATION</b>	
<b>Internal</b>	YES
Workshop with senior and operational management staff to determine potential options for consideration.	
<b>External</b>	NONE

## 9. Additional information

For additional information contact:

- Paul Cromwell – Chief Executive Officer
- Gary Watson – Director of Operational Services



# PERTH & KINROSS COUNCIL

22 JUNE 2022

## FINANCIAL STRATEGY

**Report by the Head of Finance**  
(Report No. 22/141)

### 1. PURPOSE

- 1.1 The purpose of this report is to provide elected members with high level commentary on the scale of the financial challenge facing the Council over the short to medium term. It includes commentary on the Resource Spending Review that was published by the Scottish Government on 31 May 2022.
- 1.2 The report also brings forward a Financial Strategy that will assist the Council in delivering its corporate objectives whilst still bringing forward a lawful balanced budget.

### 2. RECOMMENDATIONS

- |     |  |
|-----|--|
| 2.1 | <p>It is recommended that Council:</p> <ul style="list-style-type: none"> <li>• Note the contents of the report</li> <li>• Agree the Financial Strategy – see <b>Appendix 1</b></li> </ul> |
|-----|--|

### 3. STRUCTURE OF REPORT

- 3.1 This report is structured over the following sections:
  - Section 4: Background
  - Section 5: Scottish Government – Resource Spending Review
  - Section 6: Financial Strategy
  - Section 7: Scale of the Challenge
  - Section 8: Conclusions

### 4. BACKGROUND

- 4.1 For financial year 2022/23, the Council has an approved net General Fund Revenue Budget of **£430 million**. For 2022/23, the Council essentially received a flat cash funding settlement from the Scottish Government with additional funding applied to specific national policy initiatives.

- 4.2 There are specific pressures impacting on the 2022/23 Revenue Budget, including general inflation which is currently running at a 40-year high and impacts on activity across the Council and specific inflation impacting on commodities such as electricity, gas and fuel. Furthermore, the 2022/23 pay claims from Trade Unions are significantly more than the amounts budgeted.
- 4.3 In addition, over the next six financial years, the Council has approved Capital investment of **£730 million** which will also be impacted on the external pressures listed above.
- 4.4 The pressures identified above compound the known structural deficit of **£10.014 million** and means that, going forward, the Council faces significant and unprecedented financial challenges.
- 4.5 As well as the financial challenges that the Council faces in delivering a lawful, balanced budget, there are several other reasons why change is necessary:
- new and emerging priorities, including social, economic, health & wellbeing and climate change
  - an ageing population and increasing demand for services
  - delivery of the Perth and Kinross Offer will require a new way of working with communities and a rethink of how the Council is organised to deliver
- 4.6 The need for transformation and change is not unique to Perth and Kinross. All public and private sector services and organisations are facing significant challenges and rethinking how they will operate in the future to address these challenges and meet new and emerging demands. In its Covid-19 Recovery Strategy - for a fairer future, the Scottish Government sets out its vision for recovery and the actions it will take to address systemic inequalities made worse by Covid-19, make progress towards a wellbeing economy, and accelerate inclusive person-centred public services. The Scottish Government's strategy highlights the need to re-build public services and sets out how it will work differently with partners to deliver change.

## **5. SCOTTISH GOVERNMENT: RESOURCE SPENDING REVIEW**

- 5.1 On 31 May 2022 the Scottish Government published **Investing in Scotland's Future: Resource Spending Review**. This is the Scottish Government's first resource spending review since 2011. It sets out "high level parameters" for resource spend within future Scottish Budgets up to 2026/27.
- 5.2 Annual budgets for portfolios, local government and public bodies for the period 2023/24 to 2026/27 will be presented to the Parliament through the annual budget process, reflecting updated funding assumptions, economic and fiscal forecasts and tax policy decisions. However, the funding envelopes included in this spending review are intended to guide financial planning and reform across the public sector, in anticipation of future Scottish budget setting processes.

5.3 The spending review provides an overarching financial framework focusing on four key Scottish Government priorities:

- Tackling child poverty
- Addressing the climate crisis
- Securing a stronger, fairer, greener economy
- Delivering excellent public services

5.4 Funding to Council's is shown in the Social Justice, Housing and Local Government portfolio which is responsible for leading the national mission to reduce child poverty, creating a fairer Scotland, and tackling inequalities. Funding for local government over the period of this spending review is set out in the following table.

	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Local Government	10,616	10,616	10,616	10,616	10,716

5.5 With inflation currently running at 40-year highs, the funding identified in the Spending Review is likely to mean significant real terms reductions in funding for Councils.

5.6 The Fraser of Allander Institute have published commentary on the implications of the Spending Review and they suggest that "the local government budget will decline by 7% in real terms between 2022/23 and 2026/27". They elaborate further by suggesting that "the real terms erosion of the funding allocations of local authorities, police, universities and colleges represents the continuation of a longer trend".

5.7 The Spending Review does also refer to other funding that may flow through to local government including employability relating to child poverty, teachers & support staff, tackling the poverty related attainment gap, strategic childcare plan and reducing the cost of the school day.

5.8 It is anticipated that how the information reflected within the Spending Review directly impacts on Perth & Kinross Council will not be available until December 2022.

## 6. FINANCIAL STRATEGY

6.1 In their publication, Thinking Ahead / Developing a Financial Strategy, the Chartered Institute of Public Finance and Accountancy (CIPFA) suggest that -

- *"A Financial Strategy is the link between the organisation's long-term service objectives and its financial capacity"*

- *“The financial strategy will set out where the organisation is now, where it would like to be and how it plans to get there”*
- *“Strategic Financial planning requires consideration not only of the organisation’s financial resources, but also of the future of the services that it delivers, the individuals and groups to which it delivers them and the environment in which it operates”*

6.2 Furthermore, the CIPFA financial management standards require that *“the financial management of the authority supports financial sustainability”*. This will require elected members and officers to strengthen their understanding of the Council’s financial position which will include:

- **Inflationary pressures** – are these transitory or now fixed?
- **Demand** – how can the Council manage this and what level of service is no longer affordable?
- **Standards** – is the Council providing an enhanced level of service and might this be reduced?
- **Income** – are Services maximising access to national funding and exploring options for new charges?

6.3 It is important that the Financial Strategy links with the Corporate Plan, the Local Outcome Improvement Plan, the Transformation & Change Programme and the Perth and Kinross Offer.

6.4 It is essential that the Council returns to becoming financially sustainable. Over the last few years, public sector organisations have become more dependent on Reserves, which are by definition non-recurring, to meet recurring expenditure. This needs to be based on realistic assumptions around future expenditure, funding, income generation and Council Tax levels.

6.5 Furthermore, in a process of transformation and change, where the Council has capacity, potentially limited, to invest in key strategic priorities through the managed disinvestment in other service areas, it is important that the Council identifies and secures agreement on what it will no longer provide.

6.6 The Council also needs to ensure that it is best placed and sufficiently agile to be able to respond to the future and better placed for the future for the major challenges ahead, e.g., Climate Challenge, National Care Service.

6.7 The level of financial challenge facing the Council, which is set out in more detail in Section 6, is unprecedented. It is highly unlikely that the level of budget reductions required can be fully delivered by 1 April 2023. Therefore, part of this financial strategy presents elected members with options on how these reductions may be introduced.

## 7. SCALE OF THE CHALLENGE

- 7.1 The Council faces an unprecedented level of financial challenge over both the short and medium term. Rising demand, increasing costs and the known structural deficit alongside potential real terms reductions in Scottish Government funding all contribute towards these financial challenges.
- 7.2 On 15 November 2021, the Council approved the updated Medium-Term Financial Plan (Report No. 21/212 refers). At that time, under the mid-range set of assumptions, elected members were advised of a potential funding gap of approximately **£61 million** through to 2027/28.
- 7.3 Undoubtedly this figure will change as more information becomes available, and the scale of the challenge will inevitably increase. Figures for future years will be updated over the Summer and included within the next Medium-Term Financial Plan.
- 7.4 However, work has been undertaken to identify the potential scale of the immediate challenge for 2023/24 which is now estimated at approximately **£24 million** and will require addressing urgently.

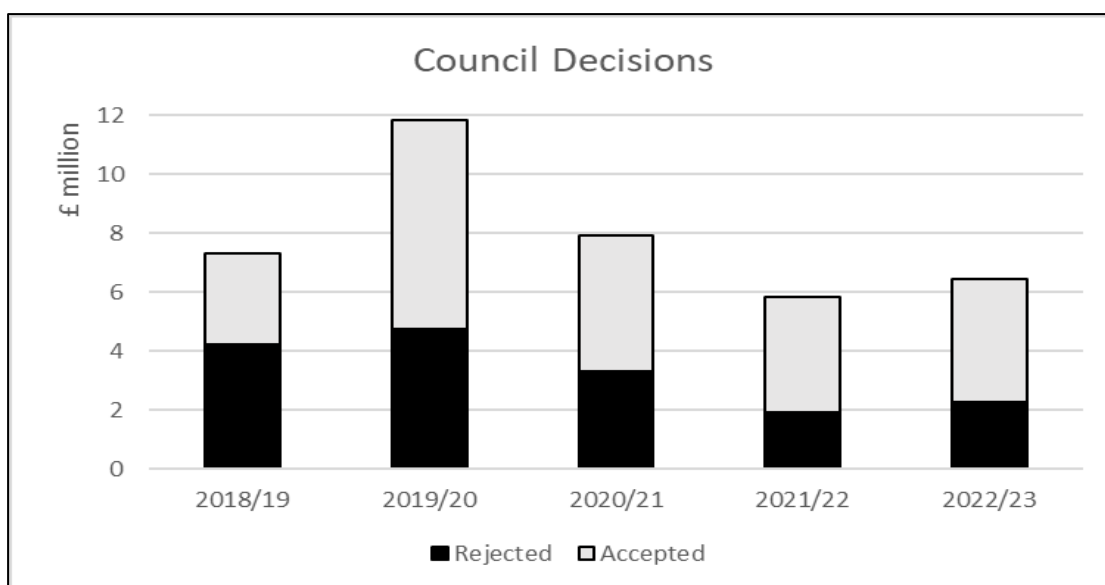
	£m
Structural Deficit	10.0
Pay Award	4.2
Energy	4.0
Inflation	5.0
Other Pressures	0.9
<b>TOTAL</b>	<b>24.0</b>

- 7.5 The estimated financial pressure of **£24 million** will require to be addressed to set a lawful balanced Revenue Budget for 2023/24.

### Context

- 7.6 To provide some context and reinforce the scale of the challenge facing the Council, over the last five years savings options, budget reductions and additional income proposals totalling **£39.315 million** have been put forward. Of the total, £16.531 million have been rejected and £22.784 million agreed by Council. This information is summarised in the following table and graph.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Total	7.307	11.812	7.912	5.825	6.459
Rejected	4.235	4.758	3.337	1.934	2.267
Accepted	3.072	7.054	4.575	3.891	4.192



- 7.7 This information includes the last Transformation Programme, which ran from 2015 to 2020 and delivered full year, recurring budget reductions of approximately **£4.7 million**.

## Risks

- 7.8 There are several risks that may further impact on the Council's financial planning including the outcome of pay negotiations, in both the current year and future years, as well as the longer-term impact of inflation on Council services.
- 7.9 The consequences of the introduction of the National Care Service and further requirements of climate change legislation add to further financial uncertainty over the short, medium and longer term.

## 8. CONCLUSIONS

- 8.1 The Council faces significant financial challenges over the short, medium and longer term.
- 8.2 The scale of the financial challenge facing the Council in 2023/24 is now **£24 million**. Beyond 2023/24, it is anticipated that the challenges will increase beyond that set out in the last update of the medium-term financial plan.
- 8.3 As part of the overall strategy for maximising income, appropriate use of Reserves and the development of transformation activities, the Council will over the coming years be asked to consider and make significant budget cuts to get to a sustainable position. The measures set out within the Financial Strategy seek to balance the levels we have available and to avoid having to make all the anticipated level of cuts in any one financial year. Given the funding levels anticipated and with the probability that current pressures, notably pay and wider inflation will exceed assumptions, there will be a very real requirement for cuts in allocated budgets and an impact on resources available to support the delivery of services to our communities.

**Author(s)**

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**Approved**

<b>Name</b>	<b>Designation</b>	<b>Date</b>
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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Corporate Plan

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

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

- 1.2 This report relates to all of these objectives.

### 2. Resource Implications

#### Financial

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

### Workforce

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

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

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

## **3. Assessments**

### Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 The Revenue Budget Executive Summaries have been subject to an equalities assessment where appropriate.

### Strategic Environmental Assessment

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

### Sustainability

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

## **4. Consultation**

### Internal

- 4.1 The Chief Executive and Executive Leadership Team have been consulted in the preparation of this Financial Strategy.

## **2. BACKGROUND PAPERS**

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

## **3. APPENDICES**

Appendix 1 – Financial Strategy

**APPENDIX 1****PERTH & KINROSS COUNCIL****FINANCIAL STRATEGY****1. CONTEXT**

- 1.1 The local government landscape has never been more complex or challenging. As we try to recover from the global health pandemic, we are also experiencing increased levels of poverty across our communities, rapid growth in our elderly population and the impact of poor mental health and wellbeing. Added to that we have an ambitious policy agenda to regenerate our economy, reduce the impact of climate change, raise educational attainment, and to increase and optimise the use of digital technology; all of which will come with a significant cost attached.
- 1.2 At the same time, the Council is experiencing unprecedented financial and other resource pressures because of real terms reductions in funding, significant cost increases due to inflation and an increasing demand for services.
- 1.3 This has created a substantial “funding gap” or structural deficit in our Revenue Budget which needs to be addressed as a matter of urgency, given our legal requirement to set a balanced budget each year, whilst maintaining sufficient Reserves to deal with any unexpected events.
- 1.4 Through the Perth and Kinross Offer (“the Offer”) and our Transformation and Change Strategy, we must rethink how both our front line and internal services are designed and delivered so that we can better meet the needs of our communities, now and in the future, within the resources that are available to us. Our Financial Strategy will be key in supporting that outcome.

**2. PURPOSE**

- 2.1 Our Financial Strategy is the link between the Council’s long term strategic objectives and its financial capacity. Our strategic objectives are set out in the Council’s Corporate Plan. These objectives are determined by elected members and will reflect political priorities, legal requirements, national policy and reflect the particular needs of our communities in terms of both our people and place. Priorities and key objectives may therefore change over time.
- 2.2 The aim of the Financial Strategy is therefore, to build financial resilience and ensure that we have an affordable and sustainable Medium Term Financial Plan and Revenue Budget, which directs our resources to where they are most needed, in line with our agreed priorities and strategic objectives at any given time.

- 2.3 The Council is legally required to set a balanced Revenue Budget each year. Revenue expenditure relates to the day-to-day operating costs of the Council, for example staff costs as well as the borrowing costs incurred in funding the Council's Capital programme.
- 2.4 At present, the Council's recurring Revenue expenditure is, in part, funded from Reserves. The application of non-recurring resources to meet ongoing expenditure is not sustainable and is referred to as a structural (recurring) deficit which requires to be addressed.
- 2.5 The Financial Strategy is predicated on the Council taking corrective action to manage its expenditure and income to return to a position of long -term financial sustainability.
- 2.6 Financial sustainability will be achieved and maintained through prudent financial management, targeted investment and dis-investment, increasing income, reducing costs and developing more efficient and effective ways of working.

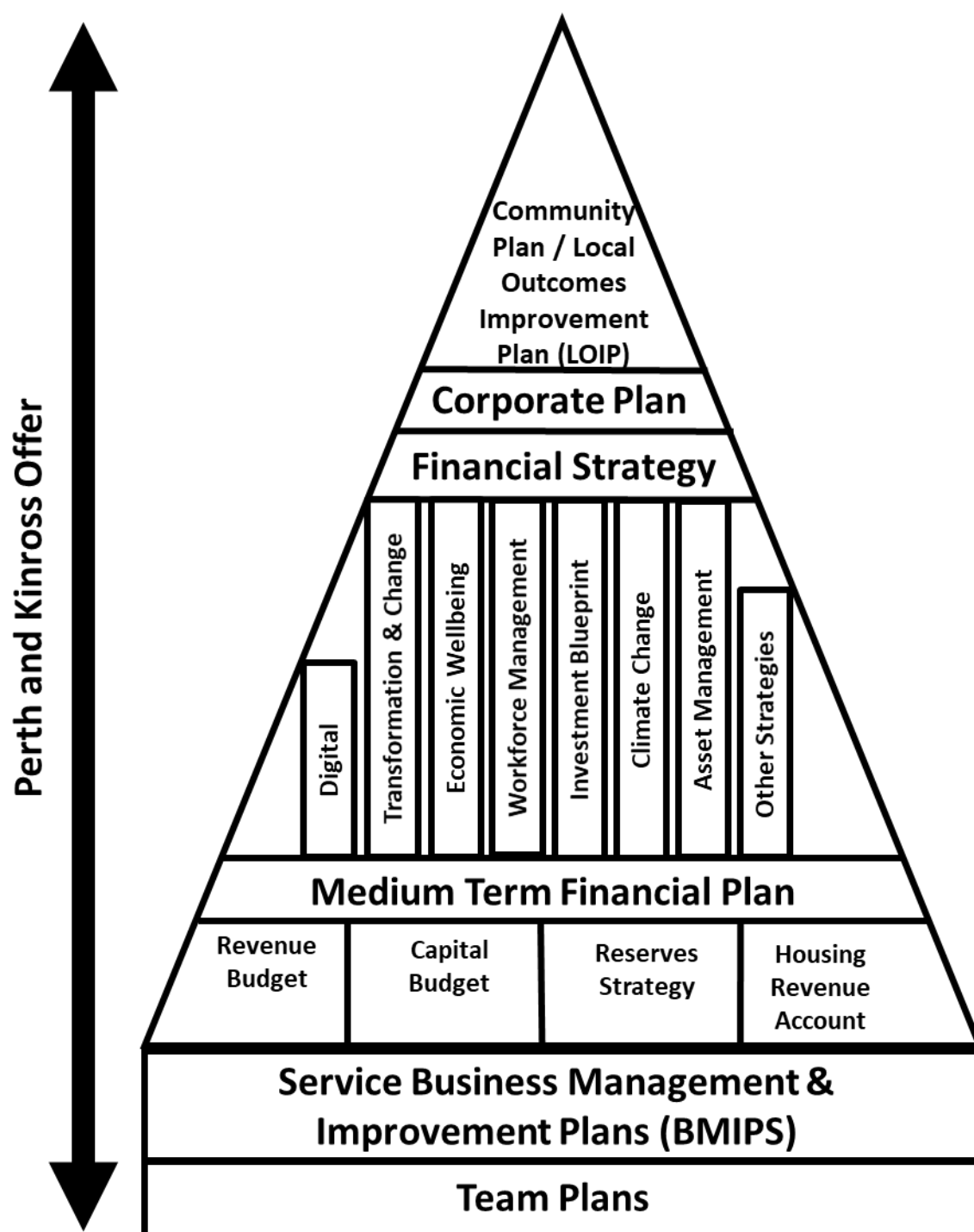
### **3. PRINCIPLES**

- 3.1 A set of principles have been developed which will assist the Council in bringing forward a Medium-Term Financial Plan and Revenue Budget that is sustainable over the longer term.
- 3.2 Meaningful communication and engagement will be key to the successful implementation of this Strategy. The Perth & Kinross Offer represents the Council's commitment to engage with our communities and partners in shaping service delivery and addressing need at a local level. This engagement with our communities will be central in framing how best to allocate the limited resources available in a period of increasing financial challenge.
- 3.3 Maintaining effective dialogue with our staff, communities, public, private and third sector partners will help strengthen the understanding of what the Council may or may not be able to continue to deliver and allow us to draw on local knowledge and experience in shaping future service delivery.
- 3.4 In line with the Council's agreed strategic priorities and objectives, we will, as far as possible:
- i. direct resources to where they are most needed,
  - ii. protect the most vulnerable in our community
  - iii. prioritise the delivery of services which we must provide by law
  - iv. deliver services in the most efficient, and cost-effective manner
  - v. prioritise upfront investment in prevention and early intervention
  - vi. prioritise transformation investment on cost mitigation activities

- vii. not fund recurring activity from General Fund Reserves
- viii. contain spending within approved budgets
- ix. minimise unnecessary expenditure and maximise income
- x. take a planned and sustainable approach to Capital investment
- xi. reflect the full cost of Capital investment in future budgets
- xii. over plan for the delivery of savings

#### **4. BUILDING FINANCIAL RESILIENCE: TOOLS & LEVERS**

- 4.1 Effective financial management in the public sector is built on planning for the long term to deliver strategic outcomes. Increasingly however, with the scale of the financial challenge facing the public sector, building financial resilience is seen as a key element of effective financial management. Councils and other public bodies therefore must be able to deliver significant annual savings and manage financial uncertainty whilst still delivering the good quality services that our local communities need and value.
- 4.2 As a Council we have a number of tools and levers at our disposal, set out below, to support effective financial management and to help build financial resilience.
- 4.3 The following graphic sets out the suite of financial management tools and levers across the Council and how they link into the delivery of our strategic objectives.



- 4.4 The purpose of our **Transformation and Change Strategy** is to deliver better services for our communities whilst contributing towards making the Council more financially sustainable.

- 4.5 Transformation alone will not address the structural deficit; **budget cuts and service reductions will still be required**. Some transformation activity will reduce overspends, mitigate costs or enable a shift of expenditure to new and emerging priorities. It is anticipated, therefore that a combination of measures and approaches will enable a reduction in the structural deficit, helping to deliver a balanced budget and reducing the need to draw on Reserves.
- 4.6 Transforming how we meet the needs of communities, will take time and investment. Even with “invest to save” initiatives, their will likely be initial funding required before any cost- efficiencies are realised. In the short term therefore, there will be heavier reliance on budget cuts to help the Council achieve a more sustainable financial position.
- 4.7 Our **Digital Strategy** will set out the Council’s ambition for digital innovation and inclusion. We will also use it to support the streamlining and automation of many of our systems and processes, potentially providing savings and efficiencies or allowing resources to be directed to meeting increasing need in other areas.
- 4.8 The Corporate **Asset Management Strategy** will support more effective and cost-efficient use of our physical assets. We will always seek to make best use of our assets. Specifically, in relation to our property estate, we will collaborate with our public partners to reduce the overall public estate and we will dispose of assets which no longer best support the delivery of our strategic objectives. In doing so we can create opportunities for savings in terms of running costs and/or generate income by way of a Capital receipt. All of which will help contribute to longer term financial sustainability.
- 4.9 The **Workforce Management Strategy** must ensure that our most valuable resources are directed where they are needed most, in line with our strategic priorities and objectives. As we reshape service provision there will be inevitable changes within the workforce; requiring additional resource in some areas and reduction in others.
- 4.10 The **Investment Blueprint** provides for a more transparent and flexible approach to investment decision-making to deliver the long-term vision of the Council. The wider capital investment planning framework allows us to identify priorities, risks, challenges and opportunities with a coherent and consistent mechanism for assessing investment initiatives, enabling better informed, risk-based decision-making. The **Financial Strategy** will contribute towards a sustainable capital budget and the development and implementation of a sustainable funded rolling 6- Year Delivery Programme, aligned to our strategic priorities.
- 4.11 The **Revenue Budget and Reserves Strategy** will “smooth” future budget reductions, and as far as possible, minimise the impact on stakeholders. The planned use of Reserves will also provide time to allow for an orderly transition.

- 4.12 The Council's Revenue Budget and Reserves Strategy support both its financial management and underpin its financial resilience and ability to deal with unplanned or unexpected events. Council officers will advise members in the management of these resources at a level sufficient to maintain the Council's financial resilience.
- 4.13 Specifically, as far as Reserves, Expenditure and Income are concerned, the Council will:
- **Reserves** – maintain and build up Reserves to smooth the level of budget cuts required in the first few years of the new Council.
  - **Expenditure** – manage down expenditure in the current year and identify proposals for 2023/24 and beyond.
  - **Income** – identify new opportunities and maximise existing income sources.
- 4.14 All strategic financial plans & policies; annual budgets and strategic financial decisions are matters to be determined by elected members. The Council's statutory officers have specific responsibilities in terms of the financial management of the Council and all officers are available to provide professional advice to elected members in their decision making.
- 4.15 Ordinarily, the budget process takes place from late Summer through to early Spring.
- 4.16 In September / October, Council will be asked to approve the **Medium-Term Financial Plan** which includes updated financial assumptions for the next six years.
- 4.17 The **Budget Review Group** process runs from October to February and allows elected members to undertake detailed scrutiny of officer proposals.
- 4.18 In December, the Council receives a **Budget Update**, that subject to the availability of Scottish Government information, provides an update on detailed implications for Perth & Kinross Council for future financial years.
- 4.19 In February, the **special meeting of Council** approves the Revenue Budget and Reserves Strategy and Capital Budget. It is at this point that elected members take formal decisions on specific budget proposals.
- 4.20 The broad timelines are set out in the following table.

	September	October	November	December	January	February
Approval of Medium Term Financial Plan						
Budget Review Group Process						
Budget Update Report to Council						
Special Council Meeting						

- 4.21 The Council has separate accounting and budget arrangements for its social housing services (Housing Revenue Account) and Housing Investment Programme and a statutory responsibility to consult with tenants in the setting of annual rent levels. The principles set out within the Financial Strategy are, however, taken to apply to the management of the Council's resources for social housing services.



## PERTH AND KINROSS COUNCIL

### Perth & Kinross Council

22 June 2022

## TRANSFORMATION & CHANGE STRATEGY 2022/23-2027/28

### Report by Chief Executive (Report No 22/142)

#### 1. PURPOSE

- 1.1 The Revenue Budget 2022/23 & Reserve Strategy (Report No 22/35) presented on 23 February 2022 referred to the need to introduce an organisational wide programme of transformation and change to help address the significant financial, economic, social and environmental challenges.
- 1.2 This report sets out our strategy for Transformation & Change for the period 2022/23 -2027/28.

#### 2. RECOMMENDATIONS

2.1	<p>It is recommended that Council:</p> <ul style="list-style-type: none"> <li>• notes the Council's strong track record of effective delivery of Transformation and Change programmes – Ambition Programme 2015 – 2020</li> <li>• notes the links with the Council's 5-Year Financial Strategy</li> <li>• approves the content and approach outlined within the Transformation &amp; Change Strategy 2022/23 – 2027/28</li> <li>• requests the Chief Executive to bring forward further reports to the Finance and Resources Committee on the implementation and delivery of the Strategy</li> </ul>
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#### 3. STRUCTURE OF REPORT

- 3.1 This report is structured over the following sections:
  - Section 4: Background
  - Section 5: Proposals
  - Section 6: Conclusion
  - Appendix 1: Transformation and Change Strategy

#### 4. BACKGROUND / MAIN ISSUES

- 4.1 Since it came into being in 1996, Perth and Kinross Council has been required to change and respond to the needs of our local communities and the many social, economic, environmental, and other challenges we have faced. As we continue our recovery from the Covid pandemic, see the impact of ongoing conflict in Ukraine, work to address our climate emergency and face significant financial challenges to us as an organisation and people across our communities, the need to evolve and change is more pressing than ever.
- 4.2 Like all councils, we are facing these and other challenges against a backdrop of the most challenging financial circumstances local government has ever experienced. Rising costs also impact on what we need to pay out, and with a reducing income we are left with a significant budget deficit. It is impossible to continue doing the same things we have done in the past and we must rethink how we work with, and within, our communities as well as with all our partners to achieve the best outcomes for the people of Perth & Kinross.
- 4.3 We have a successful track record in delivering transformation and continuous improvement across the Council. Our Building Ambition Programme 2015 – 2020 supported the delivery at a local level of public service reform with transformation projects across a range of areas including the school estate, Home First, REACH, and our corporate digital strategy with a shift to online services and mobile working.
- 4.4 In its Covid-19 Recovery Strategy - for a fairer future, the Scottish Government sets out its vision for recovery and the actions it will take to address systemic inequalities made worse by Covid-19, make progress towards a wellbeing economy, and accelerate inclusive person-centred public services. The strategy highlights the need to re-build public services and sets out how it will work differently with partners to deliver change.
- 4.5 Although the challenges we face are substantial, we have significant experience in delivering transformation and improvement projects and we know from previous experience that a focussed programme of transformational change can make a real impact on the way that we operate. The success of our future transformation and change programme will be built on our biggest asset, our staff team. They show an unwavering commitment to serving the public and when required have stepped up and faced challenges and changes whilst continuing to deliver.
- 4.6 The Transformation & Change Strategy is a 5-year strategy and sets out our next phase of transformation and sits within the Council's wider strategic framework and acts as an enabler to deliver on our Corporate objectives.
- The revised **Corporate Plan 2022/23 - 2027/28** will set our vision and corporate objectives, aligned with our values, and will be designed to address, or mitigate, the impact of the many challenges our organisation and our communities are facing. These objectives will be underpinned by

themes including reducing poverty and inequality; improving life chances and choices for all; improving people's wellbeing; supporting sustainable communities and ensuring people are connected.

- The **Financial Strategy** – details the financial challenges we face, the extent of the structural deficit and measures we must take now and over the next 5 years to identify savings, reduce our budgets and support the Council to become financially sustainable.
- The new **Local Outcome Improvement Plan** - will detail new priorities and the actions that the Community Planning Partnership will take in the coming years to focus on inequalities which are stubborn and require new collaborative approaches.
- The **Perth and Kinross Offer Framework** - details the actions that we will take over the next 5 years to deliver and embed the Perth and Kinross Offer and the programme of cultural change that will transform how we work with colleagues, communities and our partners.

4.7 The strategy sets out our commitment to develop an organisation for the future which:

- Puts people first, focussing on getting it right for those who most need our help and support
- Has a values led culture with ambition, compassion and integrity at the core
- Prioritises services which help prevent a crisis happening, rather than just reacting
- Works together with our communities and partners to deliver the best services we can within the resources and budget we have available
- Makes the most of the buildings and other assets we have, and disposes of those we no longer need
- Supports our workforce to be the best, ensuring they are well-trained and empowered to work flexibly in and with our communities
- Is a visible and valued part of our communities, recognisable and available where and when we're needed
- Makes full use of data and local knowledge to understand where and when we are most needed and makes use of technology to allow those who can self-serve to do so

## 5. PROPOSALS

5.1 Delivery of the Transformation & Change programme will be underpinned by our organisational wide cultural and behavioural change programme and a clear commitment to fully embed and demonstrate our values of **Ambition, Compassion, and Integrity**.

5.2 The success of our transformation and change programme will, as with all previous changes, be built on building support both inside and outwith our organisation. A continued focus on building relationships, connecting, supporting, involving, and communicating with our staff, communities and

partners is an essential part of a successful transformation and change programme. We recognise that change can be both exciting and scary, creates opportunities and threats and is best done with and not to people.

- 5.3 We recognise that the shape and structure of our organisation needs to change, and we need to place a greater focus on the delivery of the Perth and Kinross Offer to transform the experience of people who use our services. This needs to be the cornerstone of our transformation and change programme.
- 5.4 Due to the size and complexity of the organisation and the nature of challenges we face, the transformation and change programme will require a range of approaches as detailed below. No two projects will be the same and for larger scale projects of a more complex nature, it is likely that many of the approaches will be adopted to deliver the required outcomes.
- 5.5 Aligned with our corporate objectives and priorities the programme will be categorised into three key themes:
- **People and Place** – we will change and transform how we work with people, bothin inside and outwith our organisation
  - **Partners** – we will change and transform our engagement and work with partners and local businesses to strengthen our ability to meet priorities
  - **Perth & Kinross Council (our organisation)** – we will change the shape of the organisation to transform and meet our ambitions, increase our flexibility with our people, finances and assets.
- 5.6 The programme will be developed and phased over a 5 year period and work undertaken during year 1 will be key to setting the foundation for the successful delivery of the programme in future years. In the short-term, we will focus on activity to reduce the budget shortfall.
- 5.7 To meet the significant financial challenges the strategy needs to dovetail with the ambitions of the Council's 5-Year Financial Strategy.
- 5.8 The strategy provides an early indication of potential projects. However, these proposals require to have a clear scope, as well as clearly articulating the benefits, savings and impact. Projects will then be developed into full business cases to evidence and provide greater assurance on deliverability and achievement of outcomes.
- 5.9 Integral to developing the programme will be improvements to internal efficiency through our demand management approach. In developing projects, we will target areas where we can achieve greater efficiency by further reducing duplication and wastage. This is to ensure services reach the right people at the right time and helps us deliver our vision and objectives.

- 5.10 As this is a 5 year plan, a flexible and agile approach will be adopted to the programme and projects may be added, changed or removed if the original benefits and/or outcomes do not offer best value.
- 5.11 The Chief Executive will lead the Transformation Programme and chair the newly established Transformation Board. Update reports on the Transformation and Change Strategy will be provided on a regular basis to Council for information and approval as required. In addition the development and progression of the programme of activities will be regularly updated to Joint Leaders meetings and will form an element of the focus of future Governance Member Officer Working Groups.
- 5.12 Through a range of methods and mechanisms we will measure and assess the impact and outcomes of the transformation and change work. Quality assurance, benefits realisation assessments, ongoing review and monitoring will be embedded at a project and programme level. In addition, and where appropriate, achieved outcomes from the programme will be reported at an organisational level through the Council's Annual Performance Report with service specific updates being provided within individual service Annual Performance and Business Improvement Plans

## 6. CONCLUSION

- 6.1 This report sets out our proposals for our Transformation & Change Strategy and aligns with the Council's 5-Year Financial Strategy. It also underpins the delivery of our strategic objectives to ensure that transformation and improvement is embedded in the delivery of council services.

### Author(s)

Name	Designation	Contact Details
Charlene Guild Clare Mailer		

### Approved

Name	Designation	Date
Thomas Glen	Chief Executive	15 June 2022

- Appendix 1 – Transformation and Change Strategy

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

The undernoted table should be completed for all reports. Where the answer is 'yes', the relevant section(s) should also be completed. Where the answer is 'no', the relevant section(s) should be marked 'not available (n/a)'.

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

### 1. Strategic Implications

#### Community Plan

1.1 This report supports all of the objectives within the Community Plan.

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

#### Corporate Plan

1.2 This report supports all of the objectives within the Community Plan.

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

## **2. Resource Implications**

### Financial

- 2.1 The transformation and change strategy, and projects identified within it will support the Council's Finance Strategy along with the medium term financial plan.

### Workforce

- 2.2 The transformation and change strategy, and projects identified within it will be supported by the Council's Workforce Management Plan.

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

- 2.3 Not applicable at the moment.

## **3. Assessments**

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

### **This has still to be completed**

### Strategic Environmental Assessment

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

### Sustainability

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

This section has still to be completed.

### Legal and Governance

- 3.4 The Head of Legal and Governance has been consulted as part of the Transformation Board.

### Risk

- 3.5 Risk management will be an integral part of managing the Transformation and Change Strategy and plan. key risks will be reported to elected members as required.

## **4. Consultation**

### Internal

- 4.1 The Joint Leaders have been consulted with in relation to the strategy, along with the wider leadership forum of officers across the Council.

### External

- 4.2 There will be an extensive consultation and enegagement plan for the Strategy

## **5. Communication**

- 5.1 There will be an extensive consultation and enegagement plan for the Strategy.

## **2. BACKGROUND PAPERS**

This section should list the documents that have been relied on in preparing the report, other than those committee reports already referenced within the main body of the report. All documents must be kept available by the author for inspection by the public for four years from the date of the meeting at which the report is presented.

# TRANSFORMATION AND CHANGE STRATEGY 2022/23 – 2027/28



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# FOREWORD

**Councillor Grant Laing, Council Leader**



Since it came into being in 1996, Perth and Kinross Council has been required to change and respond to the needs of our local communities and the many social, economic, environmental, and other challenges we have faced. As we continue our recovery from the Covid pandemic, see the impact of ongoing conflict in Ukraine, work to address our climate emergency and face significant financial challenges to us as an organisation and people across our communities, the need to evolve and change is more pressing than ever.

As a Council we are committed to delivering the best possible services that we can within the resources at our disposal to serve the people and communities of Perth and Kinross. In doing this we recognise that our focus requires us to continually consider the services which make the biggest difference to those in greatest need.

Covid has added to the significant and increasingly complex challenges we face. The equalities gap and opportunities for those in need has only widened. Our local economy is still in recovery, and we are continuing to see the emerging long-term implications for people's physical and mental health and wellbeing, and we are already seeing increasing demands on us as a Council and other public and community partners.

At the same time, the pandemic also proved that there is a different way of working alongside our communities and partners. Through our Perth & Kinross Offer, we are committed to strengthening the place of communities at the heart of all that we do.

Like all councils, we are facing these and other challenges against a backdrop of the most challenging financial circumstances local government has ever experienced. Rising costs also impact on what we need to pay out, and with a reducing income we are left with a significant budget deficit. It is impossible to continue doing the same things we have done in the past and we must rethink how we work with, and within, our communities as well as with all our partners to achieve the best outcomes for the people of Perth & Kinross.

We are committed to re-balancing the relationship we have in designing and delivering services, with the people who ultimately use them, and draw on the strengths, assets and local understanding that residents can bring to help everyone in their area, to live life well.

Although the challenges we face are substantial, we have significant experience in delivering transformation and improvement projects and we know from previous experience that a focussed programme of transformational change can make a real impact on the way that we operate. The success of our future transformation and change programme will be built on our biggest asset, our staff team. They show an unwavering commitment to serving the public and when required have stepped up and faced challenges and changes whilst continuing to deliver.

This strategy sets out the next chapter of transformation for us as a Council and the communities we serve. It begins the process of detailing how over the next five years, we will deliver an ambitious programme of transformation and change across the organisation. These changes will impact on our communities, our teams and how they deliver as we seek to respond to changing demands and resourcing levels.

With our continued focus on public service, a focus on those in greatest need and the support of our teams, partners and communities we will continue to ensure that the people of Perth and Kinross are at the heart of all that we do and we evolve to face the challenges ahead.

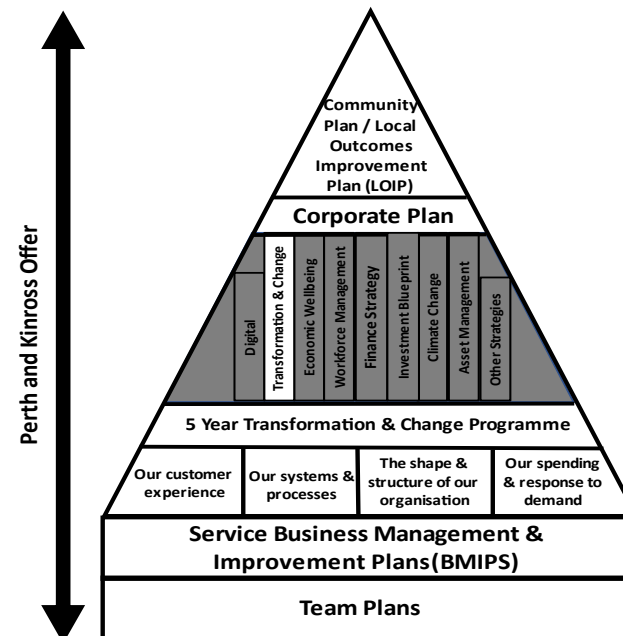
## Our national and local priorities

The need for transformation and change is not new nor unique to Perth and Kinross, we have been doing it since we were established in 1996. Today all public and private sector services and organisations are facing many traditional but also significant new challenges and rethinking how they will operate in the future to address these challenges and meet new and emerging demands.

In its [Covid-19 Recovery Strategy - for a fairer future](#), the Scottish Government sets out its vision for recovery and the actions it will take to address systemic inequalities made worse by Covid-19, make progress towards a wellbeing economy, and accelerate inclusive person-centred public services. The strategy highlights the need to re-build public services and sets out how it will work differently with partners to deliver change. The Government has also recently published its latest Spending Review setting out the financial challenges facing public services, and these are more fully explored for this Council in our new Financial Strategy.

Our Transformation and Change strategy sits within our wider strategic planning framework (see Figure 1 below). It will sit alongside other Council strategies in supporting us in delivering our corporate objectives and outcomes. These strategies have been, or will be, reviewed in the current year and set the strategic direction and ambitions for our organisation over the next 5 years.

- The revised **Corporate Plan 2022/23 - 2027/28** will set our vision and corporate objectives, aligned with our values, it will seek to address, or mitigate, the impact of the many challenges our organisation and our communities are facing. These objectives will be underpinned by themes including reducing poverty and inequality; improving life chances and choices for all; improving people's wellbeing; supporting sustainable communities and ensuring people are connected.



- The **Local Outcome Improvement Plan** - will focus on the targeted actions that the Community Planning Partnership will take in the coming years to focus on inequalities within our communities and how we will work collaboratively to address these.
- The [Perth and Kinross Offer Framework](#) - details the actions that we will take over the next 5 years to strengthen how we work within our teams and alongside partners and communities to put those we serve at the heart of shaping, delivering and managing services within their local areas.
- The **Financial Strategy** – details the financial challenges we face, the extent of the structural deficit and measures we must take now and over the next 5 years to identify savings, reduce our budgets and support the Council's long-term financial sustainability.

## Why do we need to change?

Our history evidences our ability to change and evolve to meet the different needs of communities and the wider political, economic, social, environmental, and other changes we face, and this is as true today as ever. Change is necessary and right if we are to continue to work to best meet the needs of those we serve.

Change can bring huge opportunities and energy to what we do as an organisation but at the same time can raise uncertainty for our teams and those who rely on our services.



Respond to the changing environment and context within which we work



Changing expectations and commitments to meet social, economic, health and wellbeing needs, and climate change.



Embrace new and best practice



Provide opportunities for our people and services to improve

But at its core, we change to deliver better for those we serve.

## What do we want to achieve?

The overarching aim of the Transformation and Change programme is to support the delivery of services to the people of Perth and Kinross, particularly those in greatest need.

The Transformation and Change programme will help us to continue to develop our organisation as one which:

- Puts people first, focussing on getting it right for those who most need our help and support
- Has a values led culture with ambition, compassion and integrity at the core
- Prioritises services which help prevent a crisis happening, rather than just reacting
- Works together with our communities and partners to deliver the best services we can within the resources and budget we have available
- Makes the most of the buildings and other assets we have, and disposes of those we no longer need
- Supports our workforce to be the best, ensuring they are well-trained and empowered to work flexibly in and with our communities
- Is a visible and valued part of our communities, recognisable and available where and when we're needed
- Makes full use of data and local knowledge to understand where and when we are most needed and makes use of technology to allow those who can self-serve to do so

## How we will transform and change

### Engagement & Communication

The success of our transformation and change will, as with all previous changes be built on building support both inside and outwith our organisation. Articulating the need for change to continue to allow us to focus on serving our communities and importantly those in greatest need and bringing people with us to help inform, shape and be at the heart of delivering any change. A continued focus on building relationships, connecting, supporting, involving, and communicating with our staff, communities and partners is an essential part of a successful transformation and change programme. We recognise that change can be both exciting and scary, creates opportunities and threats and is best done with and not to people.

We will keep people informed and engaged to make improvements needed. Our Communications & Engagement Plan will enhance current approaches to involvement and engagement within the organisation, with our partners and communities. We will be clear about what the impact of change will mean to our communities, especially where services change significantly.

To ensure that staff, partners, elected members and communities have a clear understanding of the programme, its aims and progress clear and regular communication will be key. A communications plan will be developed to build collective understanding and support for transformation and change and inspire and encourage wider involvement. We will encourage everyone to become involved and a range of communications methods will be used to ensure a wide reach and engagement with all stakeholders.

Working to the principles of [Service Design](#), we will use research and the feedback and stories from the user experience to keep the people who deliver, use and interact with our services at the centre of everything we do.

We have developed an approach for engaging with people around transformation through workshops, events, and meetings. These are aimed at gathering ideas and suggestions, setting clear actions for progress, and agreeing solutions for improvement in future. This approach is aligned with the principles, ethos, and commitments of the Perth & Kinross Offer to involve people in areas of our work that affect them to develop solutions locally.

Delivery of the Transformation & Change programme will be underpinned by our organisational wide cultural and behavioural change programme along with a clear commitment to fully embed and demonstrate our values of **Ambition, Compassion, and Integrity**

## Our Approach

We recognise that the shape and structure of our organisation needs to change, and we need to place a greater focus on the delivery of the Perth & Kinross Offer to transform the experience of people who use our services. This needs to be the cornerstone of our transformation and change programme.

Due to the size and complexity of the organisation and the nature of challenges we face, the Transformation and Change programme will require a range of approaches as detailed below. No two projects will be the same and for larger scale projects of a more complex nature, it is likely that many of the approaches will be adopted to deliver the required outcomes.



## **Transforming our customer's experience**

The things we do that will be different for those who receive our services. We will focus on delivering the Offer with communities at the heart of shaping, delivering and managing services and operating and owning assets.



## **Transforming the shape and structure of our organisation**

This will involve restructure and consolidation of services, but we will also consider the merits of other models of insourcing, outsourcing, sharing services and commercialisation.



## **Transforming our systems and processes**

Led by services and teams, these changes will deliver better outcomes for people in our communities through improvements in efficiency and productivity. These improvements will be made possible by streamlining processes and a greater use of digital solutions.



## **Transforming our spending and response to demand**

This is the budget cuts, reviewing demand across the organisation, focusing on need and re allocating resources.

# **What we will transform and change**

Aligned with our corporate objectives and priorities the programme will be categorised into three key themes:



## People and Place

We will change and transform how we work with people, both inside and outwith our organisation. As set out within the Perth & Kinross Offer Framework, we will change and transform develop our engagement, collaboration, and joint working with our communities, so people are involved in the design and delivery of services which support sustainable and resilient places. We will:

- Give our teams greater autonomy to shape and make decisions on the services they deliver, recognising that they are the experts in their areas. Alongside this we will seek to remove administrative burdens and processes, allowing a greater focus on delivering for communities and not servicing organisational machinery
- Further expand on the work we already do with and within communities, empowering and involving them in the design and delivery of services. As part of this we will review and reshape structures and processes for engaging and involving communities with more of a focus on being visible within communities and building relationships rather than managing engagement processes

We will focus on the people and places that need us most, consider where are resources are best deployed and importantly withdraw rationalise and prioritise assets to allow us to reduce our costs but importantly allow local communities to take on the management and ultimately ownership of assets where they are able to utilise and sustain these for their local communities



## Partners

We will change and transform our engagement and work with partners and local businesses to strengthen our ability to meet our priorities and the needs of local communities. We will:

- Review and reset our relationships with partners to focus on working with partners who support our shared priorities and those who need us most. In some areas this will mean more resources deployed alongside some partners whilst less with others
- With our partners develop further opportunities so that the experience is seamless for the people who use our services.
- Increase our collaborative focus on early intervention and prevention of issues.



## **Perth & Kinross Council (our organisation)**

To meet the challenges we face, the shape of the organisation will require to change and transform to meet our ambitions, increase our flexibility with our people, finances, and asset.

- Reshaping our organisation and focusing on efficiency in how we are set up
- Reviewing our systems and processes and make them more effective
- Nurture a 'think yes' culture and empower staff to make decisions
- Collaborative leadership at all levels of the organisation, irrespective of position or grade
- Acknowledge quickly when proposals are not going to deliver what was expected, learn quickly, and move on
- Deliver financial savings to ensure a balanced budget
- Recognising and celebrating what we do well

## **Starting the next phase of our transformation and change journey**

The programme will be developed and phased over five years, it will be iterative, will start with several initial workstreams and will be built and added to through over the period, through engagement with our teams, partners and communities. Work in year one will set the foundation for the successful delivery of the programme in future years and the programme will be consistently reviewed, updated and reported to Council.

Significant work will be undertaken in year one to identify and progress key projects that will deliver the greatest impact in terms of efficiency within the Council, improved customer outcomes and financial savings. In the short term, we will focus on activity to reduce the budget shortfall and we will review our leadership structure to ensure that we have the professional skills and leadership capacity in place to lead services and transformation across the organisation.

Integral to developing the programme will be improvements to internal efficiency through our demand management approach. In developing projects, we will target areas where we can achieve greater efficiency by consolidating and bringing together services,

further reducing duplication and wastage. This is to ensure service reaches the right people at the right time and helps us deliver on our vision and objectives.

We will review all transformation and change projects on an ongoing basis to make sure that they remain relevant and aligned with our corporate priorities and outcomes. Where they are not seen to deliver the anticipated benefits, they will be suspended, and lessons learned to inform further elements of the programme.

Projects will be developed with a clear scope, intended benefits, and potential impacts and all of this will be measured against an assessment criterion to ensure projects meet the aims of the overall programme. Proposals meeting the assessment criteria will then proceed to business case development. This will provide greater assurance around the deliverability and success of outcomes. Some initial proposals for projects can be found in **Appendix A**. The purpose of these proposals is to provide an indication of the types and breadth of activities which may become part of our Transformation & Change programme.

As this is a 5-year plan, a flexible and agile approach will be adopted to the programme and projects may be added, changed or removed if the original benefits and/or outcomes do not offer best value.

## **How will we manage our resources?**

### **Money**

The financial situation we face is significant and transformation alone will not address the structural deficit. Budget cuts and service reductions will be required. Some transformation will reduce overspends, mitigate costs, or allow money to be moved to new and emerging priorities.

The delivery of the Council's Financial Strategy and the Transformation and Change Strategy operate in tandem to effectively address the structural deficit, deliver a balanced budget and ensure the delivery of best value public services.

## **Workforce management**

The Managing Workforce Change Strategy will enable us to have the right capacity and people in the right places working to deliver our corporate priorities, within the resources available to us.

It will ensure that we have a sustainable approach to workforce development, and a flexible and agile workforce with the right skills, values, and attitudes to meet the needs of our communities now and into the future. We will encourage learning and development for the roles we will require in the future and to support people to move across the organisation to take on new or different roles.

## **How will we know we have made a difference?**

### **Performance management**

Through a range of methods and mechanisms we will measure and assess the impact and outcomes of the transformation and change work on:

- People and communities
- Our employees
- Our organisation
- Our finances

Quality assurance, benefits realisation assessments, ongoing review and monitoring will be embedded at a project and programme level. Staff and customer feedback, performance information and budget monitoring arrangements will also enable us to measure our success.

In addition, and where appropriate, achieved outcomes from the programme will be reported at an organisational level through the Council's Annual Performance Report with service specific updates being provided within individual service Annual Performance and Business Improvement Plans.

## Starting the next phase of our transformation and change journey

The programme will be developed and phased over five years, it will be iterative, will start with several initial workstreams and will be built and added to through over the period, through engagement with our teams, partners, and communities. Work in year one will set the foundation for the successful delivery of the programme in future years and the programme table is designed to be a working document which will be consistently reviewed, updated, and reported to Council.

Significant work will be undertaken in year one to clarify the scope, the intended benefits, and potential impacts of key projects in the following areas:

- Our people and communities
- Our organisation
- Our employees
- Our finances

We will review all transformation and change projects on an ongoing basis to make sure that they remain relevant and aligned with our corporate priorities and outcomes. Where they are not seen to deliver the anticipated benefits, they will be suspended, and lessons learned to inform further elements of the programme.

As this is a 5-year plan, a flexible and agile approach will be adopted to the programme and projects may be added, changed, or removed if the original benefits and/or outcomes do not offer best value. Workstreams have been themed under three distinct areas

- **People and Place**
- **PKC (Organisation)**
- **Partners**

## People and Place

We will change and transform how we work with people, both inside and outwith our organisation. As set out within the Perth & Kinross Offer Framework, we will change and transform our engagement, collaboration, and joint working with our communities, so people are involved in the design and delivery of services which support sustainable and resilient places.

### Delivering the Perth & Kinross Offer

Workstream / Project	Overview
<b>Multi-disciplinary Locality working</b>	<p>The establishment of locality multi-disciplinary teams to work with and within communities, co-design and deliver services and improved community outcomes and priorities – workstreams include:</p> <ul style="list-style-type: none"><li>• Localities Framework agreed</li><li>• Locality profiles finalised</li><li>• Shared way of working across all localities initiated</li><li>• Locality Governance arrangements agreed</li> <li>• Connected resources plan developed</li><li>• Locality and themed Offers developed</li><li>• Establish Joint Asset Management Framework</li><li>• Budget allocations aligned to community priorities</li></ul>

<b>Review of community engagement activity</b>	<p>Review of current engagement activities both internally and externally. Proposals for alignment of approach, co-ordination of activity and use of data and intelligence.</p> <p>Work will include:</p> <ul style="list-style-type: none"> <li>▪ Using the Place standard and 20-minute neighbourhood tools work with Elected Members and communities to evaluate the quality of their community to help identify priorities</li> <li>▪ Lived experience assessment undertaken</li> <li>▪ Undertake listening events and ward meetings within communities</li> <li>▪ Work with communities, staff, Elected Members and businesses to develop local and service specific offers e.g. Housing; Poverty; The Street; Climate Change; Locality</li> <li>▪ Engagement: Communication &amp; Marketing Plan developed</li> </ul>
<b>Community asset Review</b>	<p>Through the Perth &amp; Kinross Offer, we will work with communities improve our approach, build capacity and sustainability for future through the transfer of assets to our communities. Workstreams include:</p> <ul style="list-style-type: none"> <li>• Reviewing all our current community assets (linked to our one public estate review) and develop proposals for increasing Community transfers based on need</li> </ul>
<b>Cultural Change programme</b>	<p>Working within our organisation and externally with our communities using different communication and engagement opportunities, we will seek to build understanding of our ambitions, values, and behaviours. This will allow us to work with communities in different ways, building capacity and leading to greater sustainability and empowerment for people. Workstreams include:</p> <ul style="list-style-type: none"> <li>▪ Develop an engagement action plan where we outline the different opportunities for people to get involved in our work, working with communities to identify what support, skills, and resources they need to get involved and establish forums to enhance these partnerships</li> <li>▪ Review community / public engagement approach to budget setting and informing strategic priorities</li> <li>▪ Review and develop our funding offer for communities:</li> </ul>

<b>Climate Change – delivery of the strategy and action plan</b>	
<b>Waste Management</b>	A review of waste strategy and waste management arrangements to deliver national initiatives, improved outcomes and realise best value and service efficiencies.
<b>Decarbonisation</b>	<p>Delivery of the Council's Climate Action Plan that will lead to the fair transition to a net zero and resilient PKC estate and Perth and Kinross council area, while benefitting public health, supporting green jobs, and enhancing the built and natural environment.</p> <p>Workstreams include:</p> <ul style="list-style-type: none"> <li>▪ Decarbonising the Council's domestic and non-domestic estate by developing and delivering a Local Heat and Energy Efficiency Strategy, Mobility strategy</li> <li>▪ Through our support of the Perthshire Nature Connections Partnership support the development and delivery of a programme of landscape scale transformation</li> <li>▪ Deliver both internal and community focused engagement and behavioural change activities</li> </ul>
<b>Focus on people's health and social care – a transformation programme led by the HSCP and reporting to the IJB</b>	
<b>Older People</b>	PKHS CP will deliver an approved strategic plan to change and improve care and support for a growing population of older people and their carers. Through a whole system/collaborative approach early intervention will be enhanced through self-management; avoiding admissions to hospital and keeping people at home; and integrating pathways of care across Primary, Secondary and Community.

<b>Community Mental health &amp; Wellbeing</b>	<p>The PKHSCP Community Mental Health and Wellbeing strategy will enhance the experiences and outcomes for people experiencing mental ill-health and mental distress so that people and their carers will:</p> <ul style="list-style-type: none"> <li>• receive the right support at the right time</li> <li>• experience reduced stigma and inequality</li> <li>• have improved access to a range of person-centred care and support</li> <li>• be able to make informed choices about their care</li> <li>• experience support services that are coordinated and integrated</li> <li>• be engaged and involved in a way that promotes trust and respect</li> </ul> <p>We will work with partners to promote a bright future through good mental health and wellbeing for all.</p>
<b>Learning Disability / Autism</b>	<p>PKHSCP will deliver on a strategy for autism and learning disability to maximise the independence of and improve outcomes for people with complex needs. The strategy will:</p> <ul style="list-style-type: none"> <li>• Support people to live independently in the community.</li> <li>• Encourage inclusive communities and ensure people have equal access to all aspects of society.</li> <li>• Provide access to high quality, personalised support.</li> <li>• Transform support for people with autism and/or a learning disability who have complex needs.</li> </ul> <p>This will support people with autism and/or a learning disability to live in their local communities with an improved quality of life rather than having to move to a form of institutional care which is often far away from family and friends.</p>

<b>Primary Care</b>	PKHSCP working with GP Practices across Perth & Kinross will deliver on plans to modernise primary and community care. We are developing of a range of innovative services which release GP capacity. Our vision is for General Practice to be at the heart of the healthcare system where multi-disciplinary teams come together to inform, empower, and deliver services to communities for those people in need of care. Our plans focus on ensuring that people can be seen at by the right healthcare provider in the right location at the right time. This includes providing people with greater access to services from wider variety of locations other than their GP Practice. This will extend choice for people across Perth & Kinross.
<b>Integrated Services for Substance Misuse</b>	<p>PKHSCP will support the Perth &amp; Kinross Alcohol and Drugs Partnership to deliver a redesign of substance misuse services. The key strategic priorities of the ADP are:</p> <ol style="list-style-type: none"> <li>1. Early intervention &amp; prevention</li> <li>2. Recovery oriented system of care</li> <li>3. Getting it Right for Children</li> <li>4. Public health Approach to Children</li> </ol> <p>The redesign of services will ensure a range of personalised options are available when required to support people to address alcohol and drug issues.</p>
<b>Tayside Wide Mental Health Service Transformation</b>	PKHSCP will co-ordinate the strategic planning and transformation of mental health services across Tayside. Together across the 3 HSCPs, NHS Tayside, the 3 Local Authorities and with people living with mental health conditions, their families and carers and our staff, we will strive to build high quality mental health services that meets people's needs.
<b>National Care Service</b>	Review of Assessment & Charging: Abolition of Non-Residential Charging (reporting to PKC)
<b>Focus on Children and Young People</b>	
<b>Adoption of whole family wellbeing approach</b>	Greater shift from Acute response to Early Intervention/ prevention for families in most need. 3rd Sector Partnership / Co-production and engagement across PKC and partners. Several years for impact, by 2030 (in line with Promise). Investment - £500M nationally over parliamentary term. PKC allocation TBC.

<b>Transforming Services for children and young people with complex Additional Support Needs</b>	Reduce spend on out with educational day and residential placements. Develop more specialists support within PKC esp. around Autistic Spectrum Disorder (ASD) and Social, Emotional and Behavioural Needs (SEBN). Reduction in out with placement costs and transport. Requires investment – spend to save.
<b>Perth &amp; Kinross Council (our organisation)</b> To meet the challenges we face, the shape of the organisation will require to change and transform to meet our ambitions, increase our flexibility with our people, finances and asset.	
<b>Organised to Deliver</b>	
<b>Workstream / Project</b>	<b>Overview</b>
<b>Leadership Review</b>	<p>We will introduce more flexible leadership arrangements and through transformation will introduce new modern, flexible models of service delivery.</p> <p><b>Workstreams include:</b></p> <ul style="list-style-type: none"> <li>• A review of our leadership structure will be undertaken during year one to ensure that we have the professional skills and leadership capacity in place to lead services and transformation across the organisation. This will be aligned with our Consolidation workstream</li> </ul>

<b>Workforce</b>	<p>Our <b>workforce plan</b> will ensure that we have a sustainable approach to workforce development, and a flexible and agile workforce with the right skills, values and attitudes to meet the needs of our communities now and into the future. We will encourage learning and development for the roles we will require in the future and to support people to move across the organisation to take on new or different roles.</p> <p>Workstreams include:</p> <ul style="list-style-type: none"> <li>• Review our Managing Workforce Change strategy to enable us to have the right capacity and people in the right places working to deliver our corporate priorities ensuring the right links are made with HSCP and consolidation</li> <li>• Developing different ways of working to make our workforce more agile and flexible across services and areas</li> </ul>
<b>Consolidation</b>	<p>A consolidation of organisational services to identify gaps and areas of duplication, consolidating activities to improve efficiency, consistency and quality of service delivery. Workstreams include:</p> <ul style="list-style-type: none"> <li>▪ <b>Property</b></li> <li>▪ <b>Finance</b></li> <li>▪ <b>Communications</b></li> <li>▪ <b>Performance</b></li> <li>▪ <b>Business and administrative support</b></li> <li>▪ <b>HR and OD</b></li> <li>▪ <b>Communities and</b></li> <li>▪ <b>Procurement.</b></li> </ul>
<b>Working Smarter</b>	Connected resources – review ways of working to operate in a more connected integrated way
<b>Digital Transformation</b>	

<b>Digital</b>	<p>Using our technology in the most efficient ways to improve how we engage, communicate and inform all of our audiences as well as joining our systems up; maximising use of data and intelligence - across Services and with partners - to create more joined up services / data</p> <p>Workstreams include:</p> <ul style="list-style-type: none"> <li>• Driving One Council - ways for change and improvement; busting silos; creating multidisciplinary teams / embracing shared solutions for service improvement; growing and embedding an “always learning” ethos to digital and data literacy</li> <li>• Creating more joined up services / data; creating efficiencies, saving money, supporting our prevention agenda and improving targeting of services to those most in need</li> <li>• Building strong stable secure networks / learning and teaching environments; providing access to fit for the future technologies; secure, shared and accurate data and intelligence</li> <li>• Ensuring our technology and systems are fit for purpose and user friendly</li> <li>• Increase in online services to reduce costs including developing MyPKC, Total Mobile, online payments</li> </ul>
<b>Corporate Assets</b>	
<b>Corporate Asset Management</b>	<p>Focus on more effective and efficient use of core assets as key enablers of service delivery and to inform future investment and/or disinvestment decisions in our core assets. This will also mean that we will not develop further assets until we have assessed current position and what is required.</p> <p>Workstreams include:</p> <ul style="list-style-type: none"> <li>• Development of Corporate asset management strategy</li> <li>• Review of “One public estate” including the school estate – including savings available through reducing the number and size of buildings</li> </ul>

<b>One Public Estate (School Estate)</b>	<ul style="list-style-type: none"> <li>• A review of all estate (with partners) to reduce buildings and identify opportunities for co-location with partner organisations.</li> <li>• A review of how schools can be further utilised as community assets to better meet the needs of our communities.</li> <li>• Review of demand and management of this in terms of generating income in different areas – including sports/ community hubs</li> </ul>
<b>Partners</b> We will change and transform our engagement and work with partners and local businesses to strengthen our ability to meet our priorities and the needs of local communities.	
<b>Workstream/ Project</b>	<b>Overview</b>
<b>Partnering and Collaboration</b>	
<b>Partnering Opportunities</b>	Undertake reviews to identify, establish and improve new and existing partnering opportunities with our CPP partners, the 3 <sup>rd</sup> sector and neighbouring local authorities to identify opportunities to deliver efficiencies and improved outcomes for our communities.
<b>Sustainable procurement</b>	Review procurement and commissioning arrangements to identify further opportunities for community wealth building, the delivery of best value, fairer work and shared outcomes across Tayside.
<b>Review of strategic commissioning</b>	Deliver more cohesive, outcome focussed services aligned to the ambitions and priorities of localities / communities. Workstreams include, Review of externally commissioned services, third sector funding, social enterprises etc and making proposals for improvement.
<b>Culture and leisure – ALEOs</b>	A review of ALEOS and the culture and leisure activities across Perth and Kinross to ensure the most effective model of operation, aligned to the needs of our communities and to realise efficiency savings by the removal of overlap and duplication and Maximising opportunities for services to be as commercially efficient as possible.

Commercialisation	
<b>Developing opportunities</b>	Modernising how we deliver existing services to our customers in a more efficient and creative way, reducing our cost base, reviewing our pricing policies, maximising income from existing trading areas within the Council, and exploring new trading and investment opportunities, partnerships, service delivery models and innovations.