

PERTH AND KINROSS COUNCIL

14 February 2013

REVENUE BUDGET 2013/14 and 2014/15

Report by the Head of Finance

ABSTRACT:

This report recommends that a Final Revenue Budget for 2013/14 be determined by updating the Provisional Revenue Budget for 2013/14, which was previously approved by Council on 17 February 2011 (Report No. 11/56 refers) and also recommends that a Provisional Revenue Budget for 2014/15 be determined. The report also requests that Council determine the Council Tax for 2013/14.

1. RECOMMENDATIONS

The Council is requested to:

- 1.1 Approve the Updated 2013/14 Provisional Revenue Budget and 2014/15 Provisional Revenue Budget as detailed in **Appendix 1** to the report.
- 1.2 Determine the Final Revenue Budget and Council Tax for financial year 2013/14.
- 1.3 Determine the Updated Provisional Revenue Budget and indicative Council Tax for financial year 2014/15.
- 1.4 Approve the carry forward of £5,307,000 of resources from 2012/13 into 2013/14 under the terms of the Council's Revenue Budget Flexibility Scheme as detailed in **Appendix 2** to the report.
- 1.5 As set out in section 4.3 below, in respect of Council Tax to be levied in 2013/14 on second homes and long term unoccupied and unfurnished dwellings:
 - i) Determine whether to set a single discount rate to be applied throughout Perth & Kinross or whether to set different rates for different areas.
 - ii) Determine the discount rate(s) to apply in respect of long term unoccupied and unfurnished dwellings (subject to a maximum of 50% and a minimum of 10%).
 - iii) Determine the discount rate(s) to apply in respect of second homes (subject to a maximum of 50% and a minimum of 10 %).

2. LOCAL GOVERNMENT FINANCE SETTLEMENT

2.1 Local Government Finance Settlement

2.1.1 Local Government Finance Circular 5/2012, which was issued by the Scottish Government on the 27 November 2012, included the proposed Local Government Finance Settlements for individual Councils for financial years 2013/14 and 2014/15.

2.1.2 The Cabinet Secretary and the Leadership of the Convention of Scottish Local Authorities (COSLA) have agreed a “financial package” in respect of local government funding.

2.1.3 The proposed financial package for Scottish local government in 2013/14 and 2014/15 is summarised below:

Proposed Local Government Financial Package			
<i>Source: Finance Circular 5/2012</i>			
	2012/13	2013/14	2014/15
	£million	£million	£million
Revenue	10,915	9,397	9,382
Support for Capital	570	507	743
Total Funding	<u>11,485</u>	<u>9,904</u>	<u>10,125</u>

2.1.4 The figures shown in the table above show a significant reduction in funding between financial year 2012/13 and 2013/14. This is primarily as a result of the transfer of funding to the Scottish Police Service and Scottish Fire and Rescue Service from 1 April 2013. In addition it is anticipated that a further £100 million of capital grants, that was removed from the settlement in 2012/13 and 2013/14, will be paid to Councils in 2015/16 (outwith the period of this current settlement).

2.1.5 For individual Councils to access the full amount of the financial package, the Government will require each local authority to agree to the full list of commitments contained within the package.

2.1.6 The commitments required by the Scottish Government are summarised below:

- Council Tax freeze for 2013/14 and 2014/15;
- Maintaining teacher numbers in line with pupil numbers and securing places for all probationers who require one under the teacher induction scheme.

- 2.1.7 The Scottish Government is proposing to hold back £109 million for 2013/14 across the whole of local government. Once Councils have set their budgets and it is clear that they have made provision for the above commitments, approval will be sought from the Parliament in March to release the remaining amount. The Council's share of this amount is approximately £2.8 million.
- 2.1.8 In line with the Council's decision on 19 December 2012 (Report No. 12/585 refers) to accept the terms of the Local Government Settlement for 2013/14, the Provisional Revenue Budgets for 2013/14 and 2014/15 have been constructed to include cost pressures and savings arising from the settlement offer and on the assumption that the Council is not subject to the hold back mechanism. In accordance with the offer the Council Tax for Perth and Kinross will remain frozen for the seventh consecutive year in 2013/14 at a Band D equivalent level of £1,158.
- 2.1.9 The Council has received notification from Scottish Water that water and waste water charges for 2013/14 will increase by 2.8%.
- 2.1.10 Assuming a Council Tax freeze, the Band D equivalent charge in 2013/14 (including Scottish Water charges) will be £1,562.46 (£1,551.57 in 2012/13).

2.2 Total Revenue Funding and Funding Assumptions included within the Provisional Revenue Budget for 2013/14 and 2014/15

- 2.2.1 Based on Finance Circular 5/2012, updated for information received on 31 January in relation to the Scottish Welfare Fund, the total revenue funding being made available by the Scottish Government to Perth and Kinross Council in 2013/14 and 2014/15 is £236,915,000 and £237,979,000 respectively (see table below).

Perth & Kinross Council			
Scottish Government Grant Funding			
<i>Source: Finance Circular 5/2012</i>	2012/13*	2013/14**	2014/15**
	£'000	£'000	£'000
General Revenue Funding	185,935	185,572	181,846
Ring-Fenced / Other Revenue Grants	415	415	415
Non Domestic Rate Income	47,331	50,928	55,718
Total Revenue Funding	233,681	236,915	237,979

* Adjusted for the transfer of Police and Fire
 ** Updated to include Scottish Welfare Fund

- 2.2.2 The overall increase in the Council's revenue funding in 2013/14 is £3,234,000 (1.4%) compared to 2012/13 and in 2014/15 is £1,064,000 (0.45%) compared to 2013/14. The primary reasons for this movement are additional resources in relation to teacher numbers/conditions and the Scottish Welfare Fund and the effects of changing demographics on the grant distributed to the Council. The Council has one of the largest percentage increases in the level of revenue funding. This is in line with the projected

significant increases in population (and demand for services) within Perth and Kinross over the short to medium term.

2.2.3 However, in real terms this financial settlement means approximately a 1.1% real terms reduction in funding in financial year 2013/14 and 2% in 2014/15 (based on an inflation rate of 2.5%).

2.2.4 From 2012/13 the distribution methodology for Non Domestic Rate Income (NDRI) changed. Previously NDRI was distributed on the basis of population. The Scottish Government now bases the distribution upon the Non Domestic Rate Income each authority estimates it will raise and have adjusted General Revenue Grant to provide a guaranteed package of funding. This change is intended to provide greater transparency and to facilitate the Business Rates Incentivisation Scheme.

2.3 Non Domestic Rates Pounding

2.3.1 The Non Domestic Rate poundage for 2013/14 has been set by the Scottish Government at 46.2 pence per £ of rateable value (45.0 pence per £ of rateable value in 2012/13) – this is in line with the rate adopted in England. The Small Business Bonus Scheme thresholds have also been set and remain the same in 2013/14, offering relief as follows.

<u>Combined Rateable Value of all business properties in Scotland</u>	<u>2013/14</u>
Up to £10,000	100%
£10,001 to £12,000	50%
£12,001 to £18,000	25%
£18,001 to £25,000	25% on each individual property with a rateable value not exceeding £18,000

3. PROVISIONAL GENERAL FUND REVENUE BUDGET 2013/14 & 2014/15

3.1 Background

3.1.1 In updating the Medium Term Financial Plan on 19 December 2012, the Council approved the setting of a two year revenue budget (2013/14 and 2014/15) (Report No. 12/585 refers). This decision was based on the significant uncertainties facing the Council over the medium term and the fact that the Council only has a financial settlement from the Scottish Government for 2013/14 and 2014/15.

3.2 Process for Updating the Provisional Revenue Budget for 2013/14 & Preparing the Revenue Budget for 2014/15

3.2.1 The process for updating the Provisional Revenue Budget for 2013/14 and preparing the Provisional Revenue Budget for 2014/15 was summarised in the Update of the Medium Term Financial Plan which was considered by the Council at its meeting on 19 December 2012 (Report No. 12/585 refers).

3.2.2 It was agreed that the starting point for updating Service revenue budget submissions for 2013/14 would be the Provisional Revenue Budget approved

on 17 February 2011 (Report No 11/56 refers) updated for the impact of subsequent Council decisions.

- 3.2.3 Each Service has prepared an Executive Summary detailing anticipated expenditure pressures and proposed compensating savings to contain these pressures. This document shows movements from the original approved Provisional Revenue Budget for 2013/14 and new proposals for 2014/15. These Executive Summaries were issued to all Council Members on 14 December 2012. Updated Executive Summaries are attached at Appendix 4 to this report.
- 3.2.4 The Provisional Revenue Budgets for 2013/14 and 2014/15 are predicated on maintaining the same levels of service delivery as reflected in the Provisional Revenue Budget approved in February 2011 (Report No 11/56 refers) with the exception of the specific issues identified within this report or in the Revenue Budget Executive Summaries contained at Appendix 4.
- 3.2.5 In updating Executive Summaries, Services were required to assess and document the potential impact of expenditure pressures (where applicable) and compensating savings in relation to the following criteria:
- Workforce – including information on numbers of employees affected, vacancies, staff turnover and fixed term contracts.
 - Customers – including information on the effect on all customers/stakeholders (both external and internal).
 - Outcome & Performance. – identifying any significant impact on the Single Outcome Agreement and/or Service Business Management and Improvement Plans.
 - Equalities/Diversity – ensuring that any statutory equalities issues are considered.

3.3 The Provisional Revenue Budget 2013/14 & 2014/15

- 3.3.1 The updated Provisional Revenue Budget for 2013/14 and Provisional Revenue Budget for 2014/15 are detailed by Service in Appendix 1 to this report.
- 3.3.2 In view of the potential financial pressures on Council Services in future years, the Provisional Revenue Budgets have been prepared with the aim of maximising the options available to Members in determining the Council's expenditure priorities. A significant element of flexibility has intentionally been built into the Provisional Revenue Budgets with the result that, if all the savings options included in Appendix 4 are accepted and assuming no increase in Council Tax levels, there are unallocated resources of £4,354,000 in financial year 2013/14 and a further £7,876,000 in 2014/15. The extent to which these unallocated resources are protected will determine the level of resources available to be carried forward to meet future budgetary pressures and/or reductions in income in financial year 2015/16 and beyond.

3.3.3 This position has been updated since approval of the Updated Medium Term Financial Plan on 19 December 2012 (Report No. 12/585 refers) with movements in the unallocated resources within the Provisional Revenue Budget summarised in the following table:

Summary of Movements in Available Recurring Headroom		
	2013/14	2014/15
	£000	£000
Available Recurring Headroom (19 December 2012)	8,743	3,530
Resources required for Workforce Planning (see 3.6 below)	(4,000)	4,000
Reduced requisition - Tayside Valuation Joint Board	36	-
Police and Fire - adjustments to funding	(75)	
Council Tax / Housing Benefit Grant	(350)	350
Miscellaneous Adjustments	-	(4)
Revised Available Recurring Headroom	<u>4,354</u>	<u>7,876</u>

3.3.4 The adjustments to the level of unallocated resources include proposals to allocate resources towards future workforce planning measures (see 3.6 below), a reduced requisition due to Tayside Valuation Joint Board, potential costs in relation to Police and Fire and a change in the phasing of Council Tax/Housing Benefit Grant.

3.3.5 Assuming the funding levels notified by the Scottish Government and the freezing of Council Tax at 2012/13 levels, the Provisional Net Revenue Budgets for 2013/14 and 2014/15 are estimated at £315,135,000 and £304,570,000 (assuming the application of none of the available recurring headroom in these two years).

3.3.6 **The Council is reminded that the Provisional Revenue Budgets, as set out in Appendix 1 to the report, and the unallocated resources identified in Appendix 1, are based upon the assumption that all of the expenditure pressures and all of the compensating savings within the Executive Summaries attached as Appendix 4 to the report are approved.**

3.3.7 To the extent that the Council accepts the savings proposals from Services, and does not identify any additional expenditure pressures, there is the potential to generate significant contributions to Reserves (on a non-recurring basis). In line with the Reserves Strategy outlined in the separate report on the agenda for this meeting, it is not considered necessary to augment Reserves at this time and it is, therefore, recommended that proposals are developed to utilise headroom on a non-recurring basis.

3.3.8 The Provisional Revenue Budgets have been prepared based upon the information currently available, both in terms of financial resources and anticipated Service delivery pressures. The analysis reflects the judgement of

the Council Officers concerned and has been reviewed by the Council's Executive Officer Team. There is, however, a risk that these assumptions may require to be reviewed in due course as part of the ongoing monitoring of the Council's expenditure.

- 3.3.9 The movements from the 2012/13 Final Revenue Budget to the 2013/14 Updated Provisional Revenue Budget and the 2014/15 Provisional Revenue Budget are set out in Appendix 3 and include the reallocation of resources to provide funding for early years based parenting and family support programmes e.g. Incredible Years.

3.4 Budget Flexibility

- 3.4.1 The Council has an approved Revenue Budget Flexibility Scheme (Report No. 01/306 refers) which allows certain Service under and over spends from one financial year to be carried forward to future financial years.
- 3.4.2 The proposed use of Revenue Budget Flexibility (£5,307,000) is reflected within the Updated Provisional Revenue Budget for 2013/14 and set out in Appendix 2 to the report. Housing & Community Care and Education and Children's Services have submitted proposals that slightly exceed the thresholds under the scheme of 2.5%, but not by a material amount.
- 3.4.3 **ACTION: The Council is requested to approve the use of Revenue Budget Flexibility as set out in Appendix 2 to the report.**

3.5 Medium Term Financial Plan

- 3.5.1 The Council's Medium Term Financial Plan places the development of budgetary strategy in the context of delivering the Council's key outcomes and considers the financial and process risks considered in the management of the Council's finances (Report No. 12/585 refers). The Medium Term Financial Plan is subject to regular review and the updated plan will be submitted, in due course, to a future meeting of the Council for further consideration.
- 3.5.2 The key elements of the Medium Term Financial Plan, in addition to the General Fund Revenue Budget, are summarised below.

Composite Capital Budget

- 3.5.3 In setting the 2013/14 Final Revenue Budget and 2014/15 Provisional Revenue Budgets, the Council is approving the amount available to support current and future borrowing.
- 3.5.4 The Composite Capital Budget 2012/13 – 2016/17 was the subject of a separate report to the Strategic Policy and Resources Committee on 13 February 2013 (Report No. 13/52 refers). In addition the Council will also consider the Composite Capital Budget 2017/18 – 2019/20 at this special meeting of the Council (Report No. 13/54 refers).

General Fund Reserves Strategy

- 3.5.5 The strategy under-pinning the use of the Council's General Fund Revenue Reserves is an integral part of the development of both the Revenue and the Composite Capital Budget. The Reserves Strategy is the subject of a separate report to this special meeting of the Council (Report No. 13/55 refers).

Housing Revenue Account

- 3.5.6 The final Housing Revenue Account (HRA) Revenue Budget for 2013/14 and Five Year Capital Investment Programme and Rent Strategy to 2017/18 was approved by the Housing and Health Committee on 6 February 2013 (Report No. 13/56 refers). The Committee approved the recommendation of an average weekly rent increase of £2.41 per week (4.2%) in accordance with the requirements of the Council's approved Housing Business Plan including supporting investment in new council housing.

3.6 Workforce Planning

- 3.6.1 The Council has a successful track record in reducing the size of the workforce. To date, this has been achieved using proactive workforce planning measures. These measures (vacancy management, fixed term contracts, age related retirements and non-filling of vacancies) will continue to be utilised, wherever possible.
- 3.6.2 However, many of the savings options contained in Appendix 4 have workforce implications, the costs of which are not included in Executive Summaries. If these savings options are accepted it would therefore be appropriate to set aside funding (on a non-recurring basis) to deliver significant recurring savings over the medium term. It is proposed that £4 million is set aside at this stage. This amount has been included in the 2013/14 Updated Provisional Revenue Budget at Appendix 1 although the exact amount and phasing of any expenditure has yet to be determined.
- 3.6.3 With the predicted significant financial challenges facing the Council over the medium term it may be appropriate to earmark additional resources for future workforce planning costs in 2015/16 and beyond.

4. ASSUMPTIONS ON COUNCIL TAX COLLECTION RATES; COUNCIL TAX BASE & COUNCIL TAX DISCOUNT ON SECOND HOMES

4.1 Council Tax Collection Rate

- 4.1.1 It is recommended that the current budgeted collection rate of 97.5% be maintained in determining the 2013/14 Final Revenue Budget and 2014/15 Provisional Revenue Budget. This target, whilst challenging, is supported by the Council's collection performance over recent years and represents a realistic budgeted collection rate.
- 4.1.2 The level of Council Tax recovered in the year of billing was 96.7% in 2011/12 (the latest audited statistics), but it takes on average a further 6 years to reach

or exceed a collection level of 97.5%. The Council remains committed to sustaining and improving performance in respect of all its income recovery activities.

- 4.1.3 It should, however, be noted that there is a risk of reduced collections levels due to the challenging economic environment; changes in legislation in relation to debt recovery; Welfare Reform (see 5.5 below) and changes to the Benefits System.

4.2 Council Tax Base

- 4.2.1 The number of chargeable dwellings at Band D equivalent for Council Tax purposes (after adjusting for assumed non-collection of 2.5 %) – the Council Tax base – is estimated to be 61,545 in 2013/14 and 61,745 in 2014/15.

- 4.2.2 The Council's tax base has been reviewed, based upon an analysis of recent trends, and adjusted for growth in the number of dwellings as well as increases in the number of discounts and exempt dwellings.

4.3 Council Tax Discount on Second Homes and Long Term Empty Properties

- 4.3.1 Under the terms of The Council Tax (Discount for Unoccupied Dwellings) (Scotland) Regulations 2005, the Council is granted discretion to determine the Council Tax discount on second homes and long-term empty properties at a level between 10% and 50%. The additional local tax income generated is retained for the provision of affordable social housing in accordance with locally determined priorities. As at 30 September 2012, the total additional amount collected since 2005/06, when the regulations came into effect, is approximately £7,600,000.

- 4.3.2 In determining the 2012/13 Final Revenue Budget, the Council agreed to set the level of discount in the current financial year at 10% for both second homes and long term unoccupied and unfurnished dwellings throughout the entire Perth & Kinross area.

- 4.3.3 The Scottish Government has prepared further draft legislation in relation to empty domestic properties. Further updates will be reported to Council once the legislation is passed but it is currently considered unlikely that this will be in place for 1 April 2013.

4.3.4 ACTION: For financial year 2013/14, the Council is requested to

- i. Determine whether to set a single discount rate to be applied throughout Perth & Kinross or whether to set different rates for different areas.**
- ii. Determine the discount rates(s) to apply in respect of long term unoccupied and unfurnished dwellings (subject to a maximum of 50% and a minimum of 10%).**

- iii. **Determine what discount rate(s) to apply in respect of second homes (subject to a maximum of 50% and a minimum of 10%).**

5. RISK ASSESSMENT

5.1 Determining the Revenue Budget requires consideration of the strategic, operational and financial risks potentially facing the authority. Both the uncertainty of future events and resource constraints make it impractical to mitigate against all potential risks. In developing a medium term financial plan, the Council must also be aware of the sustainability of its expenditure proposals. Significant risks, which are of relevance in determining the Revenue Budget, are outlined below.

5.2 The General Fund Reserves Strategy is integral to supporting the Council's approach to the management of financial risk and the following comments on the most significant risks identified in preparing the Revenue Budget, require to be considered in conjunction with the Reserves Strategy which is the subject of a separate report to this special meeting of the Council (Report No 13/55 refers).

5.3 Funding Levels in Future Years

5.3.1 As outlined in the Update of the Medium Term Financial Plan, presented to the Council on 19 December 2012 (Report No. 12/585 refers), the potential for cash and real terms reductions in future funding is considered to represent a significant risk in the management of the budget. In view of this, the Council is advised to consider a prudent approach in applying unallocated budgeted resources when determining the 2013/14 Final Revenue Budget and 2014/15 Provisional Revenue Budget.

5.3.2 The 2014/15 Provisional Revenue Budget contains a specific assumption that the Scottish Government will provide funding of £2,277,000 towards the cost of implementing the Children and Young Person's Bill. There is a risk that this funding is not made available (either in part or in full) and that further savings are required to fund the implementation of this legislation.

5.4 Current Economic Climate

5.4.1 There is a risk that both the Council's capacity to generate income, and the expenditure it incurs in meeting demand for its Services, may be less predictable in the current economic climate.

5.4.2 In terms of income generation, there is a continued risk that Council Tax collection levels, commercial rental income and other areas of income generated by the Council may be affected. The Council is also still experiencing a reduction in planning fees, building warrant and commercial waste income.

5.4.3 The economic climate may also increase demand for and expenditure on Council services, potentially most immediately in areas such as Housing and Council Tax Benefits and support for homeless clients. This risk will require to be managed within the Council's available resources. There is also a risk that

changes at a national level in Benefits legislation may impact on Council Services.

5.5 Welfare Reform

5.5.1 The Provisional Revenue Budgets for 2013/14 and 2014/15 include amounts in relation to the impact of Welfare Reform. However at this time it is not possible to fully estimate the potential total financial impact on Council Services and budgets with any accuracy. It is anticipated that the demands on the Council will continue to increase, in particular, in respect of the Revenues and Benefits Service; Housing; Community Care and Education and Children's Services as well as putting pressure on income streams.

5.5.2 The existing Council Tax Benefit scheme is also being abolished from 1 April 2013 and will be replaced by the Council Tax Reduction scheme. The new scheme, which has been devolved to Scotland for administration, will be broadly similar in character to the existing scheme in respect of financial year 2013/14. Application forms, guidance and other related literature will be updated and made available to Council Tax payers when available.

5.6 Equal Pay

5.6.1 The risks to the Council associated with any continuing exposure to claims under Equal Pay legislation are reflected within the Council's Reserves Strategy, which is the subject of a separate report to this special meeting of the Council (Report No 13/55 refers).

5.7 Pay Award / Employers Costs

5.7.1 In setting the 2013/14 Updated Provisional Revenue Budget, a pay award of 1% has been assumed for all staff groups. This assumption reflects the negotiating position adopted by COSLA in relation to discussions with trade unions. The 2014/15 Provisional Revenue Budget includes an assumption of a pay award of 2% for all staff groups.

5.7.2 There is, however, a risk that the outcome of national pay negotiations differs from these assumptions which could have a significant financial impact upon the Council.

5.7.3 In accordance with the COSLA negotiating position the Provisional Revenue Budget for 2013/14 has also been constructed on the basis that the Council complies with the requirements of the Living Wage. The impact to the Council is anticipated to be minimal. The impact on Tayside Contracts is more significant, but it is anticipated that the additional cost will be met from their Reserves in the first instance and from efficiencies thereafter.

5.8 Inflation

5.8.1 There is a risk that levels of Service specific inflation exceed budgeted provisions and that levels of general inflation cannot be contained within existing resources as is currently assumed within the Provisional Revenue Budgets. The most significant examples of inflationary pressures contained

within the Council's Provisional Revenue Budgets for 2013/14 and 2014/15 are in respect of energy and fuel costs.

5.9 Severe Weather

5.9.1 There is a risk that the Council incurs further significant levels of expenditure on severe weather as has been the case in previous years.

6. **CONSULTATION**

6.1 The Chief Executive, all Executive Directors, the Head of Democratic Services, the Head of Human Resources and the Head of Legal Services have been consulted in the preparation of the Provisional Revenue Budget.

7. **COUNCIL CORPORATE PLAN OBJECTIVES 2009-2012**

7.1 The Council's Corporate Plan 2009-2012 lays out five Objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:

- (i) A Safe, Secure and Welcoming Environment
- (ii) Healthy, Caring Communities
- (iii) A Prosperous, Sustainable, Inclusive Economy
- (iv) Educated, Responsible and Informed Citizens
- (v) Confident, Active and Inclusive Communities

7.2 The Revenue Budget process supports the Council in managing the delivery of all of the Corporate Plan objectives and is consistent with the Council's principles of accountability and transparency; ensuring that we are accountable and transparent to the community; the Community Planning Partners and the Scottish Government in our decision making, planning and delivery of services.

8. **EQUALITIES IMPACT ASSESSMENT**

8.1 The Council's Corporate Equalities Assessment Framework requires an assessment of functions, policies, procedures or strategies in relation to race, gender and disability and other relevant equality categories. This supports the Council's legal requirement to comply with the duty to assess and consult on relevant new policies to ensure there is no adverse impact on any community group or employees.

8.2 The Revenue Budget Executive Summaries have been subject to an equalities assessment.

9. **STRATEGIC ENVIRONMENTAL ASSESSMENT**

9.1 Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all plans, programmes and strategies, including policies (PPS).

9.2 The plan, programme or strategy presented in this report was considered under the Environmental Assessment (Scotland) Act 2005 and the determination was made that the items summarised in this report do not require further action as they do not qualify as a plan, programme or strategy as defined by the Act.

10. CONCLUSION

10.1 The Council is requested to approve the 2013/14 Updated Provisional Revenue Budget and 2014/15 Provisional Revenue Budget as set out in **Appendix 1** to the report.

10.2 The Council is requested to determine the Final Revenue Budget and Council Tax for financial year 2013/14.

10.3 The Council is requested to determine the updated Provisional Revenue Budget and indicative Council Tax for financial year 2014/15.

10.4 The Council is requested to approve the carry forward of resources from 2012/13 into 2013/14 under the terms of the Revenue Budget Flexibility scheme as set out in **Appendix 2** to the report.

10.5 The Council is also requested to determine its policy in relation to the discount rates to be applied to second homes and long term unoccupied and unfurnished dwellings.

10.6 The Revenue Budget process is demanding and I would take this opportunity to thank both my own Finance and Service colleagues for their assistance and support in the preparation of the Provisional Revenue Budgets for 2013/14 and 2014/15.

John Symon
Head of Finance

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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.

If you or someone you know would like a copy of this document in another language or format, (on occasion only, a summary of the document will be provided in translation), this can be arranged by contacting *Scott Walker 01738 475515*



Council Text Phone Number 01738 442573

PROVISIONAL REVENUE BUDGET

	<u>2013/14</u> <u>£000</u>	<u>2014/15</u> <u>£000</u>
Education & Children's Services	162,046	161,828
Housing & Community Care	66,483	62,159
The Environment Service	56,354	52,668
Chief Executive's Service	9,323	9,131
Sub-Total: Service Budgets	294,206	285,786
<u>Corporate Budgets</u>		
Contribution to Valuation Joint Board	1,155	1,155
Capital Financing Costs	12,714	13,405
Interest on Revenue Balances	(59)	(73)
Contribution to Capital Fund	2,996	2,319
Tayside Contracts Surplus	(190)	(190)
Support Service External Income	(1,888)	(1,888)
Unfunded Pension Costs	1,421	1,456
Contingency	250	250
Discretionary Relief	150	150
Contribution to Investment in Improvement Fund 4	380	1,000
Potential Impact of Welfare Reform on Council Tax collection	0	1,200
Contribution to Workforce Planning	4,000	0
Sub-Total: Corporate Budgets	20,929	18,784
Net Expenditure (General Fund)	315,135	304,570
<u>Financed By:</u>		
Council Tax	(71,269)	(71,501)
Total Revenue Funding	(236,915)	(237,979)
Capital Grants	(4,478)	(4,815)
Budget Flexibility (c/f 2012/13 - see Appendix 2)	(5,307)	0
Balances	(1,520)	(2,505)
Surplus Resources	(4,354)	(12,230)

SPECIAL COUNCIL MEETING - 14 FEBRUARY 2013

REVENUE BUDGET 2013/14 & 2014/15

Budget Flexibility Scheme - Proposed Carry Forwards from 2012/13

SERVICE	Underspend to be c/fwd from 2012/13 £'000	Utilisation of resources in 2013/14 £'000
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Education & Children's Services

Carry forward of 2012/13 savings	(2,156)	
Contribution to 2013/14 Revenue Budget		918
Libraries and Information Services Review		281
Learning Disabilities / ASN		200
Upgrade of Interactive Equipment in Schools		150
Central Scanning Facility		110
Evidence 2 Success Project		100
Campus Development		100
Active for Life		75
Transition arrangements for Woodlea Cottage		60
Decant costs - Kinnoull Primary Refurbishment		80
Living Communities Project		15
Horsecross - Transition Arrangements		67

Housing and Community Care

Carry forward of 2012/13 savings	(1,840)	
Contribution to 2013/14 Revenue Budget		1,256
CATH Homeless Service		30
Care Home Placements		300
Mental Health Strategy - Training Costs		25
Vehicle Replacement Programme		80
Drugs and Alcohol - Enhanced Social Work Capacity		44
Increased Capacity to Assist with Strategic Employee Engagement		105

The Environment Service

Carry forward of 2012/13 savings	(1,171)	
Income - Planning and Building Warrant, Commercial Rent, Commercial Waste		588
Property Maintenance - Vacant Property Upgrades		200
Contribution to Super Connected Perth City Broadband Plan		170
Energy Conservation Measures		100
Property Business System Renewal		88
Surplus Property - Marketing Costs		25

Budget Flexibility Scheme - Proposed Carry Forwards from 2012/13

SERVICE	Underspend to be c/fwd from 2012/13 £'000	Utilisation of resources in 2013/14 £'000
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Chief Executive's Service

Carry forward of 2012/13 savings	(140)	
Modern Apprentices / Professional Trainees		90
Democratic Services - IST Investment		20
Workforce Management Costs		15
Legal Services Review		15

TOTALS	(5,307)	5,307
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Full details of the above underspends are included in Revenue Budget 2012/13 Monitoring Report No. 3 (Report 13/51) considered by the Strategic Policy and Resources Committee on 13 February 2013.

**PERTH & KINROSS COUNCIL
SPECIAL COUNCIL MEETING - 14 FEBRUARY 2013
REVENUE BUDGET 2013/14 & 2014/15**

APPENDIX 3 (i)

PROVISIONAL REVENUE BUDGET

Movement Between 2012/13 Final Revenue Budget and 2013/14 Updated Provisional Revenue Budget

	<u>£000</u>	<u>£000</u>
2012/13 Contribution from Reserves - Reversed	(1,749)	
2012/13 Capital Grants - Reversed	(1,183)	
2012/13 Non Recurring Expenditure - Reversed	(589)	
2013/14 Previously Approved Adjustments (February 2011)	831	
2013/14 Budget Flexibility Proposals	5,307	
2013/14 Staff Cost Adjustments	(1,674)	
2013/14 Contribution to Investment in Improvement Fund 4	380	
2013/14 Expenditure Pressures - Updated	7,749	
2013/14 Savings Proposals - Updated	(9,664)	
2013/14 Remove Police	(22,418)	
2013/14 Remove Fire	(6,840)	
2013/14 Contribution to/from Reserves	2,100	
2013/14 Settlement Adjustment	1,420	
2013/14 Capital / Revenue Transfers	2,073	
2013/14 Corporate Budgets Adjustment	470	
2013/14 Contribution to Workforce Planning	4,000	
	<hr/>	(19,787)
		<hr/>
		(19,787)
 <u>Financed By:</u>		
2012/13 Headroom brought forward		(3,584)
Council Tax Growth		(745)
General Revenue Grant		
- Removal of Police	21,962	
- Removal of Fire	6,832	
- Additional Grant	(3,640)	
	<hr/>	25,154
Capital Grants		
- Removal of Police	457	
- Tactran Reversal	1,183	
- Revenue / Capital Transfers	(2,073)	
	<hr/>	(433)
2013/14 Budget Flexibility		(5,307)
Reserves		348
Headroom c/f to 2014/15		<hr/> <hr/>
		(4,354)

EXPLANATION OF MOVEMENTS

2012/13 Contribution from Reserves - Reversed

This reverses contributions from Reserves approved in setting the Final 2012/13 Revenue Budget e.g. Devolved School Management.

2012/13 Capital Grants - Reversed

Primarily, slippage in the delivery of TACTRAN projects necessitated the allocation of capital grant to deliver projects in 2012/13. This expenditure now requires to be reversed in setting the Updated Provisional 2013/14 Revenue Budget.

2012/13 Non Recurring Expenditure - Reversed

The 2012/12 Final Revenue Budget includes £589,000 of non recurring expenditure which was approved in setting the Final 2012/13 Revenue Budget in February 2012. This expenditure requires to be removed from the Updated Provisional Revenue Budget for 2013/14.

2013/14 Previously Approved Adjustments (February 2011)

These adjustments were agreed in February 2011 when the original 2013/14 Provisional Revenue Budget was approved.

2013/14 Revenue Budget Flexibility Proposals

Under the terms of the Council's approved Revenue Budget Flexibility scheme, to facilitate the management of resources between financial years, Executive Directors may seek Council approval to carry-forward under spends of up to 2.5% of the value of their Net Revenue Budget or deficits of up to 1% of the value of their Net Revenue Budget. Such approval is conditional upon the outcome of the Council's final accounts process.

The proposed use of Revenue Budget Flexibility (£5,307,000) is reflected within the Provisional Revenue Budget for 2013/14 and set out in Appendix 2 to the report.

2013/14 Staff Cost Adjustments

Primarily this is the adjustment to the assumptions in relation to pay awards - reducing the projected pay award from 2% to 1%.

2013/14 Contribution to Investment in Improvement Fund 4

In updating the Medium Term Financial Plan the Council agreed to earmarking resources as a contribution to Investment in Improvement Fund 4 projects

2013/14 Expenditure Pressures - Updated

These are the expenditure pressures identified by Services in updating the Provisional Revenue Budget for 2013/14. In the main these represent pressures from Service specific inflation, demand growth, legislation and welfare reform and are analysed in detail at Appendix 4.

2013/14 Savings Proposals - Updated

These are the new savings options identified by Services in updating the 2013/14 Provisional Revenue Budget to fund Service expenditure pressures.

2013/14 Remove Police

This is the removal of expenditure for Police from our local government finance settlement

2013/14 Remove Fire

This is the removal of expenditure for Fire from our local government finance settlement

2013/14 Contribution to/from Reserves

This includes planned contributions from Reserves including Strategic Waste Fund and Devolved School Management.

2013/14 Settlement Adjustment

Adjustments to reflect information included within the latest local government finance settlement.

2013/14 Corporate Budgets Adjustment

This includes the adjustments to the Unfunded Pensions Budget and Tayside Valuation Joint Board.

2012/13 Headroom Brought Forward

This is the recurring headroom brought forward from the 2012/13 Council Approved Revenue Budget.

Council Tax Growth

This is the projected growth in the number of Band D equivalent properties that contribute to the Council Tax income for Perth and Kinross Council.

General Revenue Grant

This is the adjustment to the Council's General Revenue Grant. This includes the removal of Police and Fire and increases in our funding in relation to demographics and other funded initiatives

Capital Grants

This is the funding for a number of capital grants included within the Revenue Budget including Tactran and Private Sector Housing Grant.

2013/14 Budget Flexibility

This is the funding from Reserves for the budget flexibility proposals for 2013/14 included within the Updated Provisional Revenue Budget for 2013/14.

Reserves

This is the projected use of Reserves in 2013/14.

Headroom c/f to 2014/15

This is the amount of recurring headroom available to the Council to carry forward in 2014/15.

**PERTH & KINROSS COUNCIL
SPECIAL COUNCIL MEETING - 14 FEBRUARY 2013
REVENUE BUDGET 2013/14 & 2014/15**

APPENDIX 3 (ii)

PROVISIONAL REVENUE BUDGET

Movement Between 2013/14 Updated Provisional Revenue Budget and 2014/15 Provisional Revenue Budget

	<u>£000</u>	<u>£000</u>
2013/14 Budget Flexibility - Reversed	(5,307)	
2013/14 Contribution from Reserves - Reversed	(2,099)	
2013/14 Contribution to Workforce Planning - Reversed	(4,000)	
2014/15 Corporate Savings Target	(10,246)	
2014/15 Staff Cost Adjustments	3,905	
2014/15 Contribution to Investment in Improvement Fund 4	620	
2014/15 Expenditure Pressures	20,253	
2014/15 Savings Proposals	(18,549)	
2014/15 Contribution to/from Reserves	3,088	
2014/15 Welfare Reform	1,650	
2014/15 Settlement Adjustment	(256)	
2014/15 Capital Grants Adjustment	337	
2014/15 Corporate Budgets Adjustment	39	
	<hr/>	(10,565)
		<hr/>
		(10,565)
 <u>Financed By:</u>		
2013/14 Headroom Brought Forward		(4,354)
2013/14 Budget Flexibility Reversed		5,307
Council Tax Growth		(232)
General Revenue Grant: Additional Grant		(1,064)
Capital Grants		(337)
Reserves		(985)
		<hr/>
Headroom c/f to 2015/16		<u>(12,230)</u>

EXPLANATION OF MOVEMENTS

2013/14 Budget Flexibility - Reversed

In setting the 2013/14 Final Revenue Budget the Council approved the carry forward of £5,307,000 on a non recurring basis under the budget flexibility scheme. This expenditure now requires to be reversed in setting the Provisional 2014/15 Revenue Budget.

2013/14 Contribution from Reserves - Reversed

This reverses contributions from Reserves included in Updated Provisional 2013/14 Revenue Budget e.g. Devolved School Management.

2014/15 Corporate Savings Target

This is the 3.5% corporate savings target to fund pay inflation, increments, the corporate elements of welfare reform and to provide additional headroom to allow for savings proposals to be rejected where appropriate

2014/15 Staff Cost Adjustments

Adjustments required to fund Single Status and Teachers pay awards and increments.

2014/15 Contribution to Investment in Improvement Fund 4

In updating the Medium Term Financial Plan the Council agreed to earmarking resources as a contribution to Investment in Improvement Fund 4 projects

2014/15 Expenditure Pressures

These are the expenditure pressures identified by Services in developing the Provisional Revenue Budget for 2014/15. In the main these represent pressures from Service specific inflation, demand growth, legislation and welfare reform and are analysed in detail at Appendix 4.

2014/15 Savings Proposals

These are the savings options identified by Services during the development of the 2014/15 Provisional Revenue Budget to fund the corporate savings target and Service expenditure pressures.

2014/15 Contribution to/from Reserves

This includes planned contributions from Reserves including Strategic Waste Fund and Devolved School Management.

2014/15 Welfare Reform

This is the corporate contribution to the potential reductions in Housing and Council Tax Benefit Subsidy and Council Tax collection levels.

2014/15 Settlement Adjustment

Adjustments to reflect information included within the latest Local Government Finance Settlement.

2014/15 Corporate Budgets Adjustment

This includes the adjustments to the Unfunded Pensions Budget.

2013/14 Headroom Brought Forward

This is the recurring headroom brought forward from the 2013/14 Provisional Revenue Budget.

2013/14 Budget Flexibility Reversed

This is the reversal of the funding for the budget flexibility proposals in 2013/14

Council Tax Growth

This is the projected growth in the number of Band D equivalent properties that contribute to the Council Tax income for Perth and Kinross Council.

General Revenue Grant

This is the adjustment to the Council's General Revenue Grant. This includes increases in funding in relation to demographics and other funded initiatives

Reserves

This is the projected use of Reserves in 2014/15.

Headroom c/f to 2015/16

This is the amount of recurring headroom available to the Council to carry forward in 2015/16.

**PERTH & KINROSS COUNCIL
SPECIAL MEETING OF THE COUNCIL – 14 February 2013
REVENUE BUDGET 2013-2015**



**2013 - 2015
REVENUE BUDGET**

Expenditure Pressures & Savings

14 February 2013

PERTH & KINROSS COUNCIL

Revenue Budget 2013 - 2015

Expenditure Pressures & Savings

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154	Glossary of Savings Type

PERTH AND KINROSS COUNCIL
 REVENUE BUDGET 2013/15
 SERVICE – EDUCATION & CHILDREN'S SERVICES
 EXECUTIVE SUMMARY

	<u>Activity Expenditure Pressure & Impact Analysis</u>	Un-Funded Expenditure Pressures	
		Movement in 2013/14 Provisional Budget £000	2014/15 £000
1	Corporate Savings Target	0	5,623
2	<u>Fostercarer and Kinship Care Payments</u> <ul style="list-style-type: none"> • 2.0% inflationary increase in payments to Fostercarers and Kinshipcarers in line with recommended Fostering Network rates. This is an investment in the most appropriate placements for young people achieving better outcomes in a more cost effective way. • Increased demand in Kinshipcare placements. 	58	61
		157	37

	<u>Activity Expenditure Pressure & Impact Analysis</u>	Un-Funded Expenditure Pressures	
		Movement in 2013/14 Provisional Budget £000	2014/15 £000
3	<p><u>Implementation of Children and Young People Bill</u></p> <p>Representations are currently being made to the Scottish Government in relation to the costs associated with the implementation of this Bill. It is anticipated that the Scottish Government will make funding available if the Bill is approved.</p> <p>The expansion of free nursery provision from 475 hours to 600 hours for all 2 year old looked after children and all 3 and 4 year olds. (Options costed range from £1.4m to £4m)</p> <p>Children with Additional Support Needs requiring additional support. (Estimated at £88k)</p> <p>Expansion of aftercare for looked after children from age 21 to 25. (Estimated at £37k)</p> <p>Kinship care orders. (Estimated at £60k)</p> <p>Potential for a national fostercare rate at The Fostering Network level. (Estimated at £360k)</p> <p>Minimum qualifications for foster carers. (Estimated at £104k)</p> <p>Corporate parenting – potential costs of ongoing training and briefings to staff to ensure organisation wide commitment. (Estimated at £5k)</p> <p>Other additional estimated costs for the implementation of the Bill are £223k. This covers costs such as additional Social Work staff and financial support to Carers.</p> <p>Total Projected Minimum Implementation Costs £2,277k.</p>	0	2,277

<u>Activity Expenditure Pressure & Impact Analysis</u>		Un-Funded Expenditure Pressures	
		Movement in 2013/14 Provisional Budget £000	2014/15 £000
4	<p><u>Increase in Property Costs</u></p> <ul style="list-style-type: none"> • Estimated Inflation in Property Costs – Rates (3% annually), Cleaning (1% annually) Landfill (10% annually) • School Estate Upgrade Costs <p>These are property costs for inflation & expansion of the ECS Estate.</p>	13 6	219 166
5	<p><u>Inflation on Investment In Learning Programme</u></p> <p>At financial close as approved by Full Council on the 23/08/2007 (Committee Report 07/546 refers) the financial model was fully funded up to the first full year of operation (2012/2013). From 2013/2014 onwards any annual increase in operational costs of the programme will need to be addressed as a budget pressure within the normal budget process.</p>	0	269
6	<p><u>Residential Schools</u></p> <p>Additional year on year increase in demand arising from changes in legislation, increased diagnosis and increasing cost of care for children and young people with complex Additional Support Needs (ASN) and Emotional and Behavioural Difficulties (EBD). The projected overspend in 2011/2012 was £1.367m. £700k recurring funding was added to the budget in 2012/2013 with the remaining deficit of £667k being covered by one-off slippage in the ECS budget. The £918k reflects the removal of the one-off slippage funding and increased demand for the service. It is anticipated that when Almondbank II becomes operational that this will reduce additional future pressures.</p>	918	918

<u>Activity Expenditure Pressure & Impact Analysis</u>		Un-Funded Expenditure Pressures	
		Movement in 2013/14 Provisional Budget £000	2014/15 £000
7	<u>Increased Contract Costs Live Active Leisure</u> Increased contract costs to Live Active Leisure to provide Leisure Services.	0	282
	TOTAL	1,152	9,852

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
1	<p><u>Reduction in Inflationary Assumptions on Unitary Charge</u></p> <p>The unitary charge and loan charges subject to inflation assumptions, are less than anticipated.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No impact. Customers: No impact. Equalities: No impact. Outcome and Performance - No impact</p>	134	0	0	0	4B
2	<p><u>Savings on Home to School Transport Budget</u></p> <p>Following the recent tendering exercise costs are less than originally anticipated. There is a risk, however, that there may be additional in-year demand for services.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No impact. Customers: No impact. Equalities: No impact. Outcome and Performance: BMIP - No impact</p>	183	127	0	0	4B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
3	<p><u>Implementation of Children and Young People Bill</u></p> <p>It is anticipated if this bill is passed the Scottish Government will make funding available to Local Authorities. There is a significant risk that the costs of this Bill may not be fully funded. The implementation of this Bill is Spring 2014 and the cost pressure would be immediate if funding is not made available.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No impact. Customers: Our ability to meet statutory obligations may be compromised. Equalities: No impact. Outcome and Performance: BMIP - No impact</p>	0	2,277	0	0	4B
4	<p><u>Budget Flexibility towards Residential Schools</u></p> <p>A targeted underspend against the 2012/13 Education & Children's Services Budget. This is being achieved by accelerated savings and stringent management of all resources. This is a non-recurring proposal to allow time for redesign of service provision in relation to residential schools.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No impact. Customers: No impact. Equalities: No impact. Outcome and Performance: BMIP - No impact</p>	918	0	0	0	4B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
5	<p><u>Additional Scottish Government Funding for Teachers</u></p> <p>PKC currently maintains its teachers in line with Scottish Government expectations. Stringent management of the education budget has allowed for the saving to be made.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: No impact.</p> <p>Customers: There is a risk with this saving if the Scottish Government change the current distribution method.</p> <p>Equalities: No impact.</p> <p>Outcome and Performance: BMIP Raising achievement for all. CP – Educated, responsible and informed citizens. SOA - NO 3 (LO 6, 7)</p>	450	0	0	0	4B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type																
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15																	
6	<p><u>Review of Charges</u></p> <p>5% increase in all charges across ECS where appropriate. This includes: School and Community Campus Lets, Libraries and Museums, Youth Services, Arts Services, Outdoor Education, Sports Development, Music Instruction and Central Groups, Childcare Strategy Services and Equipment Hire and Services.</p> <p>A 10p increase in school meal prices. The costs of primary school meals were frozen last year with secondary school meals increasing by 10p.</p> <p>Current charges across Tayside:</p> <table border="0"> <tr> <td></td> <td>PKC</td> <td>Angus</td> <td>Dundee</td> </tr> <tr> <td>Primary</td> <td>£1.80</td> <td>£1.85</td> <td>£2.00</td> </tr> <tr> <td>Secondary</td> <td>£1.95</td> <td>£1.95</td> <td>£2.05</td> </tr> <tr> <td>Adult</td> <td>£2.80</td> <td>£2.82</td> <td>£2.95</td> </tr> </table> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: No impact.</p> <p>Customers: The 5% increase in charges may reduce access to these services. The impact of welfare reform through Universal Credit makes it difficult to predict school meal uptake. This is further complicated by variation between pupils who are entitled and who take up their entitlement.</p> <p>Equalities: The increase in charges and the change in welfare reform may impact on low income families.</p> <p>Outcome and Performance: BMIP – Enabling the delivery of high quality public services. CP – Confident, active and inclusive communities. SOA - NO 10, 15 (LO 15).</p>		PKC	Angus	Dundee	Primary	£1.80	£1.85	£2.00	Secondary	£1.95	£1.95	£2.05	Adult	£2.80	£2.82	£2.95	20	50	0	0	4A
	PKC	Angus	Dundee																			
Primary	£1.80	£1.85	£2.00																			
Secondary	£1.95	£1.95	£2.05																			
Adult	£2.80	£2.82	£2.95																			

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
7	<p><u>Review and reduction in Community Campuses opening hours in line with usage patterns</u></p> <p>Review and reduction in Community Campuses opening times to meet local demand on a campus by campus basis to ensure the efficient running of these facilities. Current opening times are 7am – 10pm Monday to Friday and 8am – 5pm Saturday and Sunday. The Campuses will remain open for periods of highest demand.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Due to reduced number of operational hours less staffing resource will be required. Requirements for reception/library/supervisory and sports staff will be reduced. There will be an impact also for Live Active Leisure and Tayside Contract staff.</p> <p>Customers: There may be an adverse reaction to reduced access to campus facilities but will remain open for the periods of highest demand.</p> <p>Equalities: Review to include Equalities Impact Assessment to identify usage and access issues.</p> <p>Outcome & Performance: BMIP – Improving the quality of life for individuals and communities. Raising achievement for all CP – Educated, responsible and informed citizens. SOA – NO 4, 10, 15 (LO 2, 12, 15).</p>	0	250	0	tbc	2C

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
8	<p><u>25% Reduction in Supplies and Services across Central Budget Managers</u></p> <p>A review of central supplies and services.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No impact. Customers: Minimal impact. Equalities: No impact. Outcome and Performance: BMIP – Enabling the delivery of high quality public services. SOA - NO 15 (LO 12, 15).</p>	50	50	0	0	3B
9	<p><u>Conclusion of Lease with Third Party</u></p> <p>A lease for a property is due to conclude in December 2013. This saving in property costs will be used to pay for the increase in costs for the Investment in Learning Programme.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No impact. Customers: No impact. Equalities: No impact. Outcome and Performance: BMIP – Enabling the delivery of high quality public services. Improving the quality of life for individuals and communities. CP – Educated, responsible and informed citizens. SOA - NO 10, 15 (LO 12, 15)</p>	0	563	0	0	2C

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
10	<p><u>Further Increase in ECS Staff Slippage Target</u></p> <p>Increase in ECS staff slippage to 1.9% of staff costs to reflect slippage currently being generated within ECS.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Managed by efficient and effective workforce planning measures. Customer: Minimal impact. Equalities: No impact. Outcome and Performance: BMIP – No impact. SOA – NO 15 (LO 15)</p>	280	0	0	0	2A
11	<p><u>Review and Reduction in Travel and Subsistence</u></p> <p>Travel and subsistence budget will be reduced.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: More efficient staff travelling. Customers: No impact. Equalities: No impact. Outcome and Performance: BMIP – Enabling the delivery of high quality public services. CP - Healthy, caring communities. Confident, active and inclusive communities. SOA – NO 15 (LO 12, 15).</p>	5	5	0	0	3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
12	<p><u>Review of Service Level Agreements with NHS</u></p> <p>The following Service Level Agreements will cease:</p> <ul style="list-style-type: none"> • Community Mental Health & Complex Health Services • Enhanced Sensory Service • Enhanced School Nurse Provision. <p><u>Impact Analysis and Risk Assessment</u> Workforce: None for PKC staff. Customers: Reduction in capacity to provide support to the most vulnerable families. Equalities: Service users are some of the most vulnerable and disadvantaged children and families in Perth and Kinross.</p> <p>Outcome and Performance: BMIP – Supporting vulnerable children and families. CP – Educated, responsible and informed citizens. SOA - NO 5, 8 (LO 6, 7)</p>	0	178	0	0	3B
13	<p><u>Teachers reaching retirement age</u></p> <p>Savings realised from teachers who are currently on lifetime preservation and who chose to retire, being replaced by a teacher on basic teacher grade.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No impact. Customers: No impact. Equalities: No impact. Outcome and Performance: BMIP – Raising achievement for all. CP – Educated, responsible and informed citizens. SOA – NO 4, 5 (LO 6, 7).</p>	0	59	0	0	2A

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
14	<p><u>Review of Information Technology</u></p> <p>Maximise efficiencies arising from the Review of IT and consolidation of IT systems and infrastructure assets.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None. Customers: Minimal impact. Equalities: No impact. Outcome and Performance: BMIP - Enabling the delivery of high quality public services. CP – Educated, responsible and informed citizens. SOA – LO 15 (LO 12, 15).</p>	0	165	0	tbc	3B & 1C
15	<p><u>Removal of Primary Swimming</u></p> <p>It is not a statutory requirement to provide swimming lessons to pupils. Currently 1 x 10 week block of swimming lessons is provided for all primary school pupils. There was a 1 x 10 block of swimming lessons taken as a saving in 2010/2011.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No impact. Customers: Children in rural areas will benefit from less time out of the classroom. Some Primary pupils may not be taught how to swim. Equalities: Potential impact on low income families. Outcome and Performance: BMIP - Raising achievement for all. CP – Healthy, caring communities. Educated, responsible and informed citizens. SOA - NO 4, 6 (LO 6, 10)</p>	0	60	0	0	3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
16	<p><u>Removal of DSM furniture budget</u></p> <p>Removal of furniture budget that allows for purchases.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None. Customers: There will be no dedicated furniture budget devolved to schools. Equalities: No impact. Outcome and Performance: BMIP – Raising achievement for all.</p>	0	52	0	0	4B
17	<p><u>Freeze in Fostercarer and Kinship Care Payment Rates</u> (Link to expenditure Pressures)</p> <p>A freeze in the rate of payments to both Fostercarer and Kinship Carers. Carers have received year on year increases in recent years. The freeze on rates may impact on the recruitment and retention of carers.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No impact. Customer: Loss of income in real terms and potential loss of carers. Equalities: Potential financial burden for low income carers. Outcome and Performance: BMIP - Supporting vulnerable children and families. CP – A safe, secure and welcoming environment SOA - NO 4, 5, 6, 7, 8 (LO 6, 7, 8, 10).</p>	58	61	0	0	4B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
18	<p><u>Strategic Review of all commissioned services and service level agreements within Education and Children's Services</u></p> <p>A review of all existing SLA's within Cultural and Community Services (CCS) and Children and Families Services (CFS) is being undertaken with a view to reducing the current level of funding to third party providers. Within CCS this may take the form of both a blanket reduction across all existing SLA's and the consideration of the potential removal of some SLA's if these services are either no longer required, cannot be sustained financially, or can be delivered in-house through other means. Within CFS the focus will be to protect core social work services of child protection, family services and Looked After services. There is a targeted reduction over all SLA's following a review of the existing and new early years provision. Vulnerable children and families will still receive the support they need.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No staffing implications within the Council but potential impact on staffing levels within service providers. Customers: Dependent on the outcome of the review and discussions with service providers, there is a likelihood of some service reduction to service users to reflect the reduced funding and potential removal of the SLA. Equalities: An Equalities Impact Assessment will be undertaken to assess impact on a case by case basis on client groups and identify measures to reduce negative impact. Children and young people affected by the changes to services provided are some of the most vulnerable children and young people we deal with. Outcome and Performance: BMIP – Improving the quality of life for individuals and communities. Supporting vulnerable children and families. CP – Confident, active and inclusive communities. SOA - NO 4, 5, 7, 8, 11 (LO 5, 6, 7, 8, 10, 11).</p>	0	77	0	0	3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
19	<p><u>50% Reduction in DSM Training budget</u></p> <p>Reduced CPD opportunities for all school staff. Remaining education training resources will be £130k in schools and £46k centrally for key training priorities such as first aid.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Fewer opportunities for professional development of school staff at a time of significant curriculum changes. Customers: Potential for a reduction in the sharing of innovative approaches which will impact on the quality of teaching, learning and leadership. Equalities: No impact. Outcome and Performance: BMIP – Raising achievement for all. CP – Educated, responsible and informed citizens. SOA - NO 4 (LO 6)</p>	0	130	0	0	4B
20	<p><u>50% Reduction in central funding to support curriculum developments</u></p> <p>Reduced central funding that is supporting Curriculum Improvement Networks and development of Curriculum for Excellence. The remaining budget will be £80k for curriculum development.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Reduction in funding which supports project and course development at school and local management group level. Customers: Reduced quality of course material for pupils. Equalities: No impact. Outcome and Performance: BMIP – Raising achievement for all. CP – Educated, responsible and informed citizens. SOA - NO 4 (LO 6).</p>	0	145	0	0	3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
21	<p><u>Maintaining teaching numbers in line with pupil numbers</u></p> <p>Pupil rolls in the secondary schools are currently reducing over the next 2 years.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: This reduction will be managed through turnover. Customers: There should be no impact as teachers will be allocated based on pupil numbers. Equalities: No impact due to staff turnover. Outcome and Performance: BMIP – Raising achievement for all. CP – Educated, responsible and informed citizens. SOA – NO 4, 5 (LO 6,7)</p>	79	152	3	4	2A
22	<p><u>Review and reduction in Central Admin and Finance Staff Functions</u></p> <p>A further phased reduction in central admin and finance staff following a 20% reduction over the last 2 years. A further reduction of 4fte from a total of 92fte.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Deletion of posts will be managed through workforce planning measures. Additional workload for professional staff and reduced capacity to deliver on expectations of customers, clients and Councillors. The impact will be that managers manage their own admin. Customers: Impact on all customers, clients and Councillors to get timely response to their requests. Impact on service teams in relation to processing of admin and other “backroom” functions. Equalities: No impact. Outcome and Performance: BMIP – Enabling the delivery of high quality public services. SOA - NO 15 (LO 12, 15).</p>	0	97	0	4	2A

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
23	<p><u>Strategic Commissioning of Culture and Leisure Services</u></p> <p>A programme of redesign, efficiency, and targeted savings in relation to services commissioned from Live Active Leisure (LAL) and Horsecross as key service providers. This will include a reduction in the value of the contractual agreements in place and will result in a reduction in provision of services currently provided by both organisations and pursuit of a programme of efficiency savings including a review of the current asset portfolio.</p> <p>3% reduction for Live Active Leisure (total contractual payment in 2012/13 is £4.367m):</p> <p>5% reduction for Horsecross (total service level agreement payment in 2012/13 is £1.3m):</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: There are no staffing implications within PKC however there may be an impact on staffing within LAL and Horsecross. Customers: The range and nature of service provision across both organisations will be reduced. Equalities: No impact. Outcome and Performance: BMIP – Improving the quality of life for individuals and communities. CP - Healthy, caring communities. Confident, active and inclusive communities. SOA – NO 6, 11 (LO 1, 3, 10, 11).</p>	0	114	0	0	1C
		0	54	0	0	

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
24	<p><u>Reduction in Hall Grants</u></p> <p>Grant assistance is provided to 5 Village Halls totalling £18k. The funding is provided to the hall management committees to assist in the running costs and maintenance of the facilities. The halls are Muthill, Alyth, Kenmore Reading Rooms, Braco and Blairgowrie.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No impact. Customers: The removal of support may present difficulties to the existing management. Equalities: No impact. Outcome and Performance: BMIP – Improving the quality of life for individuals and communities. CP – Confident, active and inclusive communities. SOA - NO 11, 15 (LO 11, 12).</p>	6	6	0	0	3B
25	<p><u>Integration of Family and Youth Services</u></p> <p>This saving will be realised through a further integration of services for young people and their families across ECS.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: 3fte reduction from a total of 19fte youth staff and 7fte across the range of family services staff. Customer: The service will focus on highest priority young people who need intensive support and focus on the most vulnerable. Equalities: No impact. Outcome and Performance: BMIP – Supporting vulnerable children and families. Improving the quality of life for individuals and communities. CP – Educated, responsible and informed citizens. SOA - NO 5, 8 (LO 6, 7)</p>	0	115	0	3	2A

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
26	<p><u>Review and reduction in 3rd and 4th tier Managers across ECS</u></p> <p>A phased reduction in 3rd and 4th tier managers.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: A reduction of 10 managers from a total of 63 managers across the Service.</p> <p>Customers: Reduced management capacity for the leadership, management and implementation of key priorities within ECS. Additional workload for remaining staff with reduced capacity to deliver on expectations of customers, clients and Councilors. The reduction in admin staff will also add to the reduced management capacity of the Service.</p> <p>Equalities: No impact.</p> <p>Outcome and Performance: BMIP – Enabling the delivery of high quality public services. CP – Educated, responsible and informed citizens. SOA - NO 4 (LO 6)</p>	0	440	0	10	2A

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
27	<p><u>80% reduction in School Supply contingency budget</u></p> <p>Reduction in central school supply budget which covers long term absences & maternity absence in schools. Schools will not be guaranteed funding to support overspends in their school supply budget.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Fewer supply teachers may be employed meaning extra pressure on current staff.</p> <p>Customers: Some schools maybe worse affected depending on staff absence and workload. There will be a risk that there will not be enough central resources to cover school overspends on supply cover.</p> <p>Equalities: There will be a variation in the range and type of staff development opportunities that staff in some schools can access if there are fewer supply teachers available to provide cover. Some Senior Management Teams will be required to more routinely undertake teaching duties.</p> <p>Outcome and Performance: BMIP – Raising achievement for all. CP – Educated, responsible and informed citizens. SOA - NO (LO)</p>	420	311	0	0	2A

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
28	<p><u>Rationalisation of Community Access to Schools</u></p> <p>A further reduction of 2fte school Janitorial staff (from total 51fte) by rationalisation of outwith school hours access to schools.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: A reduction of 2 staff from a total of 51fte</p> <p>Customer: Potential reaction from community due to reduced access to schools outwith the school day.</p> <p>Equalities: No impact.</p> <p>Outcome and Performance: BMIP – Enabling the delivery of high quality public services. SOA - NO 15 (LO 12, 15).</p>	0	54	0	2	2A
29	<p><u>Review and Redesign of School Support Staff in-line with modern ways of working</u></p> <p>Ongoing review of primary based support staff in schools to establish a generic job description. This will allow for greater flexibility in support staff deployment across schools. A similar process will be followed for support staff in secondary schools.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Reduction in school support staff will mean some tasks currently undertaken may not be able to be continued at the same level because of the reduction to the workforce. An estimated reduction of 15fte from a total of 254fte.</p> <p>Customers: The number of staff able to provide support to teachers will be reduced.</p> <p>Equalities: No impact.</p> <p>Outcome and Performance: BMIP – Raising achievement for all. CP – Educated, responsible and informed citizens. SOA – NO 4, 5 (LO 6,7)</p>	0	300	0	15	2A

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
30	<p><u>Further integration of Arts and Sports Development Services</u></p> <p>These services will be reviewed and remodelled across the Council to target arts and sports development activities on key localities and user groups based on priority need.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Reduction of approximately 2.5fte staff from a total of 7fte. Customers: There will be a reduction in service provision to some communities but by strengthening joint working with other services the impact will be minimised. Equalities: No impact. Outcome and Performance: BMIP – Improving the quality of life for individuals and communities. CP – Educated, responsible and informed citizens. Confident, active and inclusive communities. SOA - NO 10, 15 (LO 3, 4, 12)</p>	0	100	0	2.5	2A
31	<p><u>Arts and Heritage</u></p> <p>The Arts and Heritage team in Perth Museum and Art Gallery (PMAG) and the Ferguson will be reduced to cover broader spans of responsibility and deliver a reduced exhibitions/education programme and collections care activities.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Reduction of approximately 1fte from a total of 6fte. Customers: There will be reduced capacity to support cultural programming in Perth City; deal with customer (community, student, research) enquiries; and meet collections care (cataloguing, conservation) needs. Equalities: No impact. Outcome and Performance: BMIP – Improving the quality of life for individuals and communities. CP – Educated, responsible and informed citizens. Confident, active and inclusive communities. SOA - NO 10, 15 (LO 3, 4, 12)</p>	0	50	0	1	2A

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
32	<p><u>Income generation by Community Capacity Workers</u></p> <p>A review of Community Capacity across the Council will be undertaken. This will include investigating the feasibility of an alternative funding and delivery model for community capacity work. It will look at national funding sources available direct to communities for specific projects (e.g. local community-led sustainable energy developments), a proportion of which may be used for community capacity building to support such projects. Partnership funding arrangements with other public agencies (e.g. health) will also be investigated.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No impact if funding is achieved. Customers: No impact if funding is achieved, but a reduction in service provision if this is not successful. Equalities: An Equalities and Impact Assessment will be undertaken as part of the service remodelling. Outcome and Performance: BMIP – Improving the quality of life for individuals and communities. CP – Confident, active and inclusive communities. SOA – NO 11, 15 (LO 11, 12)</p>	0	50	0	0	4A

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
33	<p><u>Implementation of the Work Force Planning measures for Teachers</u></p> <p>Implement workforce plan efficiency measures to balance the age profile of the workforce which will deliver salary savings.</p> <p><u>Impact Analysis</u> Workforce: No impact. Customer: No impact. Equalities / Diversity: There are no identified equality or diversity issues. Outcome and Performance: BMIP – Raising achievement for all. CP - Educated, responsible and informed citizens. SOA – NO 15 (LO 15).</p>	0	282	0	0	2A
34	<p><u>Review of School Crossing Patrollers</u></p> <p>Following a review it is proposed to remove School Crossing Patrollers (SCP's) at lunchtimes and where Pelican or Puffin crossings exist. Vacant posts will also be removed. There will be a greater focus on the promotion of safer routes to schools.</p> <p>It is the parents' responsibility to get their children to and from school and the service will continue to work with parents in respect of school travel planning.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Reduction of 6fte from a total of 25.45fte. Customers: Parents have the responsibility to ensure the safe arrival of their children to school. Equalities: No impact. Outcome and Performance: BMIP – Enabling the delivery of high quality public services. CP - A safe, secure and welcoming environment. SOA – NO 4, 5 (LO 6, 7)</p>	0	100	0	6	3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
35	<p><u>Reduction in Residential Schools expenditure</u></p> <p>Almondbank 2 and ASN transition work is anticipated to support more young people in the local community. The ability to deliver this saving maybe impacted on from a reduction of Community Link workers.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No impact. Customers: No impact. Equalities: No impact. Outcome and Performance: BMIP – Supporting vulnerable children and families. CP – A safe, secure and welcoming environment. SOA – NO 15 (LO 15)</p>	0	500	0	0	2E
36	<p><u>Reduced and targeted Breakfast Club provision and removal of universal Free Fruit</u></p> <p>Following the review of breakfast clubs and removal of free fruit provision only 6 breakfast clubs will exist for the most vulnerable in Perth and Kinross.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Reduction in permanent and temporary posts both for PKC and Tayside Contracts staff. A reduction of 4.5fte from a total of 6.95fte. Customers: Pupils who have benefited from a free nutritious breakfast will no longer have this provided for them. Equalities: Greatest impact will be on those pupils who are most vulnerable and entitled to free school meals. Outcome and Performance: BMIP – Improving the quality of life for individuals and communities. CP – Healthy Caring Communities. SOA - NO 5, 6, 7, 8 (LO 6, 7, 8, 10)</p>	188	112	3.0	1.5	3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
37	<p><u>Review of Tuition, Central Groups and Music Camp resources, including charges</u></p> <p>The current music service would be reviewed and reduced including a significant increase in charges and reduction in staff numbers from the current 16.9fte.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Reductions in staff numbers subject to review. Customers: The overall level of service would reduce and subsidy currently provided to music tuition camps and central groups would be reduced. Equalities: May adversely effect families on low income. Outcome and Performance: BMIP - Raising achievement for all. CP – Confident, active and inclusive communities. SOA - NO 4 (LO 6, 7)</p>	0	165	0	tbc	3B
38	<p><u>Full Removal Creche Facilities (Playstart)</u></p> <p>Removal of Early Years Crèche services which provides childcare to vulnerable families.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Full removal of team. Customers: Increase barriers for the most vulnerable in participation in learning opportunities. Equalities: Will impact on the most vulnerable low income families. Outcome and Performance: BMIP – Improving the quality of life for individuals and communities. CP – Confident, active and inclusive communities. SOA – NO 2, 4 (LO 12)</p>	0	239	0	7.3	3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
39	<p><u>50% Reduction in Community Link Workers</u></p> <p>Community Link Worker (CLW) functions will be remodelled into small peripatetic teams providing support for the highest priority families and young people only.</p> <p><u>Impact Analysis and Risk Assessment</u> If this saving is taken this will compromise our ability to make savings against residential placements.</p> <p>Workforce: Reduction of approximately 8fte from a total of 16fte.</p> <p>Customers: The current service model for CLW supporting school clusters would be removed and the team would provide support to priority families and young people based on evidence of highest needs across Perth and Kinross. Parent and Family support services would be significantly reduced across localities and would also be provided on the basis of highest priority need.</p> <p>Equalities: An Equalities and Impact Assessment will be undertaken as part of the service remodelling.</p> <p>Outcome and Performance: BMIP – Improving the quality of life for individuals and communities. CP – Confident, active and inclusive communities. SOA - NO 11, 15 (LO 11, 12)</p>	0	250	0	8	2A

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
40	<p><u>Review and reduction of Social Care Workforce</u></p> <p>Review and reduction in Social Care workforce across a range of social care functions who support vulnerable children and their families but protecting frontline qualified Social Workers.</p> <p>There will be an impact on the capacity of front line Social Workers to undertake their duties.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Reduction of 6fte staff from total of 67fte.</p> <p>Customer: Reduction in Social Care support including intensive individual support to children, parenting assessment and assessment of permanence.</p> <p>Equalities: Some of the more vulnerable children and families will not be well supported.</p> <p>Outcome and Performance: BMIP – Supporting vulnerable children and families.</p> <p>CP – Educated, responsible and informed citizens. SOA - NO 5, 8 (LO 6, 7)</p>	0	150	0	6	2A

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 2013/14 Provisional Budget £000	2014/15 £000	2013/14	2014/15	
41	<u>50 % Reduction in Education Support Officers</u> A review and reduction in Education Support Officers. These staff provide essential support to the development and implementation of Curriculum for Excellence. Workforce: A reduction in 6fte from a total of 11fte. Customer: Reduction in central support would mean no curriculum development support for staff in schools, placing greater demands on headteachers and their staff to deliver this function. Equalities: No impact. Outcome and Performance: BMP – Raising achievement for all. CP – Educated, responsible and informed citizens. SOA - NO 4 (LO 6)	0	323	0	6	2A
	TOTAL *	2,791	8,213	6.0	76.3	

* Budget Flexibility will be used to balance the Savings over the 2 years.

<u>Housing & Community Care</u> <u>Activity Expenditure Pressure and Impact Analysis</u>		Un-Funded Expenditure Pressures	
		Movement in 2013/14 Provisional Budget £000	2014/15 £000
1	<u>Contribution to Corporate Savings Exercise</u>	0	2,280
2	<u>2012/13 Savings Shortfall - Repayment to Council Reserves</u> The final approved package of savings for Housing & Community Care for 2012/13 was out of balance between funded pressures and approved savings as a result of the rephasing of previously approved savings. This resulted in a sum of £389k being temporarily transferred from Council Reserves to the HCC budget. This sum requires to be repaid to Reserves over the course of the next budget setting exercise.	389	0

<u>Housing & Community Care</u>		<u>Activity Expenditure Pressure and Impact Analysis</u>	
		Un-Funded Expenditure Pressures	
		Movement in 2013/14 Provisional Budget £000	2014/15 £000
3	<p><u>Impact of Welfare Reform</u></p> <p>The UK Government's deficit reduction plan includes savings to be made from the introduction of various elements of Welfare Reform (these changes will affect more than Housing Benefit and its administration). Welfare Reform began to affect the delivery of housing benefit in 2010 due to major changes in legislation which are being introduced over the coming years. In addition, new proposals are currently being considered by the UK Government.</p> <p>It is likely that the impact will depend on household compositions, and the individual social and economic circumstances. It is also very likely that these changes will impact on the Council's directly provided services, external providers that we contract with, and upon individuals thus affecting their ability to pay for Council services. The changes and consequent impact will be wide ranging across HCC (and potentially other Council) services as individuals will have less disposable income. The main areas of reform that have so far been announced and which will be implemented in the coming 2 years that will potentially affect HCC Services include;</p> <ul style="list-style-type: none"> • Changes to the funding arrangements for Exempt/Supported Accommodation – April 2013 • Changes to Temporary Accommodation subsidy arrangements – April 2013 • Changes to Council Tax Benefit charges – April 2013 • Introduction of Universal Credit – October 2013 • Potential increase in homelessness presentations <p>The pressure above relates to the loss of income in relation to homeless services due to revised subsidy arrangements and the introduction of the benefit cap which will come into force in April 2013.</p>	1,087	1,088

<u>Housing & Community Care</u>		Un-Funded Expenditure Pressures	
<u>Activity Expenditure Pressure and Impact Analysis</u>			
		Movement in 2013/14 Provisional Budget £000	2014/15 £000
4	<p><u>Learning Disabilities – Transition Clients from ECS</u></p> <p>Each year a number of clients whose care has previously been the responsibility of Education & Children's Services reach the stage of moving into Community Care Services. There is no budget resource within HCC to fund these additional commitments hence additional pressure is placed on existing HCC budget resources. This pressure relates to the part and full year effect of care packages for clients, responsibility for which will transfer to HCC each year and includes a projected inflationary uplift of 5% each year on current prices. On average three placements per year come to an end, at an average cost of £25k each. This partly offsets the additional transition costs and has been netted off in the final pressure stated.</p> <p>2012/13 Balance of unfunded pressure £ 134,000</p> <p>2013/14 Part Year Costs of 2012/13 new clients £ 122,000 (10 clients) Part Year Costs of 2013/14 new clients £ 294,000 (13 clients) Less average of 3 placements ending £ -75,000</p> <p>2013/14 Additional Pressure £ 341,000</p> <p>2013/14 Total Pressure £ 475,000</p> <p>2014/15 Part Year Costs of 2013/14 new clients £ 103,000 (13 clients) Part Year Costs of 2014/15 new clients £ 522,000 (12 clients) Less average of 3 placements ending £ -75,000</p> <p>Total Pressure in 2014/15 £ 550,000</p>	475	550

<u>Housing & Community Care</u> <u>Activity Expenditure Pressure and Impact Analysis</u>		Un-Funded Expenditure Pressures	
		Movement in 2013/14 Provisional Budget £000	2014/15 £000
5	<p><u>Care Home Fees - 2013/14 + 2014/15</u></p> <p>The existing negotiations between Scottish Care and COSLA regarding the National Care Home Contract Fees are ongoing and in the very early stages. The possible range of future inflationary increases has not yet been discussed. Previously, the amount included in the annual settlement from the Scottish Government would have been passed on to Housing & Community Care Services.</p> <p>The possible range of costs for 2013/14 depending on any rate of increase could be:-</p> <p>1% = £2.96 pp/pw = £104k 2% = £8.20 pp/pw = £289k</p> <p>The 2013/14 pressure has assumed a 1% increase and the 2014/15 pressure has assumed a 2% increase.</p>	104	289
6	<p><u>Free Personal Care Payments - 2013/14 + 2014/15</u></p> <p>Inflationary increase for free personal care to continue to deliver the shared Scottish Government/COSLA commitments on free personal care for which payments will be updated in 2013/14. The current fees of £159 for residential care, £231 for nursing care (over 65) and £72 for nursing care (under 65) will increase for 296 clients.</p> <p>The Scottish Government has written to all Councils (20 September 2012) advising that for 2013/14 and 2014/15 they will be including £3m and £4.5m for these 2 years in the financial settlement.</p>	78	117
7	<p><u>Home Care/Reablement – Cost of Commissioning</u></p> <p>The previously approved 2013/14 pressure assumed a 2% increase which has now been revised to a 1% increase and the saving is shown under number 13 below. The 2014/15 pressure has assumed a 2% increase for the service.</p>	0	129

		<u>Housing & Community Care</u> <u>Activity Expenditure Pressure and Impact Analysis</u>		Un-Funded Expenditure Pressures	
				Movement in 2013/14 Provisional Budget £000	2014/15 £000
8	<u>Annual Review of Charges – Full Saving Not Achieved</u> The change for 2013/14 reflects the anticipated consequence of the Welfare Reform changes on the level of service charges.	67	0		
9	<u>Highland Perthshire – Integrated Approach (P&KC and CHP) – Previous Approved Saving Not Achieved</u> The previously approved efficiencies are being delivered as a consequence of the Integrated work being undertaken with Health colleagues. The savings currently being realised are non – cashable as the impact of demographic changes are seeing more services being provided for the same level of resources. It is anticipated that cash savings will be accrued to the Health & Social Care partnership.	100	0		
10	<u>Redesign of Local Authority Care Home Provision – Phase 2 – Full Previous Approved Saving Not Achieved</u> Phase 1 of the redesign project will see £280,000 of savings delivered by March 2013. However, the original saving for phase 2 was to be £377,000 of which only £100,000 in now deemed achievable so the balance of the previously approved saving is now a pressure for the Service.	277	0		
11	<u>Sheltered Housing & Housing with Care – Sheltered Housing Element – Full Previous Approved Saving Not Achieved</u> The re-design will complement a diversion of potential residential care clients to their own tenancies with appropriate levels of care and support. (See saving 30). The previously approved saving has been rephased over 2013/14 – 2014/15 but this causes a pressure in 2013/14 due to the delay in progressing some of the planned elements of the redesign project.	435	0		

<u>Housing & Community Care</u> <u>Activity Expenditure Pressure and Impact Analysis</u>		Un-Funded Expenditure Pressures	
		Movement in 2013/14 Provisional Budget £000	2014/15 £000
12	<p><u>Demographics – Older People</u></p> <p>The impact of the increased demography in the older people population will place additional pressure on Housing & Community Care services.</p>	0	81
13	<p><u>Loss of DWP Admin Grant</u></p> <p>There has been an annual 5% reduction in the level of Administration Grant received from the DWP in recent years and this is expected to continue for the foreseeable future. Recent communication received from DWP on 5 November 2012 indicates a reduction of £114k from 2012/13 levels (this equates to 11.6%). For 2014/15 a further 11.6% (previously 5%) reduction has been assumed.</p>	114	101
14	<p><u>Loss of Homeless Hostel Grant</u></p> <p>The Scottish Government has recently consulted on the possible withdrawal of Homeless Hostel Deficit Grant monies. PKC is one of a number of Councils who receive grant funding for our Homeless hostel and therefore its withdrawal will mean a pressure on operational services if not replaced by an alternative funding mechanism. The Government's suggested alternative use of this grant money is that it should be spent on preventative services and spread across all 32 Councils.</p> <p>The Scottish Government has written to all Councils (20 September 2012) advising that a sum of £8m for Hostel Grant and Housing Support Grant nationally has been reclassified within the financial settlement although the distribution formula has not yet been decided. It is currently anticipated that any revised distribution formula will be implemented in 2014/15 with possible transitional funding arrangements for 2013/14.</p> <p>Should the future distribution reflect the current level of grant then the level of saving should be adjusted accordingly. (See saving 8 below)</p>	0	335

<u>Housing & Community Care</u>		Un-Funded Expenditure Pressures	
<u>Activity Expenditure Pressure and Impact Analysis</u>		Movement in 2013/14 Provisional Budget £000	2014/15 £000
15	<p><u>Retention of Learning Disability Transitions Enablement Team</u></p> <p>The Council awarded bridging finance in 2012/13 and 2013/14 from the Improvement Fund 3 to allow a joint project between HCC and ECS to develop better outcomes for children and young people with learning disabilities who eventually transition into Adult Care services. One part of this project was the creation of an "Enablement Team" to work with clients and their families to ensure that they achieve the best outcomes possible to meet their assessed needs within the resources available. Sustaining this team beyond the period of the Improvement Fund financing arrangement is vital to ensuring that the new model of service delivery continues to meet the needs and wishes of clients and their families. This pressure can be funded by the reduction in anticipated care package costs for a number of the transitional client to come from ECS in 2014/15 (see saving 14 below).</p>	0	74
16	<p><u>Reversal of 2012/13 Budget Flexibility</u></p> <p>The use of budget flexibility carry forward in 2012/13 to allow bridging finance and time to deliver savings to meet the pressures arising in each year requires the sum carried forward to be reversed in the following year's submission.</p>	0	1,256
TOTAL		3,126	6,300

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
1	<p><u>Corporate Organisational & Development Team – Review of Training & Development Budgets</u></p> <p>Currently the Corporate Organisational Development Team provides funding across the Council for a range of training programmes for staff at all levels.</p> <p>Workforce Development is one of the four pillars of reform. In order to keep pace with national developments, it is believed that better value can be achieved by targeting training & development resources to support employee engagement and development activities in keeping with corporate priorities.</p> <p><u>Impact Analysis</u> <u>Workforce:</u> None. <u>Customer:</u> It is intended that existing funding will be targeted to ensure appropriate access to development opportunities, in relation to employee engagement. <u>Equalities/Diversity:</u> No identified diversity or equalities issues. <u>Outcome and Performance:</u> Greater employee engagement is directly linked to improved business performance.</p>	10	0	0	0	1A

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
2	<p><u>Corporate Human Resources and Organisational & Development Teams – Review of Management Budgets</u></p> <p>Review of senior management and reduction in supplies & services budgets</p> <p><u>Impact Analysis</u> Workforce: None Customer: None Equalities/Diversity: No identified equalities/diversity issues Outcome and Performance: None</p>	50	25	0	0	2A 4B

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
3	<p><u>Customer Service Centre (CSC)</u></p> <p>In developing the Service Centre's performance and improving the customer experience, two technology improvements are planned within the CSC Capital Works.</p> <p>(1) Automation of the corporate switchboard –allowing some measure of self-service to callers</p> <p>(2) Touch screen queuing technology for visitors at Pullar House reception</p> <p>Callers who choose to self serve on telephoning named officers will release customer service advisors from pure switchboard duties.</p> <p>Visitors to Pullar House will be able to by-pass the help and advice reception desk and select a service/interview slot with appropriate officers, for example, housing, benefits, council tax, licensing, planning etc. This will release staff from reception duties, streamline enquiries to officers, and remove some double handling of customer enquiries.</p> <p>There is scope for further savings using this technology by continuing to increase footfall and visitors to Pullar House from the rationalisation of buildings and the centralisation or promotion of city centre customer facing activities.</p> <p><u>Impact Analysis</u> Workforce: Total Staff 26.59 FTE, Vacancies 0.52 FTE, Fixed Term Contracts 2.00 FTE, Age Related Retirements (Age 62-65) 0.2. FTE Customer: Possible complaints regarding use of menu systems and self service routing problems during a transition phase Equalities/Diversity: none Outcome and Performance: Some possible impact on continuity/quality of service during transition period.</p>	0	23	0	1	2A

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
4	<p><u>Corporate Procurement Team</u></p> <p>Savings from reduced fees to Scotland Excel</p> <p>Savings from rebated savings from national and sector contracts</p> <p>In addition to the savings against the Corporate Procurement budget savings across budgets within this Service and others come from improving the processes used to manage external expenditure. Savings coded as 2B will be more easily achieved where these processes are used.</p> <p><u>Impact Analysis</u> <u>Workforce:</u> None <u>Customer:</u> Positive <u>Equalities/Diversity:</u> None <u>Outcome and Performance:</u> Improved control, visibility and risk management on external expenditure. Improved efficiency of processes.</p>	13	0	0	0	2B

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
5	<p><u>National Care Home Fees</u></p> <p>The tri-partite negotiations between Scottish Government, COSLA and Scottish Care over the level of inflationary increase to be paid to private/voluntary sector providers of residential and nursing care are still in the very early stages and there has not yet been any discussion over the possible level of settlement. Previously, the amount included in the annual settlement from the Scottish Government would have been passed on to Housing & Community Care Services. The final increase agreed in March 2012 was for 2.5% uplift. In 2012/13 this was contained as a consequence of the realisation of accelerated savings for 2013/14.</p> <p>We would anticipate that this increase will be included in the Financial Settlement. However, if not included, this will result in an immediate cost pressure.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None</p> <p>Customer: The level of services provided to older people will need to be reconsidered should the increase not be included in the Scottish Government Settlement.</p> <p>Equalities/Diversity: No identified equalities/diversity issues</p> <p>Outcome and Performance: Reductions in levels of placements.</p>	104	289	0	0	4B

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
6	<p><u>Free Personal Care funded by Scottish Government</u></p> <p>The Scottish Government has written to all Councils (20 September 2012) advising that for 2013/14 and 2014/15 they will be including £3m and £4.5m for these 2 years in the financial settlement. PKC usually receive 2.6% of any national allocations. The actual rates to be paid have not yet been announced by the Scottish Government or COSLA.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: None Equalities/Diversity: No identified equalities/diversity issues Outcome and Performance: None</p>	78	117	0	0	4B

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
7	<p><u>Revised Funding arrangements to replace Hostel Deficit Grant</u></p> <p>The Scottish Government has recently consulted on the possible withdrawal of Homeless Hostel Deficit Grant monies. PKC is one of a number of Councils who receive funding for our Homeless Hostel and therefore its withdrawal will mean a pressure on operational services if not replaced by an alternative funding mechanism.</p> <p>The Scottish Government has written to all Councils (20 September 2012) advising that a sum of £8m for Hostel Grant and Housing Support Grant nationally has been reclassified within the financial settlement although the distribution formula has not yet been decided (see pressure 14). It is currently anticipated that any revised distribution formula will be implemented in 2014/15 with possible transitional funding arrangements for 2013/14.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: None Equalities/Diversity: No identified equalities/diversity issues Outcome and Performance: None.</p>	0	208	0	0	4B

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
8	<p><u>Staff Slippage – Previous Pressure no Longer Required</u></p> <p>Following a review of the level of slippage being achieved across the Service during 2012/13 it is felt that there is no longer a need to include this previously approved pressure.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: None Equalities/Diversity: No identified equalities/diversity issues Outcome and Performance: None</p>	120	0	0	0	4B
9	<p><u>NHS Efficiency Target – (Resource Transfer) – Previous Pressure no Longer Required</u></p> <p>Following negotiation of a national arrangement for Resource Transfer arrangements between Health and Local Authorities there is no longer a need to include this previously approved pressure.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: None Equalities/Diversity: No identified equalities/diversity issues Outcome and Performance: None</p>	131	0	0	0	4B

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
10	<p><u>Conclusion of Property Lease with Third Party</u></p> <p>As part of the Perth Office Accommodation Review, a lease on a property ends in 2013 and it is planned to relocate the remaining staff (community alarms and learning disabilities staff) to alternative accommodation.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: None – alternative accommodation found for staff. Equalities/Diversity: No identified equalities/diversity issues Outcome & Performance: None</p>	0	70	0	0	2C
11	<p><u>Residual Savings from Birch Avenue</u></p> <p>The redesign of respite services was approved as part of the Council's budget setting process for 2010/11. This included the move away from a building based service at Birch Avenue.</p> <p>The Council has no future plans for the use of Birch Avenue therefore the lease agreement with Health partners can be terminated at the next review date and the building can be released for a capital receipt or alternative use by Council services.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: None Equalities/Diversity: No identified diversity or equalities issues Outcome & Performance: None</p>	0	20	0	0	2C

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
12	<p><u>Home Care/Reablement – Cost of Commissioning – Full Pressure no Longer Required</u></p> <p>The previously approved 2013/14 pressure assumed a 2% increase which has now been revised to a 1% increase and the resultant saving is £55k.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: None Equalities/Diversity: No identified equalities/diversity issues Outcome and Performance: None</p>	55	0	0	0	4B

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
13	<p><u>Learning Disability Enablement Team – Reduction in costs of Care Packages</u></p> <p>The new specialist Enablement Team is working with young people with the most complex learning disabilities and autism whilst still at school, to plan for their future support needs using the community and person centred options, focusing on lives not services. Promoting personal independence and local solutions, the team will reduce the number of young people moving on to institutional models of care that are resource intensive, resulting in cost efficiencies. Our journey in learning disabilities has demonstrated that the quality of care is enhanced when more personalised supports are offered in place of traditional congregated services.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None</p> <p>Customer: There is expected to be an improvement in parental and service user experience as a whole life approach in meeting the needs of children and adults within Perth and Kinross is developed.</p> <p>Equalities/Diversity: There is expected to be a positive effect in terms of Equalities.</p> <p>Outcome and Performance: The continued funding of the Enablement Team is fundamental to giving parents confidence to move towards personalised and sustainable care and support options at key transition points in their lives.</p>	0	44	0	0	1A 2B

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
14	<p><u>Annual Review of Charges</u></p> <p>Headline charges for the services below will be increased by up to 5%. The estimated level of additional income has been calculated to take account of the “means tested” nature of the non residential charging policy.</p> <p>Homecare Services Community Alarms Day Care Services (Older Peoples Services) OT Delivery/Installation and Maintenance of Equipment Sheltered Housing</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None Customer: Customers will continue to make a payment based on their ability to pay. Equalities/Diversity: No identified diversity or equalities issues. Outcome & Performance: None</p>	0	31	0	0	4A

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
15	<p><u>Day Care Services to Older People - Additional Income</u></p> <p>The development of the new, enlarged facility at Shuna Court will provide for additional day care sessions compared to the current premises at Rannoch Road. This additional income reflects these additional sessions.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: Further sessions will result in additional customers being charged for services supplied. Equalities/Diversity: No identified diversity or equalities issues Outcome & Performance: None</p>	50	0	0	0	4A
16	<p><u>Reducing Placements in Bed & Breakfast</u></p> <p>Expenditure against this budget has been reducing due to the implementation and impact of the B&B reduction plan as part of the Homeless Improvement Plan. This may be impacted on by the changes in Welfare reforms.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: None – alternative, more appropriate provision will be used. Equalities/Diversity: No identified equalities/diversity issues Outcome & Performance: None</p>	50	0	0	0	1A

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
17	<p><u>Community Safety Review – Phase 2</u></p> <p>The Community Safety section was created in 2011 through the amalgamation of the Noise and Anti-Social Behaviour teams and their placement under the same management arrangements as Criminal Justice and Youth Justice teams. Required savings have already been achieved in terms of this amalgamation between 'Community Safety' teams. This restructuring process has already yielded efficiencies which are uncommitted. This provides an opportunity to allow the budget to be reduced in 2013/14.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: None Equalities/Diversity: No identified equalities/diversity issues Outcome & Performance: None</p>	57	0	0	0	2A
18	<p><u>Housing & Strategic Commissioning - Efficiency Savings</u></p> <p>Introduce efficiency savings, including supplies and services, transport and property costs, for Housing (general fund) and Strategic Commissioning.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: None Equalities/Diversity: No identified diversity or equalities issues. Outcome & Performance: None</p>	62	0	0	0	4B

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
19	<p><u>Review of Carers Support Budgets</u></p> <p>A review of 11/12 and 12/13 spend indicates that it would be possible to reduce current budget allocations with no reduction in current levels of service.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: No provision for potential increase in demand Equalities/Diversity: No identified equalities/diversity issues Outcome and Performance: No provision for potential increase in demand.</p>	39	0	0	0	4B

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
20	<p><u>Finance & Support – Efficiency Saving</u></p> <p>These reductions will cover a range of teams including Revenues & Benefits, Learning & Development, Finance & Resources, and Business Improvement. They will be achieved by reducing uncommitted supplies & services budgets, increasing income levels from external third parties who access PKC Learning & Development functions, and deleting posts to secure efficiencies following implementations of new ways of working and improved systems/processes.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Total Staff 169.73 FTE, Vacancies 8.67 FTE, Fixed Term Contracts 3.00 FTE, Potential Retirements 9.00 FTE. Vacancy management arrangements will enable any posts deleted to be either vacant, otherwise the post holder will be re-deployed. Customer: Customers will continue to receive consistent standard of information, advice and financial administration. Equalities/Diversity: No identified equalities/diversity issues Outcome & Performance: Future support for service developments and workforce planning may be difficult to facilitate.</p>	207	423	1.3	14.5	2A

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
21	<p><u>Reduction in the Private Sector Housing Grant (PSHG)</u></p> <p>It is planned to reduce the grant budget by 7% of the current annual allocation.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None</p> <p>Customer: None. Remaining grant will be focused on priority areas</p> <p>Equalities/Diversity: No identified equalities/diversity issues</p> <p>Outcome & Performance: None</p>	130	0	0	0	4B

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
22	<p><u>Transformation of Learning Disabilities – Efficiency Savings</u></p> <p>The successful delivery of the original Transformation project has resulted in additional efficiencies being secured.</p> <p>This has resulted in savings of £96k being possible in 2013-2014 as a consequence of staff turnover and reduced placement costs.</p> <p>Additional savings have also been identified within the fieldwork team through staff turnover and are achievable by the conversion of a vacant F.T.E. social worker post to a social work assistant and the replacement of a full time social work post with a part time post.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Total Staff Fieldwork Team is 12.50 FTE, Vacancies 1.50 FTE, Fixed Term Contracts 0.00 FTE, Potential Retirements 0.00 FTE Customer: As long as there is sufficient capacity for managing change, current service provision will change towards a more personalised approach. Equalities/Diversity: No identified equalities/diversity issues Outcome and Performance: The general direction and our ambitions in regard to some aspects of the Learning Disability and Autism Strategy, will remain unaltered, However, with sufficient change management capacity and social work and clerical support, it is expected that our outcomes and performance will not be unduly affected.</p>	96	35	0	2	1A 2A

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
23	<p><u>Reconfiguration of Safer Communities Team</u></p> <p>By reconfiguring the Safer Communities Team it will be possible to achieve the planned savings target. This will mean some front line services being absorbed by the current staff group and related management tasks being realigned.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Total Staff 23.00 FTE, Vacancies 0.00 FTE, Fixed Term Contracts 0.00 FTE, Potential Retirements 1.00 FTE Customer: Negligible Impact Equalities/Diversity: No identified equalities/diversity issues Outcome and Performance: May have some limited impact on service delivery during the transition period.</p>	0	43	0	1	2A

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
24	<p><u>Introduce a Client Contributions Policy</u></p> <p>As we move to introduce Self Directed Support our current charging policy will not be fit for purpose. The Service will develop a policy to charge for services, including those developed through personalisation. The policy will bring all adults receiving services into the same position as older people when contributing towards the cost of care services. It is intended to introduce the policy with effect from 1 June 2013. This new policy will continue the well established principles of being means tested, and in line with COSLA Guidance relating to charging for Non Residential care & support services. A minimum 'disregard level' will be established as applies already in relation to charges.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None.</p> <p>Customer: Some customers may have to make a contribution towards their care which they previously received free of charge. The recipients of certain Adult Care Services have traditionally received high levels of benefit, little of which they have been required to apply to their own care or support to date.</p> <p>Equalities/Diversity: The proposed policy will bring all adults receiving services into the same position as older people when contributing towards the cost of care services.</p> <p>Outcome & Performance: Introduction of a contributions policy will complement the implementation of self directed support and personalisation.</p>	130	170	0	0	4A

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
25	<p><u>Targeted Reductions in Commissioned Services - SLA Reductions</u></p> <p>A review, as part of a programme of re-design and targeted savings, of all existing SLAs and contracts for Housing and Community Care Services, is being undertaken with a view to reducing the current level of funding to independent sector providers. This will take the form of an additional reduction across many existing SLAs.</p> <p>These reductions reflect the present challenging times. Reductions identified are targeted at organisations best able to cope and with less risk compared to other commissioned services. Services are continually monitored to help ensure service quality.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None</p> <p>Customer. There will be reduced engagement with and support for a range of community care clients.</p> <p>Equalities/Diversity: An Equalities Impact Assessment will be undertaken to identify issues and measures.</p> <p>Outcome and Performance: The reduction will impact on those clients that require the least intensive support.</p>	0	184	0	0	3B

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
26	<p><u>Reduction of Temporary Accommodation Capacity for Homeless Services</u></p> <p>In order to mitigate the anticipated pressures of welfare reform, a number of actions are proposed over 2 years. These first 2 proposals below will go some way to mitigate the anticipated pressures arising from Welfare Reform. Further more acute savings proposals are detailed below (see saving 38).</p> <p><u>Year 1:</u></p> <ul style="list-style-type: none"> - Reducing temporary accommodation by converting the RIO satellite properties (11) and 5 dispersed tenancies to interim/mainstream properties - reduction in repairs costs (HRA) of £253k and a reduction in voids costs of £83k and £8k of other costs (property/supplies) <p><u>Year 2:</u></p> <ul style="list-style-type: none"> - Targeted reduction in the pool of private sector leased accommodation with a view to phasing out of such properties (88) by 2014. We would hope to mitigate this by an extension of the Rent Bond Guarantee Scheme. <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None.</p> <p>Customer: There will potentially be a reduction in the capacity of temporary accommodation provided to vulnerable homeless customers.</p> <p>Equalities/Diversity: An Equalities Impact Assessment will be undertaken however the reduction in the pool of accommodation and the absorption of homeless functions across other areas of housing will adversely impact on vulnerable homeless customers.</p> <p>Outcome and Performance: These savings will not prevent the Council from meeting its statutory requirements in discharging its homeless responsibilities, although there may be a need to increase throughput into mainstream accommodation for homeless customers.</p>	344	0	0	0	1C
		0	512	0	0	

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
27	<p><u>Review of Locality Fieldwork Staffing Levels</u></p> <p>Following a review of staffing levels for Older People Social Work_teams across the Council area it is proposed to seek efficiencies by reducing the number of posts across localities.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Total Staff 76.53 FTE, Vacancies 1.52 FTE, Fixed Term Contracts 5.00 FTE, Potential Retirements 3.00 FTE Customer: There may be an increase in waiting time for assessment and support to live independently in the community Equalities/Diversity: No identified equalities/diversity issues Outcome and Performance: It will take potentially take longer to assess individuals needs and arrange support packages leading to increased costs to the Service in longer term.</p>	0	80	0	2.6	2A

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
28	<p><u>Strategic Review of Commissioned Services - SLA Reductions - Housing Support</u></p> <p>A review, as part of a programme of re-design and targeted savings, of all existing SLAs and contracts for Housing and Community Care Services, is being undertaken with a view to reducing the current level of funding to independent sector providers.</p> <p>There will be a withdrawal of services to some clients across mental health, learning disability and homeless care groups. However, the review will continue to target those most in need and reduce services to those that require the least intensive support.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None</p> <p>Customer: This will result in adverse impacts to the voluntary sector organisations involved.</p> <p>Equalities/Diversity: An Equalities Impact Assessment will be undertaken to identify issues and measures taken.</p> <p>Outcome and Performance: Reduction in volume of hours will reduce service availability for range of community care groups. The reduction will impact on those clients that require the least intensive support.</p>	0	162	0	0	3B

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
29	<p><u>Sheltered Housing & Housing with Care – Sheltered Housing Element</u></p> <p>This saving was included in the list of Transformation - Service Review Programmes agreed by Council on 30 June 2010 in Securing the Future – Towards 2015 and Beyond (Report No 10/357 refers). The previously approved saving has been rephased over 2013/14 – 2014/15. (See Pressure 11 above)</p> <p>This transformation project focuses on service redesign in existing sheltered housing complexes (in both Council and Registered Social Landlords ownership). The new model planned is predicated on a reduced staffing model (12 posts less than current establishment) netted off by a reduction in Housing Support Income that was previously charged to Sheltered Housing tenants.</p> <p>The re-design will complement a diversion of potential residential care clients to their own tenancies with appropriate levels of care and support.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Total Staff 26.95 FTE, Vacancies 2.99 FTE, Fixed Term Contracts 4.25 FTE, Potential Retirements 2.06 FTE.</p> <p>Customer: Reshaping services to enable customers to regain/retain independence will have a positive impact on this client group.</p> <p>Equalities/Diversity: There are no identified equality or diversity.</p> <p>Outcome & Performance Develop a modernised, fit for purpose provision of independent living for older people.</p>	0	152	0	11.6	1C

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
30	<p><u>Sheltered Housing & Housing with Care – Residential Placements Element</u></p> <p>This saving was included in the list of Transformation - Service Review Programmes agreed by Council on 30 June 2010 in Securing the Future – Towards 2015 and Beyond (Report No 10/357 refers). The previously approved saving has been rephased over 2013/14 – 2014/15. (See Pressure 11 above)</p> <p>The transformation project focuses on service redesign in existing sheltered housing complexes (in both Council and Registered Social Landlords ownership). Potential savings will rely on incremental turnover of existing services rather than large scale expansion through new build projects.</p> <p>The re-design will require a diversion of 38 older people from residential care into their own tenancies with appropriate levels of care and support by March 2014.</p> <p>The current gross budget for purchased residential or nursing placements for older people/people with a physical disability is £19.2m</p> <p>As at 30 September 2012, PKC was funding 873 clients in residential and/or nursing care.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: Reshaping services to enable customers to regain/retain independence will have a positive impact on this client group. Equalities/Diversity: There are no identified equality or diversity issues. Outcome & Performance Develop a modernised, fit for purpose provision of independent living for older people.</p>	0	383	0	0	1C

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
31	<p><u>Redesign of Mental Health Services</u></p> <p>Mental Health Day Services are currently going through a period of review and indications are that there will be efficiencies created as a result of this. It is anticipated that savings can be made within staffing in the Community Mental Health Teams and within jointly commissioned services.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Total Staff 34.51 FTE, Vacancies 2.04 FTE, Fixed Term Contracts 0.00 FTE, Potential Retirements 1.00 FTE Customer: There may be some customer impact due to reduction in support workers and in efficiency savings from the independent sector although it is expected service modernisation will result in service improvements. Equalities/Diversity: There are no identified equality or diversity issues. Outcome and Performance: There will be improvements in some areas of performance as the Mental Health and Wellbeing Strategy influences developments alongside the Mental Health day service review.</p>	0	50	0	2	1C 2A

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
32	<p><u>Access Team/Care at Home – Reduction in Management and Support Costs</u></p> <p>Following the move in recent years from direct provision to a commissioned Home Care service it is proposed to restructure the current management and clerical support staffing model for reablement and care at home. Reducing the staffing levels by 9.0 FTE posts. The proposed structure provides for an integrated Reablement/care at home service and will support the now greater commissioned service model.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Total Staff 51.6 FTE, Vacancies 2.64 FTE, Fixed Term Contracts 3.36 FTE, Potential Retirements 3.00 FTE Customer: None Equalities/Diversity: No identified equalities/diversity issues Outcome and Performance: None.</p>	144	120	0	9	1C 2A

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
33	<p><u>Mainstream Care at Home – Continuation of the Home Care Service Redesign Project</u></p> <p>This saving will see the continuation of the redesign of the Home Care Service and savings will be accelerated as much as possible over the coming years. The savings will be generated by further commissioning of mainstream homecare services</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Total Staff 179.5 FTE, Vacancies 0.00 FTE, Fixed Term Contracts 0.00 FTE, Potential Retirements (65+) 10.11 FTE Annual Staff Turnover 10.00 FTE</p> <p>There are further potential retirements of 18.08 FTE of staff that are nearing retirement age (age 62-65). Customer: There may be disruption to customers who currently receive in-house home care services during the transition period. Equalities/Diversity: None Outcome and Performance: The current level of outcome and performance will continue to be delivered. There will continue to be a mixed economy of provision.</p>	0	300	0	27	1C 2A

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
34	<p><u>Transformation of Learning Disabilities – Day Opportunities/Supported Living</u></p> <p>The personalisation of the Learning Disability Transformation Project will be delivered through the new Learning Disability and Autism Strategy. This will lead to the development of new and innovative models of service provision.</p> <p>The aim of the Transformation Project will be to deliver personalised services that enable increased choice, control and localised supports for service users and carers. It is also an aim of the project to improve transition planning from school for service users.</p> <p>There are three distinct areas where savings will be sought:</p> <ul style="list-style-type: none"> • Council day opportunities and Supported living services, • Commissioned services from the independent sector. • Redesign of institutionalised supported living care provision to ensure cost efficiencies <p><u>Impact Analysis and Risk Assessment</u> Workforce: Total Staff 94:38 FTE, Vacancies 3.34 FTE, Fixed Term Contracts 9.04, Potential Retirements 5.28 [Reduction due to staffing turnover equates to 113.23 hours or 11 employees from Day Services/Supported Living Team] Customer: As long as there is sufficient capacity for managing change, current service provision will change towards a more personalised approach. Equalities/Diversity: No identified diversity or equalities issues identified Outcome and Performance: Although the general direction of the Learning Disability and Autism Strategy will remain unaltered, some of the intended outcomes may be affected.</p>	0	164	0	4.8	1C 2A

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
35	<p><u>Review of Commissioned Services - Further SLA Reductions</u></p> <p>A review, as part of a programme of re-design and targeted savings, of all existing SLAs and contracts for Housing and Community Care Services, is being undertaken with a view to reducing the current level of funding to independent sector providers. This will take the form of an additional reduction across many existing SLAs.</p> <p>These savings will have significant impact on older people with dementia and homeless people, especially those who have complex and challenging issues, many of whom are the margins of society.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer. These reductions reflect the present challenging times. Services are continually monitored to help ensure service quality. Equalities/Diversity: An Equalities Impact Assessment will be undertaken to identify issues and measures taken Outcome and Performance: Savings will result in reduced services and support to a range of vulnerable people.</p>	0	84	0	0	3B

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
36	<p><u>Learning Disabilities Clients – Reduced Service Provision</u></p> <p>The level of anticipated pressures within Adult Learning Disability Services reflects the anticipated level of provision needed for those due to enter Adult services over the coming 2 years.</p> <p>This saving would mean a substantial reduction in service for our learning disability clients, many of whom are our most vulnerable clients. This will increase pressure on families who will need to bear the burden of provision of their care.</p> <p>To achieve this saving we will have to reverse improvements made in the personalisation of learning disabilities. For example, we will have to halt the move away from day centre provision.</p> <p>We will have to look at accommodation options that only provide care and support in more congregated settings. These changes would be a significant reversal of the aspirations of users and carers noted in the recent Learning Disability and Autism Strategy. Families and carers will experience higher levels of stress as these vulnerable adults are not able to access opportunities for independent living and their families either end up caring for them throughout their adult life – or are unable to continue and pass responsibility for care onto the local authority.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Total Staff 94.38 FTE, Vacancies 3.34 FTE, Fixed Term Contracts 9.04, Potential Retirements 5.28</p> <p>Customer: This could leave adults affected by disability unable to manage in a community setting; increased use of congregated settings and would place families in great stress.</p> <p>Equalities/Diversity: Achieving these savings will result in care provision that is counter to the inclusion agenda.</p> <p>Outcome and Performance: The pledges of the Learning Disability and Autism Strategy 2012-2015 will have to be amended if these additional savings are sought.</p>	0	1,240	0	14	3B

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
37	<p><u>Homeless Service – Removal of Specialist and Acute Homeless Services</u></p> <p>The potential shortfall resulting from the impacts of Welfare Reform will not be addressed through the service redesign detailed above (see saving 26). It must also be noted that the impacts of Welfare Reform are anticipated to place significantly greater pressures on homeless services with the likelihood of increased levels of homeless presentations nationally.</p> <p>In order to fully meet the pressure of welfare reform the following reductions in service delivery would be required:</p> <p><u>37.1 Re-provision of St Catherine’s Square</u></p> <p>St Catherine’s Square provides 38 units of self contained accommodation in Perth City Centre with a 24/7 concierge service and support delivered on an outreach basis by the Homeless Service.</p> <p>The high concentration of vulnerable people with chaotic and challenging lifestyles means that the facility requires intensive management and close working with Tayside Police, CJS, the Safer Communities Team, Drug & Alcohol Team, and Mental Health teams.</p> <p>The re-provisioning of St Catherine’s Square to absorb its management within Neighbourhood Services would result in increased potential for tenancy breakdown, anti social behaviour and the consequent impact on the neighbourhood.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Total Staff 0.00 FTE, Vacancies 0.00 FTE, Fixed Term Contracts 0.00 FTE, Potential Retirements 0.00 FTE</p>	0	70	0	0	1A

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
	<p>Between all savings in option 37 we would require to lose 39.31fte staff in a service where we have 2.4fte vacancies and 1.0fte fixed term contracts.</p> <p>Customer: Chaotic and complex individuals will receive less support leading to tenancy breakdown and repeat homelessness and increased anti-social behaviour.</p> <p>Equalities/Diversity: None</p> <p>Outcomes and Performance The re-provisioning of St Catherine's Square to absorb its management within Neighbourhood Services would result in increased potential for tenancy breakdown, anti social behaviour, and the consequent impact on the neighbourhood.</p> <p>37.2 Closure of Tayview House</p> <p>Tayview House provides 8 units of self contained bedsit accommodation for young single persons aged between 16 and 25. The building is staffed during the nights with concierge staff and support is provided on an outreach basis.</p> <p>Tayview fulfils a critical role in providing interim accommodation between highly supported provisions such as Wellbank or hostels (eg Greyfriars or Anchor House). The model enables young persons to prepare for full independent living ensuring that future tenancies are sustained and the spiral of repeated homelessness avoided.</p> <p>The closure of Tayview House will result in the placement of vulnerable young single persons into unsatisfactory housing conditions leading to a risk of harm from the predatory behaviour of chaotic and anti-social neighbours, the potential for an increase in rough sleeping, and the increased use of unsuitable Bed & Breakfast accommodation and the associated costs with this.</p>	0	118	0	3	3B

	<u>Housing & Community Care</u>		Savings Type
	<u>Compensating Savings/Budget Flexibility & Impact Analysis</u>		
	Net Saving	Staffing Implications	
	Movement in Provisional 2013/14 Budget £000	2013/14	2014/15
	2014/15 £000	2014/15	2014/15
<p><u>Impact Analysis and Risk Assessment</u> Workforce: Total Staff 3.0 FTE, Vacancies 1.00 FTE, Fixed Term Contracts 0.00 FTE, Potential Retirements 0.00 FTE</p> <p>Between all savings in option 37 we would require to lose 39.31fte staff in a service where we have 2.4fte vacancies and 1.0fte fixed term contracts.</p> <p>Customer: Significant risk and increased likelihood of:</p> <ul style="list-style-type: none"> • Placement of vulnerable young people (16-25 year olds) into unsatisfactory housing conditions (including B&B and Hostel accommodation) leading to a risk of harm from others with chaotic and anti social lifestyles. • Rough sleeping and associated problems • Tenancy breakdown and repeat homelessness <p>Equalities/Diversity: The cumulative impact of all savings in option 38 will result in a significant challenge to continue to meet our legal duties to provide support and suitable temporary accommodation to vulnerable homeless young people.</p> <p>Outcomes and Performance</p> <ul style="list-style-type: none"> • The loss of Tayview from the pool of temporary accommodation will remove a critical step in the pathway to settled accommodation for many looked after children. • Risk of adult and child protection issues. • Additional costs associated with the provision of B&B negating the impact of the savings achieved through closure of accommodation. <p><u>37.3 Closure of Greyfriars House</u></p> <p>Greyfriars House is a direct access hostel providing 30 bedrooms for single persons, with shared bathroom, kitchen and laundry facilities. The Councils</p>			

<u>Housing & Community Care</u>	Net Saving		Staffing Implications		Savings Type
	Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
<p><u>Compensating Savings/Budget Flexibility & Impact Analysis</u></p> <p>emergency homeless service operates from Greyfriars House and is staffed 24/7 by a team of Hostel Assistants, a Hostel Co-ordinator, and 2 Support Officers.</p> <p>The client group at Greyfriars is often highly vulnerable and residents have multiple and complex needs including mental health and drug and alcohol issues.</p> <p>The closure of Greyfriars House would result in rough sleeping, increased use of unsuitable Bed & Breakfast accommodation, and the associated costs with this and potential for increased pressure and costs on other service areas.</p> <p>Impact Analysis and Risk Assessment Workforce: Total Staff 11.6 FTE, Vacancies 1.00 FTE, Fixed Term Contracts 0.00 FTE, Potential Retirements 0.00 FTE</p> <p>Between all savings in option 37 we would require to lose 39.31fte staff in a service where we have 2.4fte vacancies and 1.0fte fixed term contracts.</p> <p>Customer: Significant risk and increased likelihood of:</p> <ul style="list-style-type: none"> • Placement of vulnerable, chaotic and challenging customers into alternative forms of temporary accommodation without security and support • Rough sleeping and associated problems • Tenancy breakdown and repeat homelessness. <p>Equalities/Diversity:</p> <ul style="list-style-type: none"> • The cumulative impact of all savings in option 38 will result in a significant challenge to continue to meet our legal duties to provide support and suitable temporary accommodation to vulnerable homeless young people. <p>Outcomes and Performance</p> <ul style="list-style-type: none"> • The loss of Greyfriars from the pool of temporary accommodation will 	0	304	0	11.6	3B

	<u>Housing & Community Care</u>		Staffing Implications	Savings Type
	<u>Compensating Savings/Budget Flexibility & Impact Analysis</u>			
	Net Saving	Staffing Implications	Savings Type	
	Movement in Provisional 2013/14 Budget £000	2013/14	2014/15	
	2014/15 £000	2013/14	2014/15	
<p>remove the provision of acute and specialist support for highly vulnerable people.</p> <ul style="list-style-type: none"> • Risk of adult and child protection issues. • Additional costs associated with the provision of B&B negating the impact of the savings achieved through closure of accommodation. <p><u>37.4 Reduction in Staff Teams (Homeless Support/Resettlement)</u></p> <p>Closure of all homeless accommodation provisions will not realise the potential savings needed to mitigate the impact of Welfare Reform. A corresponding reduction in the staffing levels to a minimum level, combined with the disposal of all accommodation units, would present a significant risk to the Council in respect of meeting its legal duties to provide support and suitable accommodation to vulnerable homeless households and would have a devastating impact on individuals and the community.</p> <p>Impact Analysis and Risk Assessment Workforce: Total Staff 44.91 FTE, Vacancies 0.40 FTE, Fixed Term Contracts 0.00 FTE, Potential Retirements 0.00 FTE</p> <p>Between all savings in option 37 we would require to lose 39.31fte staff in a service where we have 2.4fte vacancies and 1.0fte fixed term contracts.</p> <p>Customer: Significant risk and increased likelihood of:</p> <ul style="list-style-type: none"> • Customers will not receive advice and support in respect of their homeless situation and will be unable to address the issues that led to them becoming homeless. Ultimately they will not be able to move into secure settled accommodation. • Rough sleeping and associated problems. • Tenancy breakdown and repeat homelessness. 	0	0	18.7	2A

<u>Housing & Community Care</u>	<u>Compensating Savings/Budget Flexibility & Impact Analysis</u>		Savings Type
	Net Saving	Staffing Implications	
	Movement in Provisional 2013/14 Budget £000	2013/14 2014/15	2014/15
<p>Equalities/Diversity:</p> <ul style="list-style-type: none"> The cumulative impact of all savings in option 38 will result in a significant challenge to continue to meet our legal duties to provide support and suitable temporary accommodation to vulnerable homeless young people. <p>Outcomes and Performance</p> <ul style="list-style-type: none"> Loss of capacity to assess homeless presentations and provide advice, prevention and support service resulting in increased service demands and associated costs. Breakdown in estate and community sustainability Increased pressures and costs on other service areas such as the anti social behaviour team, CJS, Police, health, adult and children's services and education services etc <p>37.5 Closure of RIO House</p> <p>RIO House provides temporary accommodation with support to vulnerable homeless families. The accommodation consists of 8 en-suite bedrooms with shared living and kitchen facilities and is staffed 24/7 by a team of Hostel Assistants with support provided by a support worker.</p> <p>A number of at risk children accommodated at RIO have been in and out of care, families have participated in the Change is a Must Programme, and families at risk of serious domestic abuse have been provided with safe accommodation.</p> <p>The closure of RIO House will result in highly vulnerable families being placed in alternative accommodation with no on-site staff provision or security. Families will be housed in unsuitable Bed & Breakfast accommodation with the potential for risk of increased Child and Adult Protection concerns.</p>			

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
	<p><u>Impact Analysis and Risk Assessment</u> Workforce: Total Staff 6.00 FTE, Vacancies 0.00 FTE, Fixed Term Contracts 1.00 FTE, Potential Retirements 0.00 FTE</p> <p>Between all savings in option 37 we would require to lose 39.31fte staff in a service where we have 2.4fte vacancies and 1.0fte fixed term contracts.</p> <p>Customer: Significant risk and increased likelihood of:</p> <ul style="list-style-type: none"> • Placement of vulnerable homeless households and children into unsuitable B&B accommodation. • Placement of families and teenage mothers into unsatisfactory housing conditions leading to a risk of harm from the predatory behaviour of chaotic and anti social neighbours. • Tenancy breakdown and associated costs • Repeat homelessness and associated costs. • Negative impacts and outcomes resulting from poor quality housing such as a deterioration in health, educational attainment etc <p>Equalities/Diversity: The cumulative impact of all savings in option 38 will result in a significant challenge to continue to meet our legal duties to provide support and suitable temporary accommodation to vulnerable homeless young people.</p> <p>Outcomes and performance</p> <ul style="list-style-type: none"> • Failure to maintain current joint working arrangements with children's services, adult care, and other partnership arrangements through the operation of the vulnerable homeless family's protocol. • Additional costs associated with the provision of B&B negating the impact of the savings achieved through closure of accommodation • Increased pressures and costs on other service areas such as health, adult and children's services and education services etc 	0	313	0	6	3B

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications	Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000		
	<ul style="list-style-type: none"> The need to increase throughput into mainstream accommodation for homeless customers resulting in fewer tenants and applicants in housing need on the mainstream waiting list accessing social rented housing. 			2013/14	2014/15

	<u>Housing & Community Care</u> <u>Compensating Savings/Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in Provisional 2013/14 Budget £000	2014/15 £000	2013/14	2014/15	
38	<p><u>Budget Flexibility c/f</u></p> <p>In order to achieve the total savings package contained in this submission over the 2 year period, it is proposed to use the Council's budget flexibility process to carry over non recurring underspend in the first year. This will provide bridging finance to cover ongoing service delivery whilst the major service transformation projects are implemented. This submission assumes that the amount proposed as budget flexibility carry forward can be secured in the year.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: None Equalities/Diversity: No identified equalities/diversity issues Outcome and Performance: None</p>	1,256	0	0	0	4B
	TOTAL	3,126	6,300	1.3	128.8	

<u>The Environment Service</u> <u>Activity Expenditure Pressure & Impact Analysis</u>		Un-Funded Expenditure Pressures	
		Movement in 13/14 Provisional Budget £000	14/15 £000
1	Contribution to Corporate Savings Exercise	0	1,441
2	Street Lighting and Urban Traffic Control - Contract inflation on Street Lighting energy contract and Urban Traffic Control maintenance contract assumed at 10% per annum.	73	100
3	Street Lighting - Distribution Use of System (DUoS) pressure is a recurring national infrastructure levy.	250	0
4	Refuse Collection – Additional operating costs associated with an increase in the number of households assumed at approximately 300 per annum. Pressure can be delayed until 2014/15 due to lower than anticipated growth in new households and the necessary step change in staff and equipment to contain any additional cost in 2013/14.	0	138
5	Waste Management – Additional disposal costs associated with increased landfill tax of £8 per tonne per annum (£80 p/t 2014/15).	0	360

		Un-Funded Expenditure Pressures	
<p><u>The Environment Service</u></p> <p><u>Activity Expenditure Pressure & Impact Analysis</u></p>			
6	<p>Waste Management – Additional disposal costs associated with an assumed average 3% per annum increase in gate fee contract inflation across all waste streams.</p>	0	50
7	<p>Operations – Additional fuel costs associated with an assumed 5% per annum increase in fuel price for 2013-15 (not volume /consumption). Assumption based on average 10% increase in price over the 2 years 2011/12 and 2012/13.</p>	38	71
8	<p>Car Parking – To fund investment in the Council's car parks to ensure they remain fully operational with an essential car park maintenance programme along with funding for parking infrastructure improvement and development. The account also includes provision for all parking services staff.</p> <p>This is matched by a proposed increase in charges through the biennial review. It should be noted that current monitoring highlights a shortfall in budgeted income levels. This covers both on and off street parking.</p>	0	250

	<u>The Environment Service</u> <u>Activity Expenditure Pressure & Impact Analysis</u>	Un-Funded Expenditure Pressures	
		Movement in 13/14 Provisional Budget £000	14/15 £000
9	Public Transport Unit - Local Bus Service – Contract inflation and contract price increases of 4% arising from tendering (2012/13 budget £2.180m).	0	94
10	<p><u>Planning & Regeneration – Employability initiatives.</u></p> <p>Continuation of The Hub facilities in Perth City and expansion into the rural area. Funding for this is a key part of delivering the approved Community Planning Partnership's employability strategy. To date 170 individuals have been assisted into employment as a direct consequence of this project. The cost per job is substantially less than the national benchmark.</p>	135	0
11	<p><u>Planning & Regeneration – City Development Strategy Delivery.</u></p> <p>Provision to resource implementation of the City Development Strategy.</p>	88	0
12	Community Greenspace – Shortfall in verge maintenance contract required to provide one cut per annum. This reflects the contract price received after the tendering process in 2011.	32	0

	<u>The Environment Service</u> <u>Activity Expenditure Pressure & Impact Analysis</u>	Un-Funded Expenditure Pressures	
		Movement in 13/14 Provisional Budget £000	14/15 £000
13	Increase in non-domestic rates across Service property estate due to estimated 3% increase in rate poundage from 2013/14 to 2014/15 (baseline budget also uplifted in 2013/14 by £100k to reflect actual rates payments made in 2012/13).	112	12
14	Non-recurring costs for 2013/14 associated with Perth Office Accommodation Review. There is a proposed compensating saving in 2014/15.	625	0
15	Reinstate TAY plan budget (2012/13 budget £60k). Planned saving not achievable as all partners not in agreement.	30	0
16	Review of North Inch Golf Course operations. The course has been making a loss for a number of years and caters for a limited, declining number of users. Approved saving not achievable in medium term.	88	0

	<u>The Environment Service</u> <u>Activity Expenditure Pressure & Impact Analysis</u>	Un-Funded Expenditure Pressures	
		Movement in 13/14 Provisional Budget £000	14/15 £000
17	Roads Division. Reinstatement of previously approved staff saving to meet the resource requirements for the current Capital programme.	300	0
18	<u>Winter Maintenance</u> – Pressure resulting from realigning the budget to reflect the cost of an average winter.	655	0
19	Waste Management - Increase commercial waste charges by 10% per annum. Partial reinstatement of saving approved in 2011 due to reduced number of commercial customers.	70	0
	TOTAL	2,496	2,516

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
1	<p>Public Analyst – assumed 3% per annum increase in contract inflation.</p> <p>Pressure approved in 2011 – no longer required but proposed removal as the expenditure can be contained within existing budget.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: No significant impact identified. Outcome and Performance: No significant impact identified. Equalities: No significant impact identified.</p>	6	0	0	0	4B
2	<p>Roads Division.</p> <p>Reinstatement of previously approved reduction in rechargeable income to Capital programme.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: No significant impact identified. Outcome and Performance: No significant impact identified. Equalities: No significant impact identified.</p>	300	0	0	0	

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
3	<p>Regulation - Realign Public Analyst sampling budget to agreed level of service, reduction of 20% (2012/13 budget £353k).</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customers: No significant impact identified. Outcome and Performance: Risk of increased pro rata financial contribution from the Council if Public Analyst loses revenue from other commercial customers. Equalities: No significant impact identified.</p>	70	0	0	0	3B
4	<p>Roads Division - Increase recharge of staff time to Capital budget.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customers: No significant impact identified. Outcome and Performance: Will reduce budget available for actual works. Equalities: No significant impact identified.</p>	150	0	0	0	4B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
5	<p>Public Transport Unit – Realign contract income budget to reflect current income levels (2012/13 income target £859k).</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customers: No significant impact identified. Outcome and Performance: Risk that additional income is not achieved on a recurring basis. Equalities: No significant impact identified.</p>	100	0	0	0	4A
6	<p>Increase in depot charges with Tayside Contracts (2012/13 charge £70k).</p> <p>Recovery of fair market rent.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customers: No significant impact identified. Outcome and Performance: Risk that Tayside Contracts may seek to recover costs through increased charges, potentially resulting in less work being let by the Council and / or there is a consequential impact upon any future surplus returned by Tayside Contracts to the Council. Equalities: No significant impact identified.</p>	180	0	0	0	4A

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
7	<p>Reversal of non-recurring costs for 2013/14 associated with Perth Office Accommodation Review.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customers: No significant impact identified. Outcome and Performance: No significant impact identified. Equalities: No significant impact identified.</p>	0	625	0	0	
8	<p>Workforce Management:</p> <p>Redesign of Regulatory function.</p> <p>Planning & Regeneration - Redesign of Strategic Environmental Assessment activity.</p> <p>Review of Public Transport Unit function</p> <p>Review of 3rd & 4th tier management.</p> <p>Impact Analysis & Risk Assessment Workforce: Reduction of 6 FTE (6 from 75 – 3.5 vacant) Customers: A reduced level of service. Outcome and Performance: Reduction of staffing levels will reduce the capacity to deal with future strategic management and corporate issues with potential for reduction in quality of service delivery. Equalities: No significant impact identified.</p>	170	124	3.5	2.5	2A

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
9	<p>Further redesign of Corporate Health & Safety function following implementation of review in 2011/12. This is based on benchmarking information from other Local Authorities.</p> <p>Impact Analysis & Risk Assessment Workforce: Reduce by 1.6 FTE (1.6 from 11.85 – 0.6 vacant) Customer: This will result in a more targeted approach to providing support and advice on site. Outcome and Performance: Support will be based on a service delivery model providing more targeted advice and a performance framework for managers. Equalities: No significant impact identified.</p>	14	26	0.6	1	2A
10	<p>Car Parking - Planned biennial review of parking charges - increase by 10%</p> <p>Without an increase in parking charges there is limited ability to maintain and invest in the Council's car parking infrastructure as well as meeting running costs including staff.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: No significant impact identified. Outcome and Performance: No significant impact identified. Equalities: No significant impact identified.</p>	0	250	0	0	4A

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
11	<p><u>Fees & Charges</u> – Increase non-statutory charges by 10% per annum for Trading Standards, Environmental Health, Community Greenspace, Waste Services and Planning and 13% for Cremations and Burials.</p> <p><u>Impact Analysis & Risk Assessment</u> Workforce: No significant impact identified. Customer: Resistance and complaints about increased charges. Outcome and Performance: Helps retain current service levels Equalities: Will impact more on those with low income.</p>	171	160	0	0	4A
12	<p>Public Conveniences – Cease provision of public toilets at events (2012/13 budget £20k).</p> <p><u>Impact Analysis & Risk Assessment</u> Workforce: No significant impact identified. Customers: No significant impact identified. Outcome and Performance: No significant impact identified. Equalities: No significant impact identified.</p>	20	0	0	0	3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
13	<p><u>Planning & Regeneration</u> - Reduction of 80% in contribution towards the operating costs of Visit Scotland's Visitor Information Centres (2012/13 budgeted contribution £165k).</p> <p>2013/14 proposal approved by Enterprise & Infrastructure Committee on 21 March 2012 for £33k saving in 2013/14.</p> <p><u>Impact Analysis & Risk Assessment</u></p> <p>Workforce: No significant impact identified.</p> <p>Customers: There has been an increase in the use of social media and the internet replacing reliance on VICs.</p> <p>Outcome and Performance: Limited impact on tourism revenues and economic return on investment generated by visits to VICs.</p> <p>Equalities: No significant impact identified.</p>	33	100	0	0	3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
14	<p>Refuse Collection – Additional operating costs associated with an increase in the number of households assumed at approximately 300 per annum.</p> <p>Approved pressure in 2011 can be delayed until 2014/15 due to lower than anticipated growth in new households and the necessary step change in staff and equipment to contain any additional cost in 2013/14.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: No significant impact identified. Outcome and Performance: No significant impact identified. Equalities: No significant impact identified.</p>	138	0	0	0	4B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
15	<p>Waste Management – Additional disposal costs associated with an assumed 3% increase in waste arisings for 2013/14.</p> <p>Approved pressure in 2011 can be removed due to previously assumed increase in waste arisings not occurring.</p> <p>Saving arising from the success of the Council's Reduce, ReUse, Recycle campaign and the impact of the economy.</p> <p><u>Impact Analysis & Risk Assessment</u> Workforce: No significant impact identified. Customer: No significant impact identified. Outcome and Performance: No significant impact identified. Equalities: No significant impact identified.</p>	175	0	0	0	2B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
16	<p>Waste Management – Additional disposal costs associated with increased landfill tax of £8 per tonne per annum (£72 p/t 2013/14).</p> <p>Approved pressure in 2011 reduced due to less waste going to landfill as a result of successful recycling initiatives.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: No significant impact identified. Outcome and Performance: No significant impact identified. Equalities: No significant impact identified.</p>	40	0	0	0	4B
17	<p>Waste Management – Additional disposal costs associated with an assumed average 3% per annum increase in gate fee contract inflation across all waste streams.</p> <p>Approved pressure in 2011 reduced due to less waste going to landfill as a result of successful recycling initiatives.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: No significant impact identified. Outcome and Performance: No significant impact identified. Equalities: No significant impact identified.</p>	10	0	0	0	4B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
18	<p>Waste Disposal - Reduced costs for recycling and composting following recent contract award (2012/13 budget £4.436m).</p> <p>Saving increased due to less waste going to landfill as a result of successful recycling.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: No significant impact identified. Outcome and Performance: No significant impact identified. Equalities: No significant impact identified.</p>	40	0	0	0	2B
19	<p>Waste Management - Increase commercial waste charges by 10% per annum.</p> <p>This reflects the increases in landfill tax and RPI in line with Best Value Review recommendations, as approved by the Environment Committee on 23 November 2011.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: Existing customers can switch to other service providers if they choose, but other service providers will be subject to same cost pressures. Outcome and Performance: No significant impact identified. Equalities: No significant impact identified.</p>	0	110	0	0	4A

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
20	<p>Waste Strategy - Reduce consultancy budget to support procurement programme by 64% (2012/13 budget £81k).</p> <p><u>Impact Analysis & Risk Assessment</u> Workforce: No significant impact identified. Customer: No significant impact identified. Outcome and Performance: May restrict ability to suitably assess tenders for new technology large scale waste plant. Equalities: No significant impact identified.</p>	0	52	0	0	3B

21	<p>Roads Division - Reduce routine maintenance</p> <p>15% reduction in Routine Maintenance by reducing 'Find and Fix' from 2 squads to 0 and reducing reactive repairs to road and footway infrastructure (2012/13 budget £1.950m).</p> <p><u>Impact Analysis & Risk Assessment</u> Workforce: Reduction of 2.5 FTEs in Tayside Contracts. Customer: Longer term deterioration in the standard of road network due to defects taking longer to be repaired. Outcome and Performance: Likely deterioration in the level of service provided. Equalities: Deterioration in footway condition will have an impact on people with mobility issues.</p>	310	0	0	0	3B
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	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
22	<p>Community Greenspace - Cease watering of hanging baskets across Perth & Kinross area except Perth (2012/13 budget £73k).</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: No significant impact identified. Outcome and Performance: If this activity is not taken up by voluntary or community action, the loss of well managed hanging baskets would be noticed by visitors and residents. Equalities: No significant impact identified.</p>	0	23	0	0	3B
23	<p>Waste Strategy - Reduction in equipment budget by 85% for recycling points (2012/13 budget £95k).</p> <p>Replacement programme to be funded by prudential borrowing within approved Capital Budget.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: No significant impact identified. Outcome and Performance: No significant impact identified. Equalities: No significant impact identified.</p>	0	72	0	0	4B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
24	<p>Public Transport Unit - Reduction of 4% in funding support for the local bus service network.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: People without access to a car may have reduced travel opportunities Outcome and Performance: Contraction of the bus network, with some peak hour services reduced/cut, including routes addressing work, education and health related needs. Equalities: No significant impact identified.</p>	0	94	0	0	3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
25	<p>Regulation - Reduction in Contaminated Land project budget by 67% (2012/13 budget £90k).</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: It is primarily the owner's responsibility to pay for any remediation, however remediations can cost hundreds of thousands of pounds. Outcome and Performance: Minimal recurring budget left to contribute to carrying out remediation works on significantly contaminated sites (e.g. where householders cannot contribute due to financial hardship, or where owner cannot be traced). Equalities: No significant impact identified.</p>	0	60	0	0	3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
26	<p><u>Public Conveniences</u> – Adjust opening hours of attended public toilets to breakeven financial position (this will retain Pitlochry, Dunkeld and Marshall place, Perth on a seasonal basis). Toilets at Crieff, Auchterarder, Blairgowrie and Ropemakers Close, Perth will close). Close 6 of 7 unattended public toilets (retain toilets at Perth bus station).</p> <p><u>Impact Analysis & Risk Assessment</u> Workforce: Reduce by 12 FTE (12 from 14 – 1 vacant). Customer: Approximately 300,000 users of attended public toilets each year. Impact on these customers if alternative provision via Comfort Schemes cannot be secured Outcome and Performance: Negative impact on tourism and impact on business downfall and economic development. Equalities: This may be mitigated by Comfort Schemes, but there is a risk that suitable Comfort Scheme providers may not be available in certain areas.</p>	0	163	0	12	2A/3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
27	<p>FAP Grass Roots – 40% reduction in grant available for small projects (2012/13 budget £509k).</p> <p>Impact Analysis & Risk Assessment</p> <p>Workforce: No significant impact identified</p> <p>Customer: Removal of seed funding will require additional fundraising effort on the part of community groups.</p> <p>Outcome and Performance: Reduced ability to deliver on priorities within the SOA and Corporate Plan.</p> <p>Equalities: No significant impact identified.</p>	155	0	0	0	3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
28	<p><u>Waste Disposal</u> - Reduction in Recycling Centre numbers through closure of Auchterarder and Aberfeldy Recycling Centres (2 from 7). These would be replaced by installation of recycling points at these locations.</p> <p>These sites were selected as they have the lowest tonnage throughput (less than 500 tonnes p.a.), and/or lowest recycling performance (40% or lower).</p> <p><u>Impact Analysis</u> Workforce: Reduce by 1.8 FTE (1.8 from 13 – none vacant). Customer: Customers will have to travel longer distances to deposit their general waste and some recyclates. Outcome and Performance: Risk of increases in fly tipping. Potential capital receipt and/or rental income opportunity for sites vacated. Equalities: No significant impact identified.</p>	0	36	0	1.8	3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
29	<p>Further redesign of Corporate Asset Management function following implementation of review in 2011/12.</p> <p>Impact Analysis & Risk Assessment Workforce: Reduce by 1 FTE (1 from 9 – none vacant). Customer: No significant impact identified. Outcome & Performance: No significant impact identified. Equalities: No significant impact identified.</p>	0	43	0	1	2A
30	<p>Workforce management allowing staff slippage target to increase from 1% to 1.67% over the 2 years.</p> <p>Impact Analysis & Risk Assessment Workforce: May require targeted non-filling of posts on a temporary basis to achieve full saving. Customers: No significant impact identified. Outcome and Performance: May result in temporary reduction in levels of service across a range of Service activities. Equalities: No significant impact identified.</p>	90	90	0	0	2A

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
31	<p>Roads Division - Reduction in Traffic Regulation Orders budget by 50% (£10k). Reduction in Accident Investigation and Prevention budget by 25% (£25k).</p> <p><u>Impact Analysis & Risk Assessment</u> Workforce: No significant impact. Customer: Unable to meet some requests for waiting restrictions, speed limits, etc and delays in progressing Traffic Regulation Orders and implementing associated measures. Level of service in terms of accident reduction and prevention will be significantly reduced. Outcome and Performance: Will result in a reduction in responsiveness to traffic management issues e.g. weight limits, speed limits, and parking controls. Equalities: Increased waiting times to process requests for disabled persons parking spaces; unable to target resources (physical measures and promotional) at vulnerable road users groups.</p>	0	35	0	0	3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
32	<p>Roads Division – Reduce activity, including a reduction in inspection and maintenance for bridges and other structures (2012/13 budget £192k).</p> <p>This represents a 16% reduction in the level of maintenance of bridges and other structures.</p> <p>Reduction will mean the continuing deterioration of the condition of the bridge stock and an increase in the list of outstanding works.</p> <p><u>Impact Analysis & Risk Assessment</u> Workforce: 1 FTE (1 vacant). Customer: Some bridges may require having a weight limit imposed. Outcome and Performance: Road network could be restricted if more bridges have a weight limit imposed upon them. Equalities: No significant impact identified. Risk: There is an increased risk of imposing weight restrictions or closure due to lack of maintenance.</p>	0	65	0	1	2A/3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications			Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE		
33	<p>Roads Division – Review of delivery of cyclic maintenance (2012/13 budget £1.950m).</p> <p>Impact Analysis & Risk Assessment Workforce: Reduce by 1 FTE in PKC. Reduce by 2 FTE in Tayside Contracts. Customer: No significant impact identified. Outcome and Performance: Potential deterioration in the level of service provided. Equalities: No significant impact identified.</p>	0	100	0	1	2A / 3B	
34	<p>Street lighting and illuminated signs - 12% reduction in maintenance of street lighting and illuminated signs (2013/14 budget £343k).</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: Deterioration in the general standard of our street lighting provision. Increased times for responding to faults. Outcome and Performance: Potential deterioration in the level of service provided. Equalities: No significant impact identified.</p>	0	40	0	0	3B	

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
35	<p><u>Winter Maintenance</u> – 11% reduction in budget. Will be achieved by: 4 gritters removed from fleet, including spare nightshift gritter (£80k); As a result, revision to gritting routes, saving on stand by and overtime (£30k); Move to 50/50 salt/sand mix on category 2 routes (except Perth City) (£68k); Reduce Supervisor standby (£12k); Reduce Snow Blower availability (3 to 1) (£15k); Removal of stand by or early start payments for footway plough drivers (£33k); As a result, saving on overtime (£9k); Change remaining marine salt to rock salt (£20k); Reduce salt resilience level (£26k).</p> <p>(2012/13 budget £2.795m).</p> <p><u>Impact Analysis & Risk Assessment</u> Workforce: None for PKC but will have an effect on Tayside Contracts by 9 FTE (7 vacancies being carried). Customer: Reduction in winter maintenance level of service - Completion of routes by 8am instead of 7.30am; 3 less gritting routes; Increased burden on existing staff; Unavailability of Snow Blower for periods of time or certain routes; Footway routes not treated until normal working hours and Monday to Friday only – footways not treated in time for school openings; Risk of equipment breakdowns due to sand/salt mix; Risk of salt levels running low and premium paid for if additional supply required; Outcome and Performance: Resources will be directed at the agreed priority routes. Equalities: No significant impact identified.</p>	293	0	0	0	3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
36	<p>Grounds Maintenance - Reduce service (e.g. grass cutting, summer bedding, weed-killing) by removing supply of 10 x 15 week agency staff employed in summer period.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified on PKC staff - agency staff affected. Customer: There is evidence that the previous 10% reduction in work force (2011/12) has impacted on residents and visitors perceptions of our green spaces – there has been a 50% increase in complaints. Further reductions in staffing levels will further reduce our ability to maintain standards within the peak of the growing season</p> <p>Outcome and Performance: During summer period, there will be a major impact on summer bedding planting, grass cutting and holiday cover. Local quality performance indicators will continue to drop, potentially below the acceptable benchmarking standard.</p> <p>Equalities: No significant impact identified</p>	0	60	0	0	3B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
37	<p>Planning & Regeneration - 100% reduction of Business Grants budget (2012/13 budget £192k).</p> <p>There is alternative funding available through loans for which the Council can offer business development advice.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customers: Local businesses will not be able to access grant funding. Outcome and Performance: The removal of our business grants budget will lead to concerns from businesses that we are removing a vital support mechanism. Equalities: No significant impact identified.</p>	0	192	0	0	3B
	TOTAL	2,465	2,520	4.10	20.30	

<u>The Environment Service (Property)</u> <u>Activity Expenditure Pressure & Impact Analysis</u>		Un-Funded Expenditure Pressures	
		Movement in 13/14 Provisional Budget £000	14/15 £000
1	Contribution to Corporate Savings Exercise	0	567
2	Property - Estimated 3% annual increase in Pullar House unitary charge.	0	75
3	<p>Property – Estimated average 15% annual increase in price of energy (not volume/consumption) including ILL schools. Increase in energy unit costs and standing charges. Estimated average increase in each of the 2 years: Increase in Standing Charges: 5% Increase in Unit Costs: Electricity 15% Gas/Oil 15% Biomass 5%</p> <p>Costs will be subject to change over the period as they are impacted by world market prices.</p>	376	596

		<u>The Environment Service (Property)</u> <u>Activity Expenditure Pressure & Impact Analysis</u>		Un-Funded Expenditure Pressures	
				Movement in 13/14 Provisional Budget £000	14/15 £000
4	Property - Increase in non-domestic rates for office buildings due to estimated 3% increase in rate poundage from 2013/14 to 2015/16.	5	23		
5	DWP Building Presumed disposal of building by 2012/13 (loan charges paid). Saving reduced as loan charges will not be fully repaid following disposal. Resultant pressure of £135k due to residual loan charges as a result of disposal at current market value.	135	0		
6	Construction, Facilities Management and Premises Management Teams. Reinstatement of previously approved staff saving to meet the resource requirements for the current Capital programme.	260	0		

<u>The Environment Service (Property)</u> <u>Activity Expenditure Pressure & Impact Analysis</u>		Un-Funded Expenditure Pressures	
		Movement in 13/14 Provisional Budget £000	14/15 £000
7	Corporate Energy and Water Budgets Anticipated consumption reductions have been reduced predominantly due to the continuing expansion to the Council's property estate.	44	0
TOTAL		820	1,261

	<u>The Environment Service (Property)</u> <u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
1	<p>Construction, Facilities Management and Premises Management.</p> <p>Reinstatement of previously approved reduction in rechargeable income to Capital programme.</p> <p><u>Impact Analysis & Risk Assessment</u> Workforce: No significant impact identified. Customer: No significant impact identified. Outcome and Performance: No significant impact identified Equalities: No significant impact identified</p>	260	0	0	0	

	<u>The Environment Service (Property)</u> <u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
2	<p>Property - Estimated 3% annual increase in Pullar House unitary charge.</p> <p>Approved pressure in 2011 can be contained within existing budget for 2013/14</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: No significant impact identified. Outcome and Performance: No significant impact identified Equalities: No significant impact identified</p>	75	0	0	0	4B
3	<p>Property - Estimated 3% annual increase in Scottish Water charges (not volume/consumption).</p> <p>Approved pressure in 2011 can be contained within existing budget, primarily due to certain discounts now being available through the Procurement Scotland national contract, including discounts for early up-front payments.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: No significant impact identified. Outcome and Performance: No significant impact identified Equalities: No significant impact identified.</p>	25	0	0	0	4B

	<u>The Environment Service (Property)</u> <u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
4	<p>Property - Statutory provision of Energy Performance Certificates (EPC).</p> <p>Approved pressure in 2011 can be contained within existing Property budget.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: No significant impact identified. Outcome and Performance: No significant impact identified Equalities: No significant impact identified</p>	20	0	0	0	4B
5	<p>Property - Carbon Reduction Commitment payment.</p> <p>Approved pressure in 2011 can be contained within existing Property budget.</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customer: No significant impact identified. Outcome and Performance: No significant impact identified Equalities: No significant impact identified</p>	20	0	0	0	4B

	<u>The Environment Service (Property)</u> <u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
6	<p>Corporate Energy and Water Budgets</p> <p>Further energy efficiency measures introduced including improved controls, continuing energy conservation campaigning in line with current energy policy (2012) and increased use of renewables (eg biomass).</p> <p>Impact Analysis & Risk Assessment Workforce: No significant impact identified. Customers: Buildings may be cooler. Outcome and Performance: Potential increase in complaints from staff and customers, staff productivity adversely affected. Equalities: Certain buildings will be exempt from reduced temperature levels i.e. Residential Homes for the Elderly.</p>	0	130	0	0	2C

		<u>The Environment Service (Property)</u>		Savings Type	
		<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>		Staffing Implications	
		Net Saving		13/14 FTE	14/15 FTE
		Movement in 13/14 Provisional Budget £000	14/15 £000		
7	<p><u>Corporate Maintenance Budgets</u></p> <p>In order to fund the corporate energy costs, compensatory savings will be made in the corporate property maintenance budgets. 2012/13 budget £3.5m.</p> <p>Approximately £1.7m of the current maintenance budget funds statutory inspection and repair contracts as well as property related health and safety compliance contracts - such as lifts, fire alarms, boilers, asbestos removal, legionella, gas safety, electrical safety testing. As such this will be the only work that can be undertaken with the remaining budget.</p> <p>Alternative ways of reducing property maintenance costs will need to be actioned such as the disposal of surplus/vacant properties and addressing underutilised space.</p> <p>In addition, the ability to make savings under this heading is compromised by the continued expansion of the property portfolio and the potential future impact of severe weather on the estate.</p> <p>Moreover, reduced maintenance will result in increased energy costs through the continued operation of inefficient plant and the ongoing use of buildings with outstanding repairs.</p> <p>70% of maintenance and repair work is passed to local contractors and a reduction will impact on local employment prospects.</p> <p><u>Impact Analysis & Risk Assessment</u></p> <p>Workforce: Significant impact identified. 4 FTE (4 from 12 – none vacant).</p> <p>Customers: Significant reduction in reactive or planned maintenance, school DSM, DDA works and cyclical maintenance. Significant increase in complaints, unplanned building closures (including schools).</p> <p>Outcome and Performance: Reduced customer / client satisfaction, breach of legislation, increased risk of injury.</p> <p>Equalities: Significant reduction in DDA works.</p> <p>Risk: Potential for building closures due to non compliance is very high.</p>	658	1,131	0	4
TOTAL		1,058	1,261	0	4

	<u>CHIEF EXECUTIVE'S SERVICE</u>	Un-Funded Expenditure Pressures
	<u>Activity Expenditure Pressure & Impact Analysis</u>	Movement in 13/14 Provisional Budget £000
		14/15 £000
1	<u>Contribution to Corporate Savings Exercise</u>	0
		322
		Un-Funded Expenditure Pressures
	<u>Activity Expenditure Pressure & Impact Analysis</u>	Movement in 13/14 Provisional Budget £000
		14/15 £000
2	<u>Northgate, Optimum, Academy and Capita Licences</u> Increased recurring cost of annual licence fees; allowance for inflation of 3% in 2014/15 and 2015/16.	32
		2
		Un-Funded Expenditure Pressures
	<u>Activity Expenditure Pressure & Impact Analysis</u>	Movement in 13/14 Provisional Budget £000
		14/15 £000
3	<u>Loss of income from Tayside Fire Board due to transfer to single Scottish Authority</u> Legal Services - £10,000; Finance - £28,000; Democratic Services - £27,000; Human Resources - £9,000	74
		0

	<u>Activity Expenditure Pressure & Impact Analysis</u>	Un-Funded Expenditure Pressures	
		Movement in 13/14 Provisional Budget £000	14/15 £000
4	<u>Modern Apprentices Funding</u> Reduction in per capita funding budget to align income and expenditure.	49	0
	TOTAL	155	324

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
1	<p>Tayside Fire and Rescue Joint Board</p> <p>Scottish Government is providing £4m nationally to assist councils with any transitional changes resulting in the new single authority. The PKC share is estimated at £200,000.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce - none Customers - none Statutory Equalities - none Outcome and Performance - none</p>	74	0	-	-	4B

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
2	<p>Democratic Services – Changes to Children’s Hearing System</p> <p>The new arrangements for Children’s Hearing Scotland will be implemented with effect from late June 2013. We have been assured by Scottish Government that the Council’s existing budget provisions in relation to Children’s Hearings will not be reduced, however a review of the support for the Children’s Panel and the Area Support Teams will be required to provide a more dedicated resource. Notwithstanding, it is considered that the safe-guarders budget can be reduced by £16K, but this will be kept under review as discussions progress on the implementation of the new arrangements.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce – none identified at this stage Customers – none identified at this stage Statutory Equalities – none identified Outcome and Performance – none identified at this stage</p>	16	0	-	-	2A/2E

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
3	<p>Civic Services</p> <p>Reduction to Civic Services Budgets for Catering (£14k) 32%;</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce – none identified at this stage Customers – none identified at this stage Statutory Equalities – none identified Outcome and Performance – none identified at this stage</p>	0	14	-	-	2A/2E

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
4	<p><u>Review of Legal Services</u></p> <p>Commission a review of Legal Services which will include a review of support staff.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Reduction in 1.2 FTE posts from 35.59 FTE. (Possible Early Retirements)</p> <p>Customer: Minimal</p> <p>Asset Management Planning: None</p> <p>Equalities / Diversity: There are no identified equality or diversity issues.</p> <p>Outcome and Performance: Possible risk of reduced capacity to support professional legal staff.</p>	9	31	0.2	1.0	2A

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
5	<p>Review of Accounting and Exchequer Functions (14%)</p> <p>A review of the Accounting and Exchequer Functions excluding Employment Service Team (EST) will assess whether technology can further assist in delivering efficiencies across the Council and whether the Council is making best use of its accounting and exchequer related resources. The reviews will also ensure that the delivery of both functions remains “fit for purpose”.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce – Estimated reduction of 1 FTE from 38.42 FTE (1 FTE vacant posts) Customers – none identified at this stage Statutory Equalities – no issues identified. Outcome and Performance – The workforce in the area under review has decreased by around 8% over the last five years and staffing in some areas is already at low levels. For example the Council is in the bottom quartile of Scottish Councils for the number of qualified accountants employed.</p> <p>Within the Exchequer section, the Employment Services Team (EST) has already delivered in excess of 20% savings as part of the IHRP implementation and is, therefore, excluded from the scoping of this review.</p>	0	57	-	1.0	2A/2E

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
6	<p>Reduction to Training and Overtime Budgets</p> <p>A 28% (£8,000) reduction in the training budget (total budget £29,000) and a 43% (£6,000) in the overtime budget (total budget £14,000).</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce – none identified at this stage Customers – none identified at this stage Statutory Equalities – no issues identified. Outcome and Performance – Potential risk in reducing the overtime budget in relation to capacity but this may be mitigated by new technology.</p>	12	2	-	-	2A/2E

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
7	<p>Review of Internal Audit Function</p> <p>A review of Internal Audit will be carried out to ensure that the most efficient and effective service delivery model is in place for all stakeholders.</p> <p>Following an increase in capacity and now with loss of work for Tayside Fire and Rescue a review of the function is appropriate at this time.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce – Reduction of 1.2 FTE from 6.34 FTE (0.2 vacant posts; 1 Potential Retirement)</p> <p>Customers – none identified at this stage</p> <p>Statutory Equalities – no issues identified.</p> <p>Outcome and Performance – The savings will reduce the capacity of the section to deliver a comprehensive programme of Internal Audit assignments. This is partly offset by the anticipated loss of workload (costed at £12k) for Tayside Fire and Rescue and the potential for more efficient working practices.</p>	46	11	1.2	-	2A/2E

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
8	<p>Review of Democratic Services</p> <p>Undertake a review of Democratic Services.</p> <p>With a loss of work for Tayside Fire and Rescue and utilising Modern Ways of Working a review of the function is appropriate at this time.</p> <p>Impact Analysis and Risk Assessment</p> <p>Workforce – Reduction of 1 FTE (no vacant posts) from 38.69FTE. Customers – reduction in numbers will lead to increased span of control impacting on the capacity to deliver services Statutory Equalities – none identified Outcome and Performance – reduction in numbers will lead to increased span of control impacting on the capacity to deliver services</p>	0	40	-	1.0	2A/2E

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
9	<p><u>Modernising Services for Members</u></p> <p>Reduction to Photocopying Budget (£5k) 50% from the Core Budget; Reduction to Postage Budget (£2K) 50% from Committee Services Budget; Removal of Home Courier Service to Members (£16K); Reduction in the Corporate Communications Budget (£20k) 42%.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce – none identified at this stage Customers – Services will be delivered in different ways Statutory Equalities – none identified Outcome and Performance – none identified at this stage</p>	0	43	-	-	2A/2E

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
10	<p>Human Resources – Workforce Management</p> <p>Changes in the anticipated staffing complement will ensure that the most efficient and effective service delivery model is in place for all stakeholders.</p> <p>There will be a review of the Senior Management Team; Reduction of one FTE within the Corporate Employability Development Team; and a further review of the Human Resources Division.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce – Reduction of 1.2 FTE (early retirement of 1 post holder and 0.2 vacant post)</p> <p>Customers – none identified</p> <p>Statutory Equalities – none identified</p> <p>Outcome and Performance – The savings will potentially have an impact on the ability of the Human Resources Division to support Services although the detailed impact of the reviews is uncertain at this stage.</p>	42	25	0.7	0.5	2A/2E

	<u>Compensating Saving / Budget Flexibility & Impact Analysis</u>	Net Saving		Staffing Implications		Savings Type
		Movement in 13/14 Provisional Budget £000	14/15 £000	13/14 FTE	14/15 FTE	
11	<p>Human Resources Division – Review of Training and Development and support to Employability and the Modern Apprentice scheme will be undertaken throughout the Council.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce – 1 retirement Customers – none identified Statutory Equalities – none identified Outcome and Performance – The savings will potentially have improved efficiencies in the delivery of training and development to staff within the Council.</p>	25	32	1.0	1.0	2A/2E
	TOTAL	224	255	3.1	4.5	

GLOSSARY OF SAVINGS TYPE

The EOT have endorsed three main savings work streams as follows –

1	RE-DESIGN: A programme of major service re-design projects	
	<ul style="list-style-type: none"> - Alternative delivery models - Major corporate re-design projects - Service re-design projects 	1A 1B 1C
2	EFFICIENCY: Existing programme of improvement and efficiency work	
	<ul style="list-style-type: none"> - Workforce Management - Procurement / Commissioning - Asset Management - Shared Services - Process improvement / re-design - HR Review 	2A 2B 2C 2D 2E 2F
3	REDUCTION: A review of key services, their current legislative requirements and whether the Council can maintain current service levels	
	<ul style="list-style-type: none"> - Strategic Best Value Review programme - Service Cuts 	3A 3B
4	OTHER	
	<ul style="list-style-type: none"> - Income Generation - Other 	4A 4B