

PERTH AND KINROSS COUNCIL

11 February 2016

REVENUE BUDGET 2016/17 TO 2018/19 – REPORT NO. 2**Report by the Head of Finance****PURPOSE OF REPORT:**

This report recommends the setting of a Final Revenue Budget for 2016/17 and Provisional Revenue Budgets for 2017/18 and 2018/19. The report also recommends that the Council determines the Final Council Tax for 2016/17 and Provisional Council Tax levels for 2017/18 and 2018/19.

1. BACKGROUND

- 1.1 On 1 July 2015 the Council approved the latest Medium Term Financial Plan for the period 2016 – 2021 (Report No. 15/276 refers). This updated the previous Plan and considered future funding levels over the short to medium term for Perth and Kinross Council. The report also approved the development of a three year Provisional Revenue Budget for 2016/17, 2017/18 and 2018/19 and provided an update on the Council's Capital Budget, Housing Revenue Account and Reserves position.
- 1.2 On 23 September 2015 the Strategic Policy and Resources Committee approved an update of the inflation assumptions underpinning the Medium Term Financial Plan (Report No 15/395 refers).
- 1.3 On 16 December 2015 the Council approved Revenue Budget 2016/17 to 2018/19 – Report No. 1 (Report No. 15/578 refers). This report provided an update in relation to the Revenue Budget for 2016/17, 2017/18 and 2018/19 in light of the information contained in the UK Spending Review and Autumn Statement that was announced on Wednesday 25 November 2015. The report also approved the setting of a Final Revenue Budget for 2016/17 and Provisional Revenue Budgets for 2017/18 and 2018/19 at the Special Meeting of the Council on 11 February 2016 and endorsed the proposal to present a Capital Budget to 2022/23 to the Council meeting on 22 June 2016.

2. LOCAL GOVERNMENT FINANCE SETTLEMENT**2.1 Local Government Finance Settlement**

- 2.1.1 Local Government Finance Circular 7/2015, which was originally issued by the Scottish Government on 16 December 2015 and subsequently updated on 24 December 2015, included the proposed Local Government Finance Settlement for financial year 2016/17 at individual Council level. As

anticipated the Finance Settlement covers 2016/17 only and no information is available from the Scottish Government for 2017/18 or 2018/19. The full Finance Circular can be obtained at the following link - [Local Government Finance Circular 7/2015](#).

- 2.1.2 The information in the original Circular was further updated in a letter from the Depute First Minister to COSLA on 27 January 2016. This letter is attached at Appendix A and included further details of the Local Government Finance settlement for 2016/17.
- 2.1.3 The letter confirms that the settlement offer must be viewed as a package. In order to access all of the funding relating to “the package”, of £408 million nationally, Councils must agree to deliver all of the measures set out below and will not be able to select elements of the package.

Integration Fund

- 2.1.4 The offer includes £250 million nationally from the Health budget to Integration Authorities in 2016/17 for social care. Perth and Kinross’s share of this is £6,540,000. Of the £250 million, the first £125 million is “provided to support additional spend on expanding social care to support the objectives of integration, including through making progress on charging thresholds for all non-residential services to address poverty. This additionality reflects the need to expand capacity to accommodate growth in demand for services as a consequence of demographic change”. The second £125 million is “provided to help meet a range of existing costs faced by local authorities in the delivery of effective and high quality health and social care services in the context of reducing budgets. This includes our (*Scottish Government and COSLA*) joint aspiration to deliver the Living Wage for all social care workers as a key step in improving the quality of social care. The allocation of this resource will enable Councils to ensure that all social care workers including in the independent and third sectors are paid £8.25 an hour. This assumes that private and third sector providers will meet their share of the costs. The Government would prefer implementation on the 1 April but we (*the Scottish Government*) accept COSLA’s point that preparatory work will be required to ensure effective implementation. We (*the Scottish Government*) therefore agree to an implementation date of 1 October. In 2016-17, Councils can allocate up to £125 million of their 2015-16 costs of providing social care services to Integrated Joint Boards including the uprating of staff to the Living Wage. This will ensure an overall benefit to the provision of health and social care of £250 million. To ensure transparency for the flow of funding support for local authorities and delivery of the Living Wage commitment the arrangements will be signed off at a local level by the appropriate Integration Authority Section 95 Officer.” (Source: letter from Deputy First Minister to Leaders of all Scottish Local Authorities 27 January 2016 – Appendix A)

Teacher Numbers

- 2.1.5 The Scottish Government has determined that the measure for this target will be the maintenance at a national level of the pupil teacher ratio. “The objective will be to maintain the pupil teacher ratio nationally at a value of 13.7 (the same level as 2015) in local authority schools as shown in the teacher

and Pupil Census published in December 2016 and the teacher and probationer commitments in 2016/17”.

Council Tax Freeze

- 2.1.6 For 2016/17 individual Councils will be required to deliver a Council Tax freeze.
- 2.1.7 Any Council that does not sign up to the complete package will not receive their share of the Integration Funding (£250 million), support for teachers (£88 million) and the Council Tax freeze support (£70 million). For Perth and Kinross Council this is estimated to be in the region of £11 million to £12 million.
- 2.1.8 The letter from the Deputy First Minister required Council Leaders who intend to take up the offer and agree the full package of measures to write to him to set out their position by no later than 9 February 2016.
- 2.1.9 The 2016/17 Provisional Revenue Budget has been constructed to include cost pressures and savings arising from the offer and on the assumption that the Council is not subject to the hold back mechanism. Under the terms of the offer the Council Tax for Perth and Kinross will remain frozen for the tenth consecutive year in 2016/17 at a Band D equivalent level of £1,158. On that basis the Leader of the Council wrote to the Deputy First Minister on 4 February 2016 advising that he intended to present a 2016/17 Provisional Revenue Budget to Council that fully complied with the offer.
- 2.1.10 The Council has received notification from Scottish Water that water and waste water charges for 2016/17 will increase by 1.6%.
- 2.1.11 Assuming a Council Tax freeze, the Band D equivalent charge in 2016/17 including Scottish Water charges will be £1,581.90, an increase of £6.57 (£1,575.33 in 2015/16), which represents an overall increase of 0.4%.

2.2 Total Revenue Funding and Funding Assumptions included within the Provisional Revenue Budget for 2016/17

- 2.2.1 Based on Finance Circular 7/2015 the total revenue funding being made available by the Scottish Government to Perth and Kinross Council in 2016/17 is £241,769,000 (see table below).

Scottish Government Grant Funding - Perth and Kinross Council	
<i>(Finance Circular 7/2015 - 24 December 2015)</i>	
	2016/17
	£'000
General Revenue Funding	184,101
Ring-Fenced Grants	113
Non Domestic Rate Income	57,555
Total Revenue Funding	<u>241,769</u>

2.2.2 The Finance Circular did not contain any funding information beyond 2016/17 and therefore the assumptions on levels of funding for 2017/18 and 2018/19 included in these Provisional Revenue Budgets are based on revisions to the assumptions included in the Medium Term Financial Plan.

2.2.3 The assumptions in the Medium Term Financial Plan on levels of funding in 2016/17 are set out in the following table:

Medium Term Financial Planning Assumptions	
	2016/17
	£'000
1.25% Reduction in General Revenue Grant	(2,276)
Increase in Non Domestic Rates Income	1,000
Net Anticipated Reduction in Funding	<u><u>(1,276)</u></u>

2.2.4 The actual reductions facing the Council in 2016/17 which were notified in Finance Circular 7/2015 are significantly worse than anticipated with an additional reduction in funding of £6.535 million (making a total cash reduction of c£7.811 million or 3.1%). Proposals on how the Council will manage this reduction are set out in paragraph 3.3.3 of this report.

2.2 Non Domestic Rates

2.3.1 Finance Circular 7/2015 provisionally set the Non Domestic Rate poundage for 2016/17 at 48.4p (48.0p in 2015/16) an increase of 0.83% and the Large Business Supplement at 2.6p (1.3p in 2015/16). The significant increase in the Large Business Supplement has an impact on the Council which is set out in paragraph 3.3.3.

2.3.2 Both the poundage rate and the Large Business Supplement will be confirmed following confirmation of the English equivalent rate (the 'multiplier'), which is expected to be announced shortly.

2.3.3 The Finance Circular also advises that details of the Business Rates Incentivisation Scheme targets for 2015/16 (revised) and 2016/17 (provisional) will be confirmed shortly.

3. PROVISIONAL GENERAL FUND REVENUE BUDGET 2016/17, 2017/18 AND 2018/19

3.1 Background

3.1.1 Revenue Budget 2016/17 to 2018/19 – Report No. 1 which was considered by the Council on 16 December 2015 (Report No. 15/578 refers) recommended that the Council set a Final Revenue Budget for 2016/17 and Provisional Revenue Budgets for 2017/18 and 2018/19.

3.1.2 The Council does not have certainty on the levels of funding available from the Scottish Government in 2017/18 and 2018/19. However with the Council setting Provisional Revenue Budgets for 2017/18 and 2018/19 this will provide authority for officers to embark on a programme of significant change (including transformation) that will seek to protect front line services for the citizens of Perth and Kinross.

3.2 Process for Preparing the Provisional Revenue Budgets for 2016/17, 2017/18 and 2018/19

3.2.1 The process for preparing the Provisional Revenue Budgets for 2016/17, 2017/18 and 2018/19 was summarised in the Medium Term Financial Plan which was considered by the Council at its meeting on 1 July 2015 (Report No. 15/276 refers).

3.2.2 Each Service has prepared an “Executive Summary” detailing anticipated expenditure pressures with proposed compensating savings to contain these pressures. In addition Services were asked to contribute towards a corporate savings target to fund pressures such as pay awards, increased employers’ national insurance contributions and loan charges. These Executive Summaries were issued to all Councillors on 14 January 2016. Updated Executive Summaries are attached at Appendix E to this report.

3.2.3 The Provisional Revenue Budgets 2016/17, 2017/18 and 2018/19 are predicated on maintaining the same levels of service delivery reflected in the Provisional Revenue Budget approved in February 2015 (Report No 15/36 refers) with the exception of the specific issues identified within this report or in the Revenue Budget Executive Summaries contained at Appendix E.

3.2.4 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 Provisional Revenue Budgets 2016/17, 2017/18 and 2018/19

3.3.1 The Provisional Revenue Budgets for 2016/17, 2017/18 and 2018/19 are detailed by Service in Appendix B to this report.

3.3.2 The following table sets out the extent of the anticipated financial challenge facing the Council over the next three years. It also demonstrates the level of

Revenue Budget headroom available to the Council for 2016/17, 2017/18 and 2018/19.

Revenue Budget Headroom	2016/17	2017/18	2018/19	Total
	£'000	£'000	£'000	£'000
Expenditure Pressures (16 December 2015)	16,517	8,180	7,193	31,890
Savings Proposals (16 December 2015)	(11,912)	(10,501)	(11,059)	(33,472)
(Gap) / Excess (16 December 2015)	(4,605)	2,321	3,866	1,582
Removal of proposal on Care Home Contract	(317)		317	0
Removal of review of School Week		(1,287)	(772)	(2,059)
Removal of Flooding saving	(40)			(40)
Impact of Integrated Joint Board	4,220	(418)		3,802
Removal of HCC Inflation & ECS NDRI	193	144	146	483
Other Adjustments incl Accelerated Savings	70	411	(269)	212
(Gap)/Excess in Submissions (Per Appendix E)	(479)	1,171	3,288	3,980
Further net Reduction in Grant / NDRI	(6,320)	(1,958)	(1,993)	(10,271)
Non-Domestic Rates Changes	(186)			(186)
Reduction in Department of Work & Pension Administration Grant	(98)			(98)
Total Funding Gap	(7,083)	(787)	1,295	(6,575)
<u>Proposals to Address Funding Gap</u>				
Revenue Budget Headroom b/f	4,386			4,386
2015/16 Pay Award	842			842
Housing Benefits Budget	70			70
Repayment to Reserves	465			465
2 High Street Savings	150	(150)		0
Voluntary Severance Scheme - 1	539	145	(85)	599
Tayside Contracts	60			60
Welfare Reform	1,500	(1,500)		0
Number of Band D Properties	695			695
Council Tax Reduction Scheme	295			295
Loans Fund - defer payments		300		300
Contribution to Insurance Fund	200	(200)		0
Loan Charges		1,000	(1,000)	0
Contaminated Land	100			100
Planning Inquiries	100			100
Feasibility Studies	100			100
3% Applied to LAL / Horsecross	120			120
3% Applied to Housing and Community Care	25			25
17/18 and 18/19 Pay Award Assumptions		900	900	1,800
Voluntary Severance Scheme - 2		500		500
Transformation Phase 2	30	153	253	436
	9,677	1,148	68	10,893
Revenue Budget Headroom	2,594	361	1,363	4,318

3.3.3 The following narrative provides an understanding of the source of the expenditure pressures or funding proposal. These proposals are in addition to the detailed Service submissions that are set out in Appendix E. The table also sets out changes that have taken place since December 2015.

Funding Gap

- (Gap) / Excess in Service Revenue Budget Submissions: – this is the extent to which Service expenditure pressures and savings proposals do not balance in year and therefore require to be funded in 2016/17 and contribute to “headroom” in 2017/18 and 2018/19.
- Further Reductions in Grant Funding: – this is the level of additional funding reductions announced in the Finance Circular issued on 24 December 2015 in excess of the Medium Term Financial Planning assumptions. In addition the assumptions on growth in non-domestic rates income in 2017/18 and 2018/19 have been revised downwards to reflect the settlement in 2016/17.
- Non-Domestic Rates changes: - Large Building Supplement – this is the additional cost to the Council of properties with a rateable value in excess of £35,000 (primarily schools).
- Reduction in Department of Work and Pensions Grant: – this is the level of Administration Grant reduction in 2016/17 advised by the Department of Work and Pensions in January 2016.

Proposals to close the Funding Gap:

- Headroom brought forward from 2015/16:– the Council has been forecasting a significant reduction in funding for a number of years and as such has identified recurring Revenue Budget “headroom” (excess of income over expenditure) over a number of years to assist with managing this reduction. In the current year this funding (£4.386 million) has been fully utilised to support a number of non-recurring priorities including economic development and infrastructure.
- 2015/16 Pay Award: - with the 2015/16 actual pay award being less than budget the “headroom” was augmented by a further £0.842million.
- Housing Benefits Budget: – based on a recent review of activity in this area it is proposed to reduce the budget on a recurring basis.
- Repayment to Reserves no longer required: – this is a recurring contribution to reinstate Reserves for the cost of historical early retirees – this contribution is no longer required.
- 2 High Street: - savings from non-domestic rates and facilities management costs as a result of the building being vacant until autumn 2016. This is available in 2016/17 only.

- Voluntary Severance Scheme 1: – the outcome of the most recent Scheme is reported in section 5. The savings identified here are in addition to those required to deliver the savings included in Appendix E.
- Tayside Contracts: – this is the projected increase in the level of income to the Council from its share of Tayside Contracts surpluses.
- Welfare Reform: – defer to 2017/18 as the Housing and Health Committee determined rent levels for temporary accommodation at its meeting on 27 January 2016 (Report No. 16/28 refers)
- Number of Band D Properties: - the latest projections on the number of Band D equivalent properties is showing more growth than anticipated in the Medium Term Financial Plan which allows the Council Tax income budget to be increased.
- Council Tax Reduction Scheme: – there was an under spend in 2014/15 and a projected under spend in 2015/16 and as such the proposed budget reduction in 2016/17 is considered prudent.
- Loans Fund: – accounting regulations have recently changed allowing principal repayments to be deferred until the completion of an asset – this proposal delivers a saving in 2017/18.
- Contribution to Insurance Fund: – based on the latest projections for the Insurance Fund it is proposed that a one year “payment holiday” for the 2016/17 General Fund contribution is taken with the budget being reinstated in 2017/18.
- Loan Charges: – the Medium Term Financial Plan assumes a £1million increase in the Loan Charges budget in each of 2016/17, 2017/18 and 2018/19 – this proposal would mean no increase in 2017/18, but this increase being reinstated in 2018/19.
- Contaminated Land: – this is a proposal to remove a recurring contribution towards potential future expenditure. Any future expenditure in this area would require to be contained within Service Revenue Budgets or met from Earmarked Reserves.
- Planning Inquiries: – this is a proposal to remove a recurring contribution towards potential future expenditure. Any future expenditure in this area would require to be contained within Service Revenue Budgets or met from Earmarked Reserves.
- Feasibility Studies: – this is a proposal to remove a recurring contribution towards potential future expenditure. Any future expenditure in this area would require to be contained within Service Revenue Budgets.

- 3% Reductions Applied to Outside Organisations: – this is a proposal to pass on savings of a similar level to the reduction in Scottish Government funding to the Council to outside organisations including Live Active Leisure, Horsecross Arts and various bodies funded by Housing and Community Care.
- 2017/18 & 2018/19 Pay Award Assumptions: – the Medium Term Financial Plan assumes a pay award in 2017/18 and 2018/19 of 1.5% - this proposal reduces that assumption to 1%.
- Voluntary Severance Scheme: – this is the additional saving assumed from future voluntary severance schemes (in excess of the savings submissions set out in Appendix E).
- Transformation Phase 2: – this is the level of anticipated savings from future transformation projects based on the projects approved at the meeting of the Strategic Policy and Resources Committee on 10 February 2016 (Report No. 16/50 refers).

3.3.4 The net impact of the adjustments described in 3.3.3 above deliver recurring Revenue Budget “headroom” to the Council that is set out in the following table.

	2016/17	2017/18	2018/19	Total
	£'000	£'000	£'000	£'000
Revenue Budget Headroom	2,594	361	1,363	4,318

3.3.5 Revenue Budget “headroom” provides capacity to the Council to either reject savings proposals or fund additional expenditure pressures.

3.3.6 Assuming the funding levels notified by the Scottish Government for 2016/17 and the assumptions on future years’ funding the Provisional Net Revenue Budgets for 2016/17, 2017/18 and 2018/19 are shown at Appendix B.

3.3.7 The Council is reminded that the Provisional Revenue Budgets, as set out in Appendix B are based upon the assumption that all of the expenditure pressures and all of the compensating savings within the Executive Summaries attached as Appendix E and the proposals in the table in paragraph 3.3.3 to the report are approved.

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 Provisional Revenue Budgets for 2016/17, 2017/18 and 2018/19 are summarised in Appendix B. Movements in the Provisional Revenue Budgets are summarised in Appendix C.

3.3.10 The potential workforce implications identified within the Executive Summaries include vacant posts and will be influenced by turnover, including voluntary severance. The Council's positive and proactive approach to workforce management is designed to mitigate the impact on our people, including investment in skills for the future, retraining, support to take on new job roles, career coaching, and building resilience.

3.4 Perth and Kinross Integrated Joint Board

3.4.1 The letter from the Depute First Minister of 27 January 2016 includes information on how the national Integration Fund of £250 million may be applied for social care in 2016/17 which is set out in paragraph 2.1.4 above - additionally some aspects of the letter require a significant degree of interpretation.

3.4.2 The Council received notification on 3 February 2016 that its share of the £250 million that is attributable to Perth and Kinross is £6,540,000 which is based on a combination of Grant Aided Expenditure (GAE) local authority indicators and the NHS Resource Allocation Committee formula for distributing health funding.

3.4.3 Based on the contents of the letter of 27 January, together with information provided by COSLA officials and other sources, the following assumptions are contained within the Housing and Community Care Executive Summary which is set out in Appendix E.

3.4.4 The first 50% of the estimated funding (£3,270,000) is to "support additional spend on expanding social care to support the objectives of integration, including through making progress on charging thresholds for all non-residential services to address poverty. The additionality reflects the need to expand capacity to accommodate growth in demand for services as a consequence of demographic change".

3.4.5 In 2016/17 the Housing and Community Care Executive Summary includes provision to fully allocate the first £3,270,000 as follows –

- £2,341,000 of additionality originally identified in the submission towards older people and learning disabilities.
- £929,000 of further additionality for the Integrated Joint Board (including the impact of changes to charging thresholds).

3.4.6 The second 50% of estimated funding (£3,270,000) is provided to help meet a range of existing costs faced by Councils in the delivery of effective and high quality health and social care services. This includes an aspiration of a "Living Wage" for all social care workers of at least £8.25 by 1 October 2016.

- 3.4.7 The Housing and Community Care Executive Summary has allocated this funding in full including £1,693,000 towards the implementation of the “Living Wage” requirement over 2016/17 and 2017/18. For planning purposes it has been assumed that implementation takes place on 1 July 2016 and that social care providers contribute 25% of the cost. It is emphasised that estimating the likely cost of the “Living Wage” is difficult in advance of negotiations with providers and that this figure is merely indicative at this stage.
- 3.4.8 Additionally ensuring the delivery of the £8.25 per hour Living Wage may be challenging in view of the law relating to procurement.
- 3.4.9 The balance of the second tranche of funding has been allocated firstly to other social care pressures included in the Housing and Community Care Executive Summary (£1,017,000) with the remainder being applied to support the Council’s Revenue Budget strategy.

3.5 Revenue Budget Flexibility

- 3.5.1 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.
- 3.5.2 The proposed use of Revenue Budget Flexibility (£5,783,000) is reflected within the Updated Provisional Revenue Budget for 2016/17 and set out in Appendix D to the report.
- 3.5.3 **ACTION: The Council is requested to approve the use of Revenue Budget Flexibility as set out in Appendix D to the report.**

3.6 Medium Term Financial Plan

- 3.6.1 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. 15/276). 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.
- 3.6.2 The key elements of the Medium Term Financial Plan, in addition to the General Fund Revenue Budget, are summarised below.

Composite Capital Budget

- 3.6.3 The Capital Budget for the five years to 2020/21 was the subject of a separate report to the Strategic Policy and Resources Committee on 10 February 2016 (Report No. 16/46 refers).
- 3.6.4 On 16 December 2015 the Council agreed to consider the Capital Budget for the seven years to 2022/23 on 22 June 2016. This decision was taken due to the magnitude of the challenges presented by the financial environment and the delivery of the Transformation Programme.

General Fund Reserves Strategy

- 3.6.5 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. 16/52 refers).

Housing Revenue Account

- 3.6.6 The final Housing Revenue Account (HRA) Revenue Budget for 2016/17 and Five Year Capital Investment Programme and Rent Strategy to 2020/21 were approved by the Housing and Health Committee on 27 January 2016 (Report No. 16/28 refers). The Committee approved the recommendation of an average weekly rent increase of £1.42 per week (2.2%) in accordance with the requirements of the Council's approved Housing Business Plan including supporting investment in new council housing.

4. ASSUMPTIONS ON COUNCIL TAX COLLECTION RATES AND COUNCIL TAX BASE

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 2016/17 Final Revenue Budget and Provisional Revenue Budgets for 2017/18 and 2018/19. 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 97.1% in 2014/15 (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 remains a risk of reduced collections levels due to the challenging economic environment; changes in legislation in relation to debt recovery; Welfare Reform 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 63,613 in 2016/17, 64,202 in 2017/18 and 64,755 in 2018/19.
- 4.2.2 The Council's tax base has been reviewed, based upon an analysis of recent trends, and adjusted for anticipated growth in the number of dwellings as well as increases in the number of discounts and exempt dwellings. This increase has been reflected in the Council's financial planning assumptions - see paragraph 3.3.3.

5. WORKFORCE PLANNING

- 5.1 The Council has reduced the size of its workforce over the last five years. This has been achieved using workforce planning measures which include vacancy management, fixed term contracts and non-filling of vacancies arising from turnover, including retirements and voluntary severance. These measures are now well-embedded within the Council and will continue.
- 5.2 The Council continues to transform and modernise its services as part of the public service reform agenda and to meet the challenges associated with reduced funding and growing service demand. The Council has updated its Transformation Programme and each transformation project incorporates an assessment of the workforce implications of any changes in service delivery which, in turn, will shape our workforce planning and management measures in future.
- 5.3 Our approach is based on a business-workforce dialogue framework which uses as its starting point the local outcomes and priorities set out within the Corporate Plan. It then considers choices about the Council's role in service delivery, plans for service redesign and transformation, delivery models, organisational culture, leadership and change management, workforce demand and workforce supply. This process which is underpinned by the Council's Learn Innovate Grow philosophy will help identify the skills and attributes we require in future and inform the updating of our workforce plans.
- 5.4 Continuing this proactive approach, on 1 July 2015 the Council approved the promotion of a Voluntary Severance Scheme (Report No. 15/276 refers). This allows a reshaping of the workforce to meet the predicted medium term financial challenges and facilitate service redesign, transformation and efficiencies. The voluntary severance scheme is a core part of the Council's workforce management measures which maximises the opportunities for workforce change over the medium term while, as far as possible, protecting people; the need to manage change in a consensual way in partnership with employees and trade unions and the importance of giving greater choice and support to employees.
- 5.5 The staff leaving the Council under this Voluntary Severance Scheme will leave between 12 February 2016 and 31 March 2018.
- 5.6 The key dates in the process are set out below.
- 10 August 2015 – Launch of Voluntary Severance Scheme
 - 28 August 2015 – Deadline for staff to request estimated final figures payable for voluntary severance
 - By 20 November 2015 - HR and Pension Team provide estimated voluntary severance figures
 - 30 November 2015 – Deadline for staff to formally apply for voluntary severance
 - By 4 December 2015 – Service Management Team assessments complete

- By 15 December 2015 – Executive Officer Team assessments complete
- 11 February 2016 – Special Council meeting to set Final Revenue Budget for 2016/17 and Provisional Revenue Budgets for 2017/18 and 2018/19
- Post 11 February 2016 – Staff advised of final outcome.

5.7 All applications were assessed on an individual basis against :

- Affordability – must produce a saving within five years with maximum weighting where payback is achieved within two years.
- Impact on service delivery.

5.8 The Executive Officer Team has assessed 196 business cases for voluntary severance and is recommending approval of 131 applications as follows:

	Recommended for Approval	Total Cost £'000	Total Savings (Full Year) £'000
Education & Children's Services	38	£815,585	£961,538
Housing and Community Care	56	£1,785,330	£1,489,842
The Environment Service	19	£406,821	£596,253
Corporate and Democratic Services	15	£394,811	£394,632
Total (General Fund)	128	£3,402,547	£3,442,265
Housing Revenue Account	3	£106,844	£72,813
Total (Housing Revenue Account)	3	£106,844	£72,813
Total	131	£3,509,391	£3,515,078
Cumulative Saving by 2020/21 (General Fund)		£13,534,375	
Cumulative Saving by 2020/21 (Housing Revenue Account)		£317,355	
TOTAL CUMULATIVE SAVING BY 2020/21		£13,851,730	

5.9 The implications on service delivery of approving the 131 applications are summarised in the individual savings options set out in Appendix E. By approving the savings options in Appendix E and the proposals to address the funding gap in section 3.3 the Council is approving the voluntary severance scheme proposals summarised in the above table.

5.10 The Annual Accounts for 2014/15 which were approved by Council in October 2015 included £12.963 million earmarked towards Transformation (including Workforce Management) (Report No. 15/414 refers). The adjustments to Service budgets will be included in Revenue Monitoring Report No.4 that will be considered by the Strategic Policy and Resources Committee in April 2016.

5.11 The Strategic Policy and Resources Committee of 12 June 2013 considered an Accounts Commission report into Managing Early Departures from the Scottish Public Sector (Report No. 13/289 refers).

5.12 The report set out good practice as follows:

- Early departure schemes should be driven by the needs of organisations and their workforce plans.
- Alternatives to early departures should be considered such as redeployment, natural turnover and service redesign.
- There should be clear policies and procedures which are consistently applied.
- Proposals should be supported by business cases, showing the full additional costs of early departures and their anticipated savings.
- There should be restrictions on staff who have accepted an early departure package from being re-employed.
- Councillors should approve early departure schemes ensuring that proposals represent value for money.
- Councillors should approve proposals affecting senior managers to ensure each application is independently authorised.
- Compromise agreements should not be used to limit public accountability.
- Senior managers as well as councillors should monitor progress to help ensure that planned savings are being made.
- Senior managers as well as councillors should use lessons learned from past and existing schemes and apply these accordingly to future proposals.
- Organisations should be open in their annual reports and accounts about the costs of early departures and the savings they have generated.

5.13 Perth & Kinross Council's application of early retirement and voluntary severance complies in full with the principles of good practice set out in the Accounts Commission report.

6. BUDGET CONSULTATION EXERCISE

6.1 To gauge public views on budget priorities, an online consultation exercise was undertaken between December 2015 and January 2016. As well as visualisations to improve understanding of income and expenditure, an interactive budgeting tool was available on the Council website and promoted via PKC news, press and social media. The consultation page received 528 public unique views and 816 unique views by council staff. Overall, there were 91 submissions via the online budgeting tool. This response is understood to be in line with other Councils undertaking similar exercises. As with any exercise of this type, results are indicative and will be influenced by the views of those who choose to make a submission, and cannot be considered fully representative of all residents.

6.2 The budgeting tool challenged respondents to save around £12m by maintaining or reducing service area budgets using the options of maintain, or

reduce by 1%, 3% or 5%. Across all service areas, budget savings were indicated by the majority, but areas where over a quarter preferred the maintenance of budget were: Children and Families Social Work, Services for Older people and adults, Education and Roads Maintenance. Service areas where a clear majority indicated the greatest (5%) reduction were Corporate & Democratic Services, Property & Energy, Cultural & Community Services and Planning, Regeneration and Enterprise.

6.3 In addition, 36 individuals provided written comments via the tool or other channels, detailing over 100 ways to reduce expenditure, generate income or expressing which services should be protected. The most frequent comments were around protecting services for vulnerable people, raising Council Tax and generally increasing the efficiency of services.

6.4 More information on the results of the consultation exercise can be found in Appendix F.

7. RISK ASSESSMENT

7.1 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.

7.2 The General Fund Reserves Strategy is integral to supporting the Council's approach to the management of financial risk. 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 16/52 refers).

Local Government Finance Settlement 2016/17

7.3 The magnitude of the reductions in funding in 2016/17 is unprecedented. The scale and pace of change required presents a significant risk in itself.

Local Government Funding Beyond 2016/17

7.4 The Council has no information on funding levels from the Scottish Government beyond 2016/17. This presents a risk to the Provisional Revenue Budgets for 2017/18 and 2018/19.

7.5 It is very difficult to estimate the probability of various levels of reductions with any certainty. The magnitude of the reductions will be influenced by many aspects of the wider economic climate and UK and Scottish Government policies.

- 7.6 The potential for cash and real terms reductions in future funding beyond financial year 2016/17 is considered to represent a significant risk in the management of the budget over the medium term.
- 7.7 Once inflation is included these factors may result in further significant real terms reductions in funding to the Council over the medium term at a time of rising demand for Council services.
- 7.8 In view of this, the Council is advised to consider a prudent approach in applying unallocated budgeted resources towards recurring expenditure proposals in the 2016/17, 2017/18 and 2018/19 Provisional Revenue Budgets.
- 7.9 In addition there is no information on the possible sanctions that may be attached to the local government finance settlement beyond 2016/17.

Corporate Transformation Projects

- 7.10 There are a number of corporate transformation projects (including procurement / mobile working and PKC MyAccount) that are included in the Provisional Revenue Budgets for 2016/17, 2017/18 and 2018/19. There is inevitably a degree of uncertainty about the ability of the Council to achieve significant savings in the short to medium term as these projects are implemented.

Service Transformation Projects

- 7.11 All Services include Revenue Budget savings from previously approved Service specific transformation projects. In line with the corporate projects, more certainty on these savings will materialise as the projects are progressed.

Number of Band D properties

- 7.12 The Provisional Revenue Budget for 2016/17 assumes significant levels of growth in the number of Band D equivalent properties. These assumptions are based on levels of growth currently being experienced. If these levels of growth in the number of properties do not continue there is a risk to the budgeted level of Council Tax income.

Perth and Kinross Integrated Joint Board

- 7.13 The Council has assumed that it will be able to offset expenditure pressures in 2016/17 from national funding of £250m that will be channelled through the National Health Service. If the Council is not able to secure access to the levels of funding assumed in the 2016/17 Provisional Revenue Budget then this may present a significant risk to levels of service delivery.
- 7.14 Primarily as a result of the Transformation Programme the 2017/18 and 2018/19 Provisional Revenue Budgets assume reductions in the level of expenditure on social care activities. There is a risk that this is incompatible with the Scottish Governments aspirations and that this may result in

sanctions. There is no information on Scottish Government expectations or sanctions beyond 2016/17.

Assumed Increases in Council Tax Rates from 2017/18

- 7.15 The Medium Term Financial Plan assumes increases in rates of Council Tax of 2% in 2017/18 and 2018/19. There is no clarity on whether the national Council Tax freeze will still be in place and therefore whether there will be an option to raise the tax locally without risk of financial penalty.

Savings based on reshaping the teaching workforce

- 7.16 There are a number of savings proposals set out in Appendix E in 2017/18 and 2018/19 that are based on a small reduction in teacher numbers. Currently the terms of the Settlement offer for 2016/17 preclude a reduction in teacher numbers without incurring a financial penalty. There is therefore a risk that the Council will be unable to make the proposed savings in future years.

Savings from current Voluntary Severance Scheme not secured yet

- 7.17 The Provisional Revenue Budgets for 2016/17, 2017/18 and 2018/19 assume that the Voluntary Severance Scheme applications referred to in section 5 are taken up. This will only be known once formal decisions are conveyed to applicants following this Special Meeting of the Council.

Voluntary Severance – from April 2016

- 7.18 The Council is likely to promote a further Voluntary Severance Scheme from March 2016 and savings have been assumed in the Provisional Revenue Budget for 2017/18. There is a risk to the Revenue Budget to the extent that these assumptions of additional savings are not delivered (in excess of the existing savings at Appendix E).

Council Tax Reduction Scheme

- 7.19 The adjustment to the 2016/17 Provisional Revenue Budget in relation to the Council Tax Reduction Scheme is based on levels of activity in 2014/15 and 2015/16 and funding from the Scottish Government continuing beyond 2016/17 at existing levels.

Implementation of Welfare Reform

- 7.20 At this time it is not possible to fully estimate the timing and potential total financial impact on Council Services and budgets of Welfare Reform with any accuracy.
- 7.21 There is limited information in relation to the detailed roll out of Universal Credit locally. The Department of Work and Pensions have indicated that the roll out of Universal Credit for Perth and Kinross will take place during April 2016. However, as with other Councils, it is anticipated that the

implementation will take place incrementally and that initially this will involve a small number of less complex cases locally.

Removal of Recurring Budgeted Contributions

- 7.22 The 2015/16 Final Revenue Budget includes recurring contributions towards contaminated land, planning inquiries and feasibility studies. There remains a small amount in Reserves to deal with expenditure in these areas however should significant costs be incurred then this may have to be dealt with from existing revenue budgets at the expense of other areas of activity.

Pay Award of 1% in 17/18 and 18/19

- 7.23 The pay award for 2016/17 of 1% has already been agreed with the Trade Unions. The 2017/18 and 2018/19 Provisional Revenue Budgets contain a pay award assumption of 1% for all staff groups which is in line with national expectations on pay awards across the public sector. Pay inflation in other sectors of the economy is projected to be significantly above these budgeted levels.
- 7.24 There is a risk that the outcome of national pay negotiations in 2017/18 and 2018/19 differs from the Council's assumptions which could have a significant financial impact upon the Council.

Apprenticeship Levy – from 1 April 2017

- 7.25 It is anticipated that the Apprenticeship Levy will be implemented in Scotland from 1 April 2017. There is limited information on what will constitute qualifying expenditure for this Levy and as such this may present a further expenditure pressure to the Council.

Expenditure Pressures in 2017/18 and 2018/19

- 7.26 There is a risk that the assumptions in relation to the expenditure pressures in 2017/18 and 2018/19 differ from what actually happens and that this has an impact on setting Final Revenue Budgets in these years.

Inflation

- 7.27 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. This risk is enhanced by the implementation of the National Living Wage from 1 April 2016 together with pressure to enhance wage rates paid by service providers and suppliers.

Current Economic Climate

- 7.28 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 volatile economic climate.

- 7.29 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 further affected.
- 7.30 The economic climate may also increase demand for and expenditure on Council services. This risk will require to be managed within the Council's available resources.

8. CONCLUSION AND RECOMMENDATIONS

- 8.1 The Council has prepared Provisional Revenue Budgets for 2016/17, 2017/18 and 2018/19 amidst one of the most challenging financial settlements in its history.
- 8.2 The Council is requested to:
- 8.1.1 Approve the 2016/17, 2017/18 and 2018/19 Provisional Revenue Budgets as set out in **Appendix B** to the report.
- 8.1.2 Determine the Final Revenue Budget and Council Tax for financial year 2016/17.
- 8.1.3 Determine the Updated Provisional Revenue Budgets and Provisional Council Tax levels for 2017/18 and 2018/19
- 8.1.4 Approve the carry forward of resources from 2015/16 into 2016/17, future years and Reserves under the terms of the Revenue Budget Flexibility scheme as set out in **Appendix D** to the report.

Author(s)

Name	Designation	Contact Details
Scott Walker	Chief Accountant	swwalker@pkc.gov.uk 01738 475515

Approved

John Symon	Head of Finance	4 February 2016
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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

ANNEX

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

1.1. Corporate Plan

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

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

1.1.2 This report relates to all of these objectives.

2. Resource Implications

2.1. Financial

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

2.2. Workforce

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

2.3. Asset Management (land, property, IT)

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

3. Assessments

3.1. Equality Impact Assessment

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

3.1.2. The Revenue Budget Executive Summaries have been subject to an equalities assessment where appropriate.

3.2 Strategic Environmental Assessment

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

3.2.2 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

3.3 Sustainability

3.3.1 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.

3.3.2 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

4. Consultation

4.1 Internal

4.1.1 The Chief Executive, Depute Chief Executives and the Corporate Human Resources Manager have been consulted in the preparation of the Provisional Revenue Budgets for 2016/17, 2017/18 and 2018/19.

2. BACKGROUND PAPERS

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

3. APPENDICES

- Appendix A – Letter from Deputy First Minister dated 27 January 2016.
- Appendix B – Provisional Revenue Budgets for 2016/17, 2017/18 and 2018/19
- Appendix C – Movements between
- 2015/16 Final Revenue Budget and 2016/17 Provisional Revenue Budget;
 - 2016/17 Provisional Revenue Budget and 2017/18 Provisional Revenue Budget;
 - 2017/18 Provisional Revenue Budget and 2018/19 Provisional Revenue Budget
- Appendix D – Revenue Budget Flexibility Scheme – Proposed Carry Forwards from 2015/16
- Appendix E – Service Pressures and Savings
- Appendix F – Summary of Public Consultation

Deputy First Minister and Cabinet Secretary for Finance, Constitution and
Economy
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President
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Copy to: The Leaders of all Scottish local authorities

APPENDIX A



27 January 2016

Dear David

I write now to confirm the final details of the Local Government Finance settlement for 2016-17, following the conclusion of our partnership discussions to consider the package of measures contained in my initial letter of 16 December 2015.

This funding package is focussed on delivery of our joint priorities to deliver sustainable economic growth, protect front-line services and support the most vulnerable in our society.

I have considered the representations made to me by COSLA and this is reflected in the detail of the settlement and the package of measures included in this letter. My aim throughout our extensive discussions has been to reach an agreement with councils around the implementation of these commitments. I invite local authorities to agree the terms of the settlement.

The measures set out in the settlement offer must be viewed as a package to protect shared priorities and intensify a journey of reform. In order to access all of the funding involved, of £408 million, local authorities must agree to deliver all of the measures set out below and will not be able to select elements of the package.

Integration Fund

The offer being made is that £250 million will be provided from the Health budget to integration authorities in 2016-17 for social care:

That of the £250 million, £125 million is provided to support additional spend on expanding social care to support the objectives of integration, including through making progress on charging thresholds for all non-residential services to address poverty. This additionality reflects the need to expand capacity to accommodate growth in demand for services as a consequence of demographic change.

That of the £250 million, £125 million is provided to help meet a range of existing costs faced by local authorities in the delivery of effective and high quality health and social care services in the context of reducing budgets. This includes our joint aspiration to deliver the Living Wage for all social care workers as a key step in improving the quality of social care. The allocation of this resource will enable councils to ensure that all social care workers including in the independent and third sectors are paid £8.25 an hour. This assumes that private and third sector providers will meet their share of the costs. The Government would prefer implementation on the 1 April but we accept COSLA's point that preparatory work will be required to ensure effective implementation. We therefore agree to an implementation date of 1 October. In 2016-17, Councils can allocate up to £125 million of their 2015-16 costs of providing social care services to Integrated Joint Boards including the uprating of staff to the Living Wage. This will ensure an overall benefit to the provision of health and social care of £250 million. To ensure transparency for the flow of funding support for local authorities and delivery of the Living Wage commitment the arrangements will be signed off at a local level by the appropriate Integration Authority Section 95 Officer.

Teacher Numbers

The Scottish Government has been consistent that the protection of teacher numbers is a central part of our priority to raise attainment. Following our discussions and the further representations COSLA has made, the Scottish Government have agreed that the measure for the implementation of that target, against a forecast that pupil numbers will increase over the coming academic year, will be the maintenance at a national level of the pupil teacher ratio.

The objective will be to maintain the pupil teacher ratio nationally at a value of 13.7 (the same level as in 2015) in local authority schools as shown in the Teacher and Pupil Census published in December 2016 and the teacher and probationer commitments in 2016-17. In order to support delivery, the Scottish Government will continue to monitor these commitments throughout the year.

Council Tax Freeze

The Scottish Government was elected on a commitment to freeze the council tax for the entirety of this Parliamentary session and is committed to delivering this policy. Many local authorities have a commitment to freeze the Council Tax over a similar timescale. Against the questions of the wider revenue-raising challenges raised in the Budget the Scottish Government believes that it is important to provide protection for household incomes in what has been a very financially challenging period for many households.

The Scottish Government has now received the report from the Commission on Local Tax Reform and the Government believes now is not the time to dispense with the protection the freeze offers. Looking ahead we will be bringing forward plans for reform of the present Council Tax, reflecting the principles of the report, and we are committed to working in partnership with local government on the implementation of that.

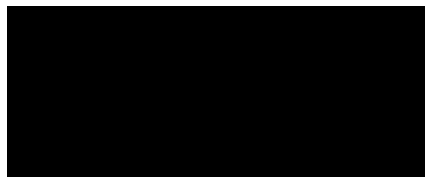
For 2016-17 individual local authorities will again require to agree to work with the Scottish Government to deliver a council tax freeze for the ninth consecutive year.

Any council that does not sign up to the complete package will not receive their share of the Integration Funding (£250 million), support for teachers (£88 million) and the council tax freeze support (£70 million). Should that be the case, steps will be taken to recover the latter two elements that have been distributed from the individual council's allocations in the local government finance settlement in-year.

If in the event, however, a council that does sign up then does not deliver any of the remaining specific commitments on council tax freeze, social care spend, including delivery of the £8.25 per hour Living Wage or national teacher targets then the Scottish Government reserves its position to take action to remove access to or recover that element of the additional funding support earmarked to deliver each of the remaining specific measures. In the case of pupil teacher ratio not being maintained nationally then the Scottish Government reserves its position to recover monies allocated to individual authorities whose pupil teacher ratio rises. This action will be proportionate and apply only to that element of the funding for a specific measure that a local authority subsequently does not deliver as set out in the paragraph above.

I will require those Council Leaders who intend to take up the offer and agree the full package of measures to write to me to set out their position, including on the council tax. Given that I am setting out changes to the proposals we previously discussed, I want to give local authorities every opportunity to consider these issues in full. Leaders should therefore provide their response to me by no later than Tuesday 9 February 2016.

I fully understand the pressures on budgets, which is being felt across the whole of the public sector, but I firmly believe that the funding proposals I have set out for local government protects our shared priorities and delivers practical financial support to intensify the pace of reform. I hope you and your fellow Council Leaders can agree that in the circumstances the proposals deliver a strong but challenging financial settlement. The key to addressing this challenge is reform and local government is a key partner in our programme to reform and improve public services.



JOHN SWINNEY

**PERTH & KINROSS COUNCIL
SPECIAL COUNCIL MEETING - 11 FEBRUARY 2016
REVENUE BUDGET 2016/17-2018/19**

APPENDIX B

PROVISIONAL REVENUE BUDGET

	2016/17 <u>£000</u>	2017/18 <u>£000</u>	2018/19 <u>£000</u>
Education & Children's Services	170,741	159,137	158,789
Housing & Community Care	64,870	62,538	59,950
The Environment Service	56,777	53,367	51,791
Corporate & Democratic Services	14,268	14,045	13,644
Sub-Total: Service Budgets	306,656	289,087	284,174
<u>Corporate Budgets</u>			
Contribution to Valuation Joint Board	1,166	1,166	1,166
Capital Financing Costs	16,296	15,996	17,996
Interest on Revenue Balances	(200)	(200)	(200)
Contribution to/(from) Capital Fund	1,626	1,626	1,626
Contribution to Insurance fund	0	200	200
Tayside Contracts Surplus	(250)	(250)	(250)
Support Service External Income	(1,888)	(1,888)	(1,888)
Unfunded Pension Costs	1,551	1,551	1,551
Provision for Contingencies	250	250	250
Discretionary Relief	150	150	150
Contribution from Capital Fund	(2,212)	0	0
Contribution from workforce planning	0	(500)	(500)
Sub-Total: Corporate Budgets	16,489	18,101	20,101
Net Expenditure (General Fund)	323,145	307,188	304,275
<u>Financed By:</u>			
Council Tax	(73,664)	(75,822)	(77,965)
Council Tax Reduction Scheme	6,249	6,249	6,249
Total Revenue Funding	(241,769)	(238,564)	(235,352)
Capital Grants	(6,820)	(1,500)	(1,500)
Budget Flexibility (see Appendix D)	(5,283)	0	0
Balances	(4,452)	(506)	(25)
Surplus Resources	(2,594)	(2,955)	(4,318)

**PERTH & KINROSS COUNCIL
SPECIAL COUNCIL MEETING
11 FEBRUARY 2016**

APPENDIX C

	<u>£'000</u>
Final 2015/16 Budget	332,819
Reversal of Non-Recurring adjustments:	
Budget Flexibility	(5,273)
Capital Funding - Theatre	(2,848)
Capital Grant	(5,599)
Reserves	(1,543)
Budget Motion	(4,346)
Other	<u>432</u>
	(19,177)
Service Pressures & Savings	4,535
Pay Award	(842)
Medium Term Financial Plan Funding	(558)
Increased Share of Tayside Contracts Surplus	(60)
Remove Insurance Reserve Contribution for one year	(200)
Settlement	(676)
Welfare Reform	(1,500)
Miscellaneous Adjustments	(12)
Voluntary Severance Scheme	(539)
Integration Joint Board	(4,220)
Affordable Housing	750
Budget Flexibility	5,283
Devolved School Management	985
Expenditure Funded by Reserves	1,378
Expenditure Funded by Capital Grant	5,179
	<hr/>
Provisional 2016/17 Budget	<u><u>323,145</u></u>

**PERTH & KINROSS COUNCIL
SPECIAL COUNCIL MEETING
11 FEBRUARY 2016**

APPENDIX C

	<u>£'000</u>
Provisional 2016/17 Budget	323,145
Reversal of Non-Recurring adjustments	(282)
Reversal Budget Flexibility	(5,283)
Local Taxes	911
Service Pressures & Savings	(2,732)
Pay Award	(900)
Delay Loan Charges by one year	(1,000)
Miscellaneous Adjustments	(351)
Voluntary Severance Scheme	(645)
Integration Joint Board	475
Changes to school week	1,287
Transformation Programme	(153)
Movement in Expenditure Funded by Reserves	(1,964)
Movement in Expenditure Funded by Capital Grant	(5,320)
	<hr/>
2017/18 Budget	<u><u>307,188</u></u>

**PERTH & KINROSS COUNCIL
SPECIAL COUNCIL MEETING
11 FEBRUARY 2016**

APPENDIX C

	<u>£'000</u>
Provisional 2017/18 Budget	307,188
Reversal of Non-Recurring adjustments	519
Local Taxes	924
Service Pressures & Savings	(3,597)
Pay Award	(900)
Miscellaneous Adjustments	(61)
Integration Joint Board	(317)
Changes to school week	772
Transformation Programme	(253)
	<hr/>
2018/19 Budget	<u><u>304,275</u></u>

APPENDIX D

Perth and Kinross Council
Special Council Meeting 11 February 2016
Revenue Budget 2016/17

Budget Flexibility Scheme – Proposed Carry Forwards from 2015/16

	<u>Under</u> <u>Spend to</u> <u>be carried</u> <u>forward</u> <u>from</u> <u>2015/16</u> <u>£'000</u>	<u>Utilisation</u> <u>of</u> <u>Resources</u> <u>in 2016/17</u> <u>£'000</u>
<u>Education and Children's Service</u>		
Carry forward of 2015/16 savings	(2,221)	
Provisional Revenue Budget 2016/17 – Rephasing of Approved Savings		385
There has been a rephasing of some of the savings associated with the transformation projects including the Review of Leisure and Cultural Services – Shared Services Savings, Music Tuition, and Breakfast Clubs. This budget flexibility proposal provides the Service with time required to implement the approved savings proposals.		
Loan Charges		113
Delays in the disposal of Kinross High School result in loan charges costs being incurred in 2016/17.		

APPENDIX D

	<u>Under to Spend to be carried forward from 2015/16 £'000</u>	<u>Utilisation of Resources in 2016/17 £'000</u>
<p>Workforce Management</p> <p>Non-recurring funding to provide additional capacity across a number of projects and reviews including the Leisure and Cultural Review, Evidence to Success, Inclusion, Business Change and Improvement and Children and Families for Kinship Care and Early Years.</p>		638
<p>Home to School Transport</p> <p>There are an additional 4 school days in 2016/17 (194 days) in excess of the budgeted level which results in additional costs on non-recurring basis for school transport.</p>		190
<p>Learn to Teach</p> <p>The Council has 14 staff who will be undertaking 3 six week training courses as part of their teacher qualifications and ECS require to fund any backfill costs that may occur within Services.</p>		150
<p>Online Payments</p> <p>Funding towards additional staff time for training school staff as part of the roll out of online payments.</p>		80

APPENDIX D

	<u>Under Spend to be carried forward from 2015/16 £'000</u>	<u>Utilisation of Resources in 2016/17 £'000</u>
<p>Crieff Monuments</p> <p>Work is being undertaken with communities in Crieff to remove the monuments from their current location which is subject to damp penetration and requires repair. This work will be undertaken and funded in 2015/16 however the relocation of the monuments has a significant cost and requires a lead in time of several months and will therefore be undertaken in 2016/17. The £15k will go towards the costs of this relocation.</p>		15
<p>Raising Attainment and Reducing Inequality</p> <p>Delays caused by the development of <i>Scotland Attainment Challenge Proposals</i> and the recommendations within the <i>National Improvement Framework</i>, which was published in January 2016 now requires an evidence based focus on literacy and numeracy across ages and stages. This expenditure will take place early 2016/17.</p>		150
<p>New Secondary School</p> <p>The special meeting of the Lifelong Learning Committee on 25 June 2014 approved the establishment of a new secondary school at Bertha Park Perth (Report No. 14/298 refers). With this being the first completely new secondary school in Scotland for over twenty years rather than a replacement there is no equipment / furniture / fittings / library books etc. to equip the school. It is proposed that the additional under spend delivered by Education and Children's Services be earmarked to building up resources to equip the new school.</p>		500

APPENDIX D

	<u>Under Spend to be carried forward from 2015/16 £'000</u>	<u>Utilisation of Resources in 2016/17 £'000</u>
<u>Housing & Community Care</u>		
Carry forward of 2015/16 savings	(1,756)	
Provisional Revenue Budget 2016/17 – Rephasing of Approved Savings Contribution towards 2016/17 Provisional Revenue Budget		1,680
Rural (Highland Perthshire) Warden Scheme (Budget Motion Money Feb 2015) As part of the budget setting process in February 2015, £20,000 per annum for 2015/16 and 2016/17 was allocated to the above scheme. Due to recruitment delays it has not been possible to spend the full 2015/16 allocation and it is requested that the slippage in 2015/16 be carried forward into 2016/17 to allow the project to run for the originally anticipated 2 years.		16

APPENDIX D

	<u>Under</u> <u>Spend to</u> <u>be carried</u> <u>forward</u> <u>from</u> <u>2015/16</u> <u>£'000</u>	<u>Utilisation</u> <u>of</u> <u>Resources</u> <u>in 2016/17</u> <u>£'000</u>
<p>Transformation of Care at Home Services</p> <p>The Council has been transforming the mainstream care at home service since 2010 under the previous Transformation Programme (“Securing the Future 2010-2015 and Beyond”) with a view to moving towards a commissioned service rather than an in-house provided one. The final stages of this project form part the proposed budget for 2016/17-2018/19. As well as the further commissioning of mainstream care at home services the transformation project includes a workstream to redesign the management of the service so that it can support the commissioned service model rather than the in-house staff management model of service delivery. In order to lead the project to its conclusion over the coming 18/24 months, it is necessary to retain the experience and capacity of a temporary Service Manager (0.6fte) for this period.</p>		<p>60</p>

APPENDIX D

	<u>Under Spend to be carried forward from 2015/16 £'000</u>	<u>Utilisation of Resources in 2016/17 £'000</u>
<u>The Environment Service</u>		
Carry forward of 2015/16 savings	(1,561)	
Refuse Collection Council approved recurring saving of £220k. The programme of roll-out covers an 18 month period and therefore the full year effect saving will not be realised until 2018/19. Part year savings will be realised in 2016/17 and 2017/18. The remaining £80k is required to deliver essential education awareness support for the roll out.		300
Broadband Planned underspend on broadband initiative to give access to matched LEADER funding for broadband. The majority of the budget allocated for this activity will not be required until after 2017 and in the interim there is an opportunity to lever LEADER funding to increase the total monies available.		230

APPENDIX D

	<u>Under to Spend to be carried forward from 2015/16 £'000</u>	<u>Utilisation of Resources in 2016/17 £'000</u>
<p>Employment Initiatives</p> <p>Contribution towards European Social Fund programme to seek match funding (Employment Initiatives). The planned outcomes were achieved without using PKC funding because Scottish Government funding was provided. It is now proposed to use this funding alongside ESF funds to deliver a new targeted recruitment incentive scheme in areas where unemployment is at its most persistent e.g. Perth City North.</p>		205
<p>Visit Scotland</p> <p>The Service Level Agreement with Visit Scotland commits the Council to meeting the rental costs of 45 High Street until the end of 2017/18.</p>		80
<p>Bridges</p> <p>Technical complexities and adverse weather has led to a rephasing of the delivery of the bridge refurbishment and landslip/retaining wall works programmes.</p>		580

APPENDIX D

	<u>Under Spend to be carried forward from 2015/16 £'000</u>	<u>Utilisation of Resources in 2016/17 £'000</u>
<p>Property</p> <p>Funding in order to rephase the delivery of the Property Business System, energy conservation projects and the electrical testing and inspection programme into 2016/17.</p>		121
<p>Environmental Health</p> <p>The delivery of the Crieff Air Quality Action plan has been rescheduled and will now be completed in 2016/17.</p>		20
<p>Corporate Organisational Development</p> <p>Resilience in relation to the Transformation Programme and the continued roll out of the leadership development programme</p>		25

APPENDIX D

	<u>Under Spend to be carried forward from 2015/16 £'000</u>	<u>Utilisation of Resources in 2016/17 £'000</u>
<u>Corporate & Democratic Services</u>		
Carry forward of 2015/16 savings	(245)	
Payment Card Industry Data Security Standard (PCIDSS) Compliance with PCIDSS. The Council will be required to comply with this standard, failure to achieve this may lead to exposure to increased costs and / or fines.		52
Pay and Grading Review The Council is required to access a pay modelling service to ensure that the pay and grading structure remains fit for purpose.		12
Democratic Services Funding towards a number of civic events in 2016/17 and development of the in-house elected member caseload management system		29

APPENDIX D

	<u>Under</u> <u>Spend to</u> <u>be carried</u> <u>forward</u> <u>from</u> <u>2015/16</u> <u>£'000</u>	<u>Utilisation</u> <u>of</u> <u>Resources</u> <u>in 2016/17</u> <u>£'000</u>
<p>Workforce Management</p> <p>Non-recurring funding to provide additional capacity across a number of functions within the Service including Accountancy, Internal Audit, Payroll, Records Management and Human Resources.</p>		<p>152</p>

**PERTH & KINROSS COUNCIL
SPECIAL MEETING OF THE COUNCIL – 11 February 2016
REVENUE BUDGET: 2016/17, 2017/18 & 2018/19**



**2016 - 2019
REVENUE BUDGET**

Expenditure Pressures & Savings

11 FEBRUARY 2016

PERTH & KINROSS COUNCIL

APPENDIX E

REVENUE BUDGET: 2016/17, 2017/18 & 2018/19

SUMMARY OF PRESSURES & SAVINGS

	2016/17 Expenditure Pressures £'000	2017/18 Expenditure Pressures £'000	2018/19 Expenditure Pressures £'000	2016/17 Net Savings £'000	2017/18 Net Savings £'000	2018/19 Net Savings £'000
Education & Children's Services	6,113	2,878	2,694	4,048	3,267	2,500
Housing & Community Care	8,437	4,035	2,379	10,366	4,064	4,686
The Environment Service	2,925	994	1,063	2,535	1,771	2,261
Corporate & Democratic Services	516	183	193	563	159	170
TOTAL	17,991	8,090	6,329	17,512	9,261	9,617

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	<u>Education & Children's Services</u>	Expenditure Pressure		
		2016/17 £'000	2017/18 £'000	2018/19 £'000
1	Corporate Savings Target	5,080	1,798	1,783
2	<p><u>Increase in Property Costs</u></p> <p>Estimated Inflation in Property Costs – Rates (0.8% in 2016/17 then 2% annually), Cleaning (2% annually) and Landfill (1.25%, 1.75% and 2%).</p> <p>These are additional property costs for inflation and expansion of/changes in the school estate e.g. rates, cleaning and ground maintenance.</p>	133	306	324
3	<p><u>Inflation on Investment In Learning Programme</u></p> <p>There is an annual inflationary increase in the operational costs of the programme. Pressure is based on a 1.9% (2016/17) and 2.5% (2017/18 and 2018/19) RPI inflation.</p>	120	391	401
4	<p><u>Home to School Transport</u></p> <p>The provision of Home to School Transport is the statutory responsibility of ECS where pupils live more than the prescribed distance from school. The projected expenditure pressures are based on information provided by the Public Transport Unit using the following inflation rates – 2016/17 5%; 2017/18 1.75%; 2018/19 2%.</p>	480	183	186

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		Expenditure Pressure		
		2016/17 £'000	2017/18 £'000	2018/19 £'000
	<u>Education & Children's Services</u>			
5	<p><u>Additional Support Needs and Emotional Behavioural Difficulties</u></p> <p>Additional year on year increase in demand from changes in legislation and the cost of providing complex interventions for young people with Additional Support Needs (ASN) and Emotional and Behavioural Difficulties (EBD).</p> <p>ASN young people are sometimes placed out with the Council's mainstream school provision often at the request of parents (under Additional Support for Learning legislation). Young people with EBD may also be placed out with the authority due to meeting the needs of the young person. The costs for these placements are expensive and increase beyond inflation year on year. There is a projected overspend in the current financial year. Full year costs for 2016/17 are projected to be in the region of £4.972M which allows for 5 additional placements.</p>	300	0	0
6	<p><u>Continuing Care</u></p> <p>The pressure in 2017/18 is to provide for the demand for Continuing Care where young people may elect to stay in care up to their 21st Birthday. We estimate this may cost the Council between £200,000 and £1,800,000.</p>	0	200	0
	TOTAL	6,113	2,878	2,694

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
1	<p>Reduction in the Unfunded Pension budget</p> <p>This budget funds the pension recharge from the Tayside Pension Scheme for previous Tayside Region and Perth & Kinross teacher pensions who retired early under workforce planning measures. The latest projected outturn shows reduced expenditure due to a lower number of pensioners being paid than budgeted for.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: No impact. Customer: No impact. Equalities/Diversity: No impact. Outcome and Performance: No impact.</p>	60	0	0	0	0	0
2	<p>Efficiencies in Procurement</p> <p>Transformation Project No 2</p> <p>Savings from more efficient procurement processes.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: No impact. Customer: No impact. Equalities/Diversity: No impact. Outcome and Performance: No impact.</p>	196	84	0	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
3	<p>Corporate Digital Services, My Account and Mobile Working Reviews</p> <p>Transformation Project No's 5; 6; 33 & 35</p> <p>Education & Children's Services savings resulting from the above Transformation Projects.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Managed by efficient and effective workforce planning measures. Customer: No impact. Equalities/Diversity: No impact. Outcome and Performance: No impact.</p>	164	193	131	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
4	<p>Reduction in the Resources for training and development of school and central staff.</p> <p>This budget is used to support leadership development across Education Services. It provides resources and materials for schools and it enables training and development opportunities for Quality Improvement Officer's (QIO's) and Education Support Officers' (ESO's).</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Training and development opportunities for centrally based staff such as QIOs and ESOs would be limited. HT/DHT/PT development days and conferences would not be able to be funded to current levels.</p> <p>Customer: Schools would need to supply all of the resources and materials from their own budgets.</p> <p>Equalities/Diversity: None</p> <p>Outcome and Performance: Training for managers would be limited and impact on their ability to support and advise staff in schools in some areas related to Evidence 2 Success, Early Years Collaborative etc.</p>	74	0	0	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
5	<p>Reduction in ECS Central Training Budget</p> <p>Reducing the central training budget would impact on the Services ability to provide training to front line and centrally based staff.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Fewer training opportunities for staff. Customer: Minimal impact. Equalities/Diversity: No impact. Outcome and Performance: Frequency of training will eventually impact of the currency of experience for some staff.</p>	21	0	0	0	0	0

APPENDIX E

	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
6	<p>Full Removal of Local Management Group (LMG) budgets</p> <p>There are 10 Local Management Groups (LMG's) set up in ECS. Each one represents a Secondary School and its associated feeder Primary Schools. A small budget allocation is given to each LMG to allow them to hold meetings, cover supply costs where applicable for staff to attend these meetings and cover other ad hoc expenditure, some of which will be to support the delivery of the curriculum in the relevant schools. The total budget allocated across all 10 LMG's is £24k. Removing this budget will result in individual schools having to fund any expenditure, previously attributed to LMG's, from their DSM budget.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: No impact. Customer: No impact Equalities/Diversity: No impact Outcome and Performance: Minimal Impact.</p>	24	0	0	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
7	<p>Remove Supplies and Services Budget for the Childcare Strategy Team</p> <p>This is the budget that is currently used to:</p> <ul style="list-style-type: none"> • provide resources for the training that the team provide to a range of service users such as new and potential childminders. • pay for the production of the Children and Family local directories which provide information about services and supports that families can benefit from in their local area. • pay for resources for Out of School Care and Wrap Around Care groups. • pay for ongoing repairs and maintenance of the Grammar Wing facilities and fabric. <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: There will be an impact on the range and frequency of training provided by the team.</p> <p>Customer: There will be an impact on the range and frequency of training provided by the team e.g. the training offered to childminders</p> <p>Equalities/Diversity: Most likely to impact on women operating a business.</p> <p>Outcome and Performance: Less support and advice available for current childminders may impact on their ability to continue to meet Care Standards.</p>	100	0	0	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
8	<p>Review of Early Years Provision (Phase 3)</p> <p>This is made up of two areas:</p> <ol style="list-style-type: none"> 1. The expansion of Early Learning and Childcare means that vulnerable children from 2 years can now attend nursery. Phase 3 of the Early Years Strategy is being developed to provide more support to young people in the places where they live. This review is about providing greater outreach in localities across all of PKC whilst maintaining professional standards and practice. A review of how services from Gowans Terrace are provided will be undertaken.. This will involve the staff currently based at Gowans Terrace working in localities. (Refers to Transformation Project No 19). 2. The reduction of the SLA with Muirton Nursery <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Reduction in 3.33FTE (of ancillary staff). Customer: Support for children 0-3 years will be provide in localities. Equalities/Diversity: All staff are women on lower grades. Outcome and Performance: Best start in life.</p>	165			3.33		

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
9	<p>Efficiencies in the Early Learning and Childcare implementation</p> <p>£1.7m additional funding from the Scottish Government has been received from The Scottish Government over the last two financial years in relation to the further expansion of models to deliver the 600 hours element of Early Learning and Childcare. The saving listed is the balance of this funding after the PKC model to date has been fully implemented.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None. Customer: None. Equalities/Diversity: None. Outcome and Performance: The impact of this saving would be limited. We are already well placed, through careful forward planning, to be able to provide the models of service provision for Early Learning and Childcare sought by parents/carers through our statutory consultation from August 2016.</p>	85	0	0	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
10	<p>Increased Scottish Government Funding – Free School Meals P1 to P3; Early Learning & Childcare and Kinship Care</p> <p>Scottish Government has provided funding to cover the costs of implementing Free School Meals and for legislative changes associated with the Early Learning and Childcare. These are demand led budgets and are used to respond to uptake. Our best estimation is that due to extremely efficient deployment of resources we can meet the projected uptake and make a saving with the additional funding allocated. This will be kept under review.</p> <p>The Scottish Government is also providing funding to PKC for Kinship Care of £198,000. This funding is being provided to ensure Local Authorities pay kinship and foster carers the same amount of money. This only applies for children taken into care and does not apply in informal or private situations. PKC already pay kinship carers the same allowance (less child benefit) as foster carers therefore a saving can be made from this funding.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None. Customers: No impact. Equalities: No impact. Outcome and Performance: the impact of this saving would be limited. We are already well placed, through careful forward planning, to be able to provide the models of service provision for Early Learning and Childcare sought by parents/carers through our statutory consultation from August 2016. Taking this reduction would only impact on our ability to offer further flexibility of provision beyond 2016/17. Scottish Government stated importance of Childminders in expanding to 1,140 hours, outlining proposals for required training and assuring quality of Early Learning Childcare provision.</p>	202	80	0	0	0	0
		198					

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
11	<p>Corporate Support Review</p> <p>Review of corporate support functions.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: 6 fte - subject to review.</p> <p>Customers: Improved process and efficiencies should mean no impact on customers.</p> <p>Equalities: No impact.</p> <p>Outcome and Performance: Modern and standardised processes should provide a more efficient service.</p>	60	60	60	2.0	2.0	2.0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications																		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE																
12	<p>Review of Charges</p> <p>Increase charges where appropriate within ECS by 3%. This includes: School and Community Campus Lets and Childcare Strategy Services.</p> <p>From 2017/18 a 10p increase in school meal prices.</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>£2.00</td> <td>£2.10</td> <td>£2.00</td> </tr> <tr> <td>Secondary</td> <td>£2.15</td> <td>£2.20</td> <td>£2.05</td> </tr> <tr> <td>Adult</td> <td>£3.20</td> <td>£3.16</td> <td>£3.25</td> </tr> </table> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None.</p> <p>Customers: The 3% & 10p increase in charges may impact on uptake of these services.</p> <p>Equalities: May impact on low income families.</p> <p>Outcome and Performance: Meal uptake may reduce; Families using registered childcare services may reduce.</p>		PKC	Angus	Dundee	Primary	£2.00	£2.10	£2.00	Secondary	£2.15	£2.20	£2.05	Adult	£3.20	£3.16	£3.25	20	22	24	0	0	0
	PKC	Angus	Dundee																				
Primary	£2.00	£2.10	£2.00																				
Secondary	£2.15	£2.20	£2.05																				
Adult	£3.20	£3.16	£3.25																				

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
13	<p>Further increase in ECS Staff Slippage Target</p> <p>Increase in ECS staff slippage of staff costs to reflect slippage currently being generated within ECS. New slippage target will be £2,686k which is 2.5% of staff costs. ECS slippage for 2014/15 was £2,043k above the slippage target, the split was schools (DSM) £527k and central staff budgets £1,516k.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Managed by efficient and effective workforce planning measures. Posts may require to be frozen if slippage target isn't being delivered.</p> <p>Customer: Minimal impact.</p> <p>Equalities/Diversity: No impact.</p> <p>Outcome and Performance: If a number of the other savings are accepted (linked to DSM and Centrally held staff budgets) it will become increasingly challenging to meet an increased slippage target.</p>	450	0	0	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
14	<p>Review of Catering Services</p> <p>Examining optimum production, menu and service arrangements and looking for options for area based kitchens and partnership working with other organisations. (Refers to Transformation Project No. 18).</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Subject to review but any impact will be on Tayside Contracts staff. Customers: None. Equalities: None. Outcome and Performance: More efficient delivery model.</p>	0	0	200	0	0	0
15	<p>Provision of free school meals - fruit</p> <p>Fruit is provided three times a week to P1 and P2 pupils plus all pupils in composite classes that contain P1 and P2 pupils. Since January 2015 all P1 to P3 pupils are entitled to Free School Meal (FSM) and fruit is available with a FSM.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None. Customers: P1 to P3 pupils will still benefit from fruit everyday by taking up their entitlement of a free school meal. Equalities: No impact. Outcome and Performance: No impact.</p>	50	0	0	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
16	<p>Non-Domestic Rates Relief from transfer of George Duncan Athletics Arena and Breadalbane Pool to Live Active Leisure (LAL)</p> <p>Report 15/295 to Full Council identified further potential Non Domestic Rates (NDR) savings beyond those identified to meet the £542K saving approved as part of new Trust arrangements. Further NDR savings are also achievable from transfer of these facilities to LAL from April 2016.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: No impact. Customer: No impact. Equalities/Diversity: N/A. Outcome and Performance: No impact.</p>	40	0	0	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
17	<p>Re-provision of Letham Centre</p> <p>Feasibility work has been completed to re-purpose the Letham Centre into a new community well-being facility. A capital application submitted to the Fairer Scotland Fund for this purpose was unsuccessful and an outline business case for capital funding has been developed between HCC and ECS for consideration by Council in June 2016. Identified within this bid is the sports provision provided by Live Active Leisure which would not be required. It is therefore proposed to withdraw sports facilities and programmes currently delivered by Live Active Leisure from the Centre in 2018/19..</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None</p> <p>Customer: The benefits of the Letham Centre as a community asset are much wider than delivery of sports provision and its repurposing will enable it to fulfil this wider role.</p> <p>Equalities/Diversity: No impact.</p> <p>Outcome and Performance: There is a wide range of sports provision in the wider North Perth locality including the new sports pitch at Letham 7 Acres and within the schools cluster, and under development at Perth College/UHI via its Academy of Sport and Wellbeing. The sports facilities at the latter will be available to the public outside teaching time.</p>	0	0	70	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
18	<p>Commissioned Services with Live Active Leisure (£50,000) and the New Cultural Trust (£50,000)</p> <p>Total service expenditure for Arts and Sports Development is currently £437K pa. This saving will require a removal of the Arts Development function and a reduction in Sports Development activities.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Current FTE – These will be savings for LAL and Culture Perth & Kinross - Arts Dev 2.64fte and Sports Dev 5.99fte.</p> <p>Customer: Arts development services will no longer be provided however there are wider Creative Learning and outreach services in place, including Living Communities [subject to further funding], reader development programmes delivered by Libraries and Creative Learning programmes delivered by HX Arts. Sports Development activities will be focused on supporting local sports clubs with highest priority needs and recruiting more volunteers into coaching and leadership activities (both adult and youth volunteers).</p> <p>Equalities/Diversity: An EQIA will be completed to mitigate impact on local sports clubs including those focused on participation by equalities groups</p> <p>Outcome and Performance: An increased focus will be placed on securing external funding (grants, Trusts and Foundations and local sponsorship) for sports development projects and initiatives. There are wider economies of scale to be gained from locating the Sports Development function within LAL, with access to corporate marketing, operations, Health and Safety etc. teams.</p>	0	0	100	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
19	<p>Reduction Secondary DSM Budgets for Learning Materials; Support Staff and Training</p> <p>It will be a matter for each Headteacher to decide on the best approach within each school but with limited scope for action the savings are likely to be in funding schools resources, administrative and clerical support staff and training budgets.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: School staff other than Teachers. Customer: fewer resources available to be provided by the school for children. Equalities/Diversity: No impact. Outcome and Performance: Choice in terms of possible providers of training and the ability for staff to attend a range of development opportunities across PKC and nationally would be severely curtailed. The availability of the current range and type of resources for children would be limited.</p>	432	0	0	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
20	<p>Reduction in Primary DSM Budgets for Learning Materials and Training 50%</p> <p>This would be a reduction to the areas of primary school's DSM budget allocation which supports training and associated resources for staff. Additionally this budget is also used by schools to purchase general resources for use by children e.g. stationery, books, games, small pieces of furniture etc.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: The range and type of training provided by each school for their staff (teaching and non-teaching) would be reduced.</p> <p>Customer: fewer resources available to be provided by the school for children.</p> <p>Equalities/Diversity: no impact.</p> <p>Outcome and Performance: Choice in terms of providers of training and the ability for staff to attend a range of development opportunities across PKC and nationally would be severely curtailed. The availability of the current range and type of resources for children would be reduced.</p>	386	0	0	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
21	<p>Removal of non-mandatory training within the Inclusion Training Budget</p> <p>Remove existing budget from Inclusion Service of £23,000 which supports training opportunities for Pupil Support staff</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Over time we would have staff whose range of training has been limited. Customer: reduced non-mandatory training provision for staff dealing with very vulnerable children / families who have ASN may have an impact on the ability of staff to effectively meet the needs of certain children / young people. Equalities/Diversity: May impact on vulnerable children Outcome and Performance: Impact on staff who are yet to receive training.</p>	23	0	0	0	0	0
22	<p>Removal of Primary Swimming</p> <p>It is not a statutory requirement to provide swimming lessons to pupils. Transport costs amount to £35,000 of this saving.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: No impact. Customers: Children in rural areas will benefit from less time out of the classroom as transport times can be significant. Equalities: No impact. Outcome and Performance: No impact.</p>	60	0	0	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
23	<p>Review of Facility Management Service arrangements (including Tayside Contracts)</p> <p>This review will consider the role of the Facilities Management (FM) service and its interaction with key stakeholders including the partnership and management arrangements required to deliver an efficient and responsive facilities support service – (Refers to Transformation Project No 15).</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Subject to review. Tayside Contracts cleaning staff also within scope. Customer: Improved customer service. Equalities/Diversity: No impact. Outcome and Performance: More efficient delivery model.</p>	50	100	50	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
24	<p>Review of Community Campuses Contract and Charging Arrangements</p> <p>Review Community Campus contracts and charging to identify efficiency savings and commercial opportunities. - (Refers to Transformation Project No 17). Community Campuses are currently operated by PKC, Live Active Leisure and Tayside Contracts. Efficiencies are anticipated by a more collaborative operating model. Charging model will also become more flexible.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Subject to review. Live Active Leisure and Tayside Contracts may also be affected. Customer: Improved flexible charging regime. Equalities/Diversity: None. Outcome and Performance: More efficient delivery model.</p>	0	180	0	0	4.0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
25	<p>Breakfast Clubs – full cost recovery of service and roll out of Safe Start Clubs</p> <p>A review of ECS Breakfast Clubs to focus more on children in need and the introduction of a £2 charge to all breakfast club service users to ensure full cost recovery in line with Council policy.</p> <p>Alongside this we would seek to introduce Safe Start drop offs (social enterprises designed to provide parents and carers with option of a safe drop off their children prior to the start of the school day) in areas where there are no Breakfast Clubs.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None. Customers: Minimal impact. Equalities: Focus on children in need. Outcome and Performance: More efficient delivery model of Breakfast Clubs if a revised charging model is introduced.</p>	100	50	0	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
26	<p>Mainstream Opportunities for All activities</p> <p>The Council receives grant funding to support young people into employment through activity agreements. This is coordinated by Opportunities for All and this post is to be mainstreamed.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: 1fte post.</p> <p>Customer: Mainstreaming Opportunities for All activities as described above will provide a more integrated service to young people and fulfil the new requirements of the Children and Young People Act.</p> <p>Equalities/Diversity: An EQIA will be completed to mitigate impact on our most vulnerable young people.</p> <p>Outcome and Performance: There may be a reduction in service level if SG funding reduces from 2016/17.</p>	13	0	0	1.0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
27	<p>Integration of Outdoor Education and Outdoor Education technical advice functions and Removal of Sports Development Special Projects Budget</p> <p>Total service expenditure on these posts is currently £55k. It is proposed to integrate the 1.39fte current structure into a single 1fte post. Note these functions and the associated staff will transfer to Live Active Leisure (LAL) by April 2016. <u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Current fte -1.39 (0.39 fte is currently vacant and will not be filled). Customer: The primary focus of the integrated post will be to maintain technical advice to schools on health and safety. The post also allows scope for delivering wider outdoor education programmes, and basing it within LAL provides economies of scale enabling these programmes to be delivered on a cost recovery basis. Equalities/Diversity: N/A Outcome and Performance: There is also a wider market for providing outdoor education activities across Perth and Kinross, and activities delivered by LAL funded by PKC increasingly need to complement rather than duplicate this provision.</p>	32	0	0	0.39	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
28	<p>Curriculum Improvement Network (£43,000); Head of Service - accumulation of small budgets (£32,000).</p> <p>Removal of funding for Curriculum Improvement Network and an accumulation of small budgets held by Heads of Service.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Less opportunity for subject specific staff development. Customer: Less support for staff professional development through the removal of CIN work. Equalities/Diversity: No impact. Outcome and Performance: Less sharing of good practice between subject departments across all secondary schools.</p>	43	0	0	0	0	0
		32	0	0	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
29	<p>Full removal of School Supply contingency budget</p> <p>The budget for this in 2013/14 was £1,131,000, £731,000 was removed over 2013/14 and 2014/15. It is proposed that the remaining £400,000 is removed. Schools will not be guaranteed funding to support overspends in their school supply budgets. Demand on an annual basis will have to be managed through any underspends within the service.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Fewer supply teachers will be able to be employed. This will have a significant impact on the smaller schools that have pro-rata smaller budgets to cover supply costs.</p> <p>Customer: Learning and Teaching may become compromised. If insufficient supply budget is available classes may have to be sent home and possibly schools closed.</p> <p>Equalities/Diversity: N/A.</p> <p>Outcome and Performance: There may be an impact on educational progress.</p>	248	152	0	0	0	0
30	<p>Full Removal of Budget for Skills for Work</p> <p>This would impact on the skills for work development and the employability strategy.</p> <p>Workforce: No impact.</p> <p>Customer: Fewer vocational/skills courses available for pupils.</p> <p>Equalities/Diversity: No impact.</p> <p>Outcome and Performance: Opportunities for wider achievement will be diminished.</p>	62	0	0	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
31	<p>Perth City Campus</p> <p>Removal of capacity provided to support the Perth City Campus, which has led to outstanding results, would result in their being a risk to maintaining current performance.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Reduction in capacity. Customer: Reduced subject choice. Equalities/Diversity: No impact. Outcome and Performance: Attainment and achievement opportunities of young people may be diminished.</p>	36	0	0	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
32	<p>50% Reduction - Curriculum for Excellence (CfE) budget</p> <p>This budget has been used to support schools develop their curriculum in line with local and national guidance in relation to CfE. It also has enabled staff development opportunities between schools and Local Management Groups to develop consistent approaches to teaching and assessing Literacy and Numeracy. Additionally it has been used centrally and at school level to buy particular resources to support the development of Literacy, Numeracy and Health and wellbeing.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Reduced opportunities for professional dialogue and development relating to curriculum planning and delivery across all schools.</p> <p>Customer: None</p> <p>Equalities/Diversity: None</p> <p>Outcome and Performance: Limited centrally available funding to support staff development in schools.</p>	62	0	0	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
33	<p>Review of Commissioning Arrangements</p> <p>A comprehensive review of funding to all 3rd Sector Groups and their respective contributions to our strategic priorities and outcomes. This review will be carried out in 2015/16 and will be followed by a phased approach to realign and reduce funding over 3 years. This will prioritise 3rd party funding agreements to key strategic outcomes and support voluntary organisations and community groups to diversify their funding base and access new income streams where appropriate.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: There may be workforce implications for voluntary organisations and a risk that some voluntary sector organisations will cease to operate in Perth and Kinross. Customer: There is a likelihood of some service reduction to service users to reflect the reduced funding and potential removal of the SLA. Equalities/Diversity: An Equalities Impact Assessment (EqIA) will be completed. Outcome and Performance: Children and young people affected by the changes to services provided are some of the most vulnerable children and young people we deal with.</p>	45	41	37	0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
34	<p>Review of Education & Children's Services Senior Management Team</p> <p>ECS have an ambitious Transformational Programme to deliver in addition to continuing to provide high quality services. There is a large scale programme of new school build underway and there will be 2 significant external scrutiny inspections in 2016/17.</p> <p>It has been agreed in the paper which was approved by Full Council in July 2015 (Report 15/292 refers) that this saving is made from April 2017.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: 1fte fixed term post to be removed. Customer: None Equalities/Diversity: None Outcome and Performance: Ability to deliver high quality public services with reduced capacity 2016/17 would be affected.</p>	0	102	0	0	1.0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
35	<p>Review of Early Childhood Practitioners</p> <p>We currently have our early years settings staffed slightly in excess of legal ratios to allow for increased numbers of children to register throughout the year and to cover instances of staff absence etc. Additionally to respond to rise in local demand as children become eligible throughout the session (turn age 3).</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: A reduction would have some impact on the ability of remaining staff to provide cover in the case of staff absences. From a total 173fte.</p> <p>Customer: Limited impact as each setting would still meet statutory requirements in terms of the adult/child ratios.</p> <p>Equalities/Diversity: Almost all workforce is female, so reduced opportunities for extra hours/employment.</p> <p>Outcome and Performance: Limited impact.</p>	115	0	0	4.0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
36	<p>Reduction in Educational Psychologist provision</p> <p>Removal of 1fte and reduction in supplies and services / training budget.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: 1fte Educational Psychologist removal from 9.74fte, managed through workforce management measures.</p> <p>Customer: Reduced support service for vulnerable children and families with ASN issues.</p> <p>Equalities/Diversity: Impact on vulnerable children / families.</p> <p>Outcome and Performance: Team will require to reorganise and rationalise the service it provides.</p>	68	0	0	1.0	0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
37	<p>Review of Central Education Services Management Structures</p> <p>A review and reduction in 4th tier officers. These staff play an important role in supporting schools in line with the School Improvement Framework. They also provide support to the on-going development and implementation of the curriculum. These will be drawn from both Primary and Secondary.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Reduction of 4fte from 20.70fte. This will be achieved through approved workforce management measures.</p> <p>Customer: Reduction in central support to schools for curriculum development.</p> <p>Equalities/Diversity: None.</p> <p>Outcome and Performance: Impact may be minimised by strategic partnership working across a group of local authorities.</p>	0	220	0	0	4.0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
38	<p>Remove Early Years Development Teachers</p> <p>Redeploy the Early Years Development Teachers (EYDTs) back into primary schools.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: 6.5FTE teachers on fixed term contracts (FTC) would not have these contracts renewed.</p> <p>Customer: Children and families would no longer benefit from the support the EYDTs provide in each locality across PKC.</p> <p>Equality/Diversity: None.</p> <p>Outcome and Performance: The support for children – literacy, numeracy etc.; advice for staff in schools and support for families in terms of links with partner agencies etc. would cease to be delivered by this team. .</p>	0	179	107	0	6.5	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
39	<p>Redesign the Delivery of Reducing Class Contact Time in Primary Schools (Teachers)</p> <p>Review and redesign of Reducing Class Contact Time (RCCT). All children in PKC are currently entitled to 25 hours weekly of teaching time. A full time teacher has a maximum class contact time of 22.5 hours, with the other 2.5 hours of teaching time being delivered by visiting specialists of Expressive Arts and PE in a number (but not all) schools. PKC are one of a tiny number of Education Authorities who still follow this model. By not using the Expressive Arts and PE Visiting specialists to deliver RCCT it will allow schools greater flexibility to be responsive in delivering the curriculum in a way that suits each individual establishment. This will bring us into line with most other Councils across Scotland in respect of how RCCT is delivered. It will also deliver significant savings. (Refers to Transformation Project No 23).</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: The current workforce of the Expressive Arts and PE visiting specialists would be redeployed into schools dependent on qualification i.e. Primary qualified to Primary Schools and likewise with Secondary Schools. Some staff may not have FTCs renewed. Other approved workforce management measures may be applied.</p> <p>Customer: All primary class teachers are qualified to deliver all areas of the curriculum and many do already deliver aspects of Expressive Arts and PE on a weekly basis. This proposal would simply mean all areas of the curriculum were taught by staff based in a school where they are line managed by a Headteacher. Decisions about what teachers teach which subjects and when would then be down to individual schools to agree and arrange.</p> <p>Equalities/Diversity: None</p> <p>Outcome and Performance: All teaching staff in primary become/remain skilled in teaching all areas of the curriculum.</p>	0	325	195	0	9.71	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
40	<p>Revert to maximum class sizes for English and Maths in S1 and S2 (Teachers)</p> <p>23.85 fte Secondary teachers would be removed from current deployment in schools. Staff affected are Maths and English teachers. 23.2 fte of the 23.85 would be taken from staffing that had previously been allocated to schools to reduce class sizes in English and Maths and reduce class contact time across the school.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Reduction of teaching staff across Secondary schools. Customer: Impact would be felt in terms of personal support for pupils. Equalities/Diversity: NA. Outcome and Performance: May impact on attainment and achievement of pupils. Fewer teachers in school would mean a reduction in personal support for pupils' e.g. larger classes and potentially more discipline issues arising in and out of school.</p>	0	707	353	0	23.85	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
41	<p>Review and restructure Adult Literacy function.</p> <p>Total PKC service expenditure on this service is currently £218K. There is already a need to review service level in this area given the development of other services from 3rd party providers.</p> <p>Current SLA expenditure is £88K for Adult Literacy and £22K for English for Speakers of Other Languages (ESOL).</p> <p>Resource would be focused on a Co-ordinator role which would develop new delivery models (for example through social enterprise), increased focussed locality working and more tactical use of existing and new SLA's achieving efficiencies in collaboration with other providers and possible recruitment of adult learning volunteers.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: 3.91 staff based within the Learning Curve delivering ESOL and 9.52 delivering adult learning in localities. Implications for staffing in commissioned services if SLA's are re-negotiated. Customer: future service provision will focus on highest priority needs and eliminate duplication with other providers. This will lead to less support for users of this service. Equalities/Diversity: EQIA required to mitigate impact on those most in need of this service. Outcome and Performance: See above.</p>	75	75	0	3.0	3.0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
42	<p>Review of the Instrumental Music Service (IMS)</p> <p>A further review of the Instrumental Music Service to provide an efficient service.</p> <p>Total mainstream service expenditure is currently £521K assuming a saving of £75K already agreed by Council (Feb 2015) has been taken from the IMS total budget provision of £794k including £273k annual Youth Music Initiative funding (from Scottish Government) which is expected to continue.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Current fte – 17.93</p> <p>Customer: Service levels will be maintained for pupils at P6 and at secondary.</p> <p>Equalities/Diversity: There is an already identified need for this service to engage more strongly with children and young people who are financially or otherwise excluded. An EQIA will be completed to mitigate impact on these groups.</p> <p>Outcome and Performance: See above.</p>	65	65	0	1.5	1.5	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
43	<p>Securing the Future of the School Estate</p> <p>Our communities are changing and the school estate needs to adapt to this change efficiently and effectively. Over the long term, new schools will be required as part of the drive to grow the economy of Perth and Kinross. - (Refers to Transformation Project No 21).</p> <p>This review proposes a 'rebalancing' of the school estate to consider the areas above. This may include:</p> <ul style="list-style-type: none"> • Catchment reviews • New builds and extensions • Reconfiguration of accommodation • Shared Headships • Closures <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: tbc Customer: Pupils may have greater travel distances to get to / from school. Equalities/Diversity: EQIA will be undertaken. Outcome and Performance: see above.</p>	0	0	600	0	0	tbc

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
44	<p>Review the role of Community Link Workers within Getting It Right For Every Child (GIRFEC)</p> <p>A review will be undertaken to look at the role of community link workers aligning it more closely to our statutory duties in relation to providing the Named Person service and with GIRFEC more generally.</p> <p><u>Impact Analysis and Risk Assessment</u> <u>Workforce:</u> 4fte from 15.89fte. Customers: The current service model for CLW supporting school LMGs would be reviewed and the team would provide support to priority families and young people based on evidence of highest needs across Perth and Kinross. Equalities: An equalities and Impact Assessment will be undertaken as part of the service remodelling. Outcome and Performance: A more targeted approach to providing support, including that set out in statute, for children and young people.</p>	84	84	0	2.0	2.0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
45	<p>Reduction in staffing through Review of Management Structure within Children & Families Services</p> <p>A reduction in the number of managers required to operate the children and families service.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: 2fte from 22fte Loss of experience, management, capacity and expertise at a time of significant legislative change. Customer: Impact to be determined. Equalities/Diversity: consequential impact on vulnerable families Outcome and Performance: fewer opportunities for supervision of front line staff to support decision making.</p>	27	0	53	1.0	0	1.0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
46	<p>Partial removal of the Parenting and Family Support Budget</p> <p>Total budget is currently £340K including SLA with Home Start of £56K pa. Support to parents is currently delivered across Children and Families Service, Culture and Communities Service, Early Years and Primary Education and 3rd sector providers. Reviewing and re-aligning service provision using a joint resourcing approach will ensure the needs of parents most in need are still met and deliver the savings required.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Potential removal 3.6fte from 7.6 fte. Customer: Future service provision will focus on highest priority needs and eliminate duplication with other providers. Equalities/Diversity: EQIA required to mitigate impact on those most in need of this service. Outcome and Performance: A reduced client base leading to less clients receiving support.</p>	0	72	0	0	3.6	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
47	<p>Review Staffing Standard: Primary Depute Headteachers teaching commitment</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: DHTs in primary schools would no longer be without a significant class teaching commitment. Customer: Some pupils would no longer benefit from timetabled support provided by non-teaching DHTs. Equalities/Diversity: N/A. Outcome and Performance: More administrative functions and support, supply cover and support for staff and pupils would rest solely with the Headteacher in larger primary schools.</p>	0	243	157	0	9.1	0
48	<p>Review Staffing Standard: Primary Teaching Headteachers</p> <p>Partial removal of the budget currently used to support teaching headteachers in small schools by providing management time cover for HT and LMG development days etc.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: 4 FTE from 14.61 FTE - Teaching headteachers would be unable to attend all planned development days and training opportunities because the money for supply cover would be unavailable. Customer: None. Equalities/Diversity: None. Outcome and Performance: Teaching HTs would be unable to attend important development and training sessions/days.</p>	0	110	59	0	4.0	0

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	<u>Education & Children's Services</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
49	<p>Full Removal of Community Link Workers</p> <p>Community Link Worker (CLW) functions will be fully removed.</p> <p>This will have a significant impact on the Councils ability to support vulnerable children and families as they progress through school. Community link workers also provide significant support to parents and carers when managing children with severe emotional and behavioural difficulties.</p> <p><u>Impact Analysis and Risk Assessment</u> <u>Workforce:</u> 11.89 fte from 11.89 fte. <u>Customers:</u> 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 a basis of highest priority need. <u>Equalities:</u> An Equalities and Impact Assessment will be undertaken as part of the service remodelling. <u>Outcome and Performance:</u> Likely impact on attainment and achievement of vulnerable pupils.</p>	81	81	304	2.0	2.0	7.89
	TOTAL	4,048	3,267	2,500	21.22	76.26	10.89

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	SERVICE – HOUSING & COMMUNITY CARE	Expenditure Pressure		
		2016/17 £'000	2017/18 £'000	2018/19 £'000
1	<u>PKC - Corporate Savings Target</u>	2,003	698	680
2	<u>Reversal of Budget Flexibility</u> The use of budget flexibility carry forwards allows bridging finance and time to deliver approved savings. The sum carried forward requires to be reversed in the following year's submission.	1,085	1,680	0
3	<u>Withdrawal of Homeless Hostel Deficit Grant</u> The Scottish Government confirmed a reduction in Homeless Funding between 2014/15 to 2017/18 (letter dated 24.09.13 from Scottish Government - Housing, Regeneration and Welfare Directorate refers).	44	45	0
4	<u>Older Peoples Services – Demand Pressures</u> There are considerable demands for additional Care at Home service packages and increased levels of residential/nursing placements due to the ageing population coupled with the increasing frailty of individuals. Care at Home – The increased activity in Care at Home is the result of increased demand from hospital discharges and the general trend of an ageing and frailer population resulting in people having greater needs. The increase in weekly hours has resulted in 1,155 hours per week being committed over budget. This pressure assumes no further increase but a continuance at this level, resulting in a full year effect pressure in 2016/17. In addition, there are currently 746 hours of service demand not currently being met thus causing blockages in throughput. Residential Placements - The increase in demand on residential placements has placed additional pressure on Housing and Community Care Services. The increased placement activity is due to the rising number of patients being discharged from hospital who require social care as well as additional pressures from the community due to people being frailer. This pressure is based on 878 clients being in residential care (both Older People and Physical Disabilities), and assumes no further increase but a continuance at this level, resulting in a full year effect pressure in 2016/17.	896	0	0
		563	0	0
		353	0	0

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		Expenditure Pressure		
		2016/17 £'000	2017/18 £'000	2018/19 £'000
	<u>SERVICE – HOUSING & COMMUNITY CARE</u>			
5	<p><u>Reversal of Delayed Discharge Income from Scottish Government</u></p> <p>Scottish Government Delayed Discharge money was used in setting the final revenue budget for 2015/16 (£269,000). A further balance of £181,000 has been agreed with NHS colleagues for 2015/16/-2017/18. This money is only available for three years and therefore its loss creates a funding pressure for Community Care Services in 2018/19. (See saving 6 below).</p>	0	0	450
6	<p><u>Care Home Contract Rates 2016/17 – 2018/19</u></p> <p>The 2016/17 negotiations have only recently started. The pressures in this paper are based on assumed increases of 2.5% increase in the headline rates for each year.</p>	357	366	375
7	<p><u>Free Personal Care Payments - 2016/17 – 2018/19</u></p> <p>This is a 2.5% inflationary increase for free personal care provided to self-funding clients in order to deliver the shared Scottish Government/COSLA commitments on free personal care. Payments are updated annually and the 2015/16 fees are £171 for residential care, £249 for nursing care (over 65), and £78 for nursing care (under 65). There has not been any announcement yet on what the 2016/17 amounts will be. This pressure has routinely been funded by specific Scottish Government funding in the annual financial settlement (see saving 4 below).</p>	91	92	94
8	<p><u>Home Care/Reablement – Cost of Commissioning</u></p> <p>This pressure assumes increases of 1% for 2016/17, 1.5% for 2017/18 and 2018/19. This is in line with anticipated public sector pay awards in future years and the Council's current budget planning assumptions.</p>	65	114	120
9	<p><u>Demographics – Older People</u></p> <p>The impact of the increasing older people population will place additional pressure on Housing & Community Care services.</p>	123	109	115

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	SERVICE – HOUSING & COMMUNITY CARE	Expenditure Pressure		
		2016/17 £'000	2017/18 £'000	2018/19 £'000
10	<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. The pressure for 2016/17 is based on the information collated from the LD Transition Team and has been offset by £83k, being the actual cost of placements coming to an end in the LD service in financial year 2014-15.</p> <p>This pressure relates to the part and full year effect of care packages for clients, responsibility for which will transfer to HCC during 2016/17.</p> <p>2016/17 Full Year Effect of 2015/16 new clients £182k (15 clients) Part Year Costs of 2016/17 new clients £307k (12 clients) Less assumed cost of placements ending in each year (based on 2014-15 activity) £83k</p> <p>The pressures included for 2017/18 and 2018/19 are based on average costs of Transition clients from Summer 2013 to Summer 2016 inclusive. Inflationary increases of 1.5% for both years have also been added and the pressure has been netted off with a 15% decrease due to the expectation that the Transitions team will be developing more creative and cost efficient packages. These pressures have been further offset by £83k each year being the anticipated cost of packages ending within the LD Service.</p>	406	413	387
11	<p><u>Strategic Planning & Commissioning Team – consolidation of temporary Service Manager post</u></p> <p>It is necessary to consolidate the current temporary post of Service Manager in this team. This will allow the work required under Joint Working (Public Bodies) legislation underpinning the Integration of Health and Social Care Services, to be undertaken. In addition, the need to address fundamental changes to the commissioning and contract management/monitoring activities being undertaken during times of unprecedented change is adding additional pressures on the team.</p>	73	0	0

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		Expenditure Pressure		
		2016/17 £'000	2017/18 £'000	2018/19 £'000
	<u>SERVICE – HOUSING & COMMUNITY CARE</u>			
12	<p><u>Inflationary increases to SLA's, Block Contracts, Individual Contracts and Housing Support Contracts with the Third Sector</u></p> <p>The calculation also incorporates the costs associated with various recent Employment Tribunal rulings in relation to night time sleeper payments and their inclusion in workers' basic pay.</p> <p>2016/17 £ 81,000 2017/18 £100,000 2018/19 £158,000</p>	81	100	158
13	<p><u>Chief Officer / Chief Financial officer</u></p> <p>The formation of the new Perth & Kinross Health & Social Care integrated Joint Board is legally based on a body corporate model which commissions services and resources from statutory partners. There are two posts which are required to be appointed to the partnership. This pressure reflects the Council's share of the costs of the two posts.</p>	93	0	0
14	<p><u>Scottish Living Wage / Quality of Care</u></p> <p>The Scottish Government considers the implementation of the Living Wage to be a significant indicator of an employer's commitment to Fair Work practices. It has provided funding to support the range of fair work practices including implementation of the Living Wage Foundation Living Wage of £8.25 per hour. This will enable contracted care providers to retain and recruit high calibre staff.</p>	1,275	418	0

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		Expenditure Pressure		
		2016/17 £'000	2017/18 £'000	2018/19 £'000
	<u>SERVICE – HOUSING & COMMUNITY CARE</u>			
15	<u>Additional Capacity / Charging Thresholds</u> The Integrated Joint Board will have available funding to support transformation and redesign of services through workforce development. This funding is also to be used in making progress with Charging Thresholds for all Non Residential Care Services to address poverty.	929		
	TOTAL	8,437	4,035	2,379

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
1	<p><u>Use of Budget Flexibility Carry Forward 2015/16</u></p> <p>The financial performance of HCC in 2015/16 is a projected under-spend. It is proposed to use the Council's budget flexibility scheme to carry forward monies to fund some of the future years' pressures identified above. This is a non-recurring proposal to allow further time to release recurring savings over the 3 years to 2018/19.</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>	1,680	0	0	0	0	0
2	<p><u>Scottish Government Health & Social Care Integration Fund</u></p> <p>The Scottish Government has provided a £250m national fund to meet a range of existing costs faced by local authorities. The funding will also be used to expand social care services, implement the Living Wage and provide resources to enable the Integrated Joint Board to support transformation and redesign of services through workforce development.</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>	6,540					

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
3	<p><u>Transformation of Procurement Reform</u></p> <p>Procurement savings generated from targeted reductions in price across a range of supplies, services and commodities.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No impact. Customer: No impact. Equalities/Diversity: No impact. Outcome and Performance: No impact.</p>	135	270	270	0	0	0
4	<p><u>Transformation Project – Corporate Review of Workforce/Productivity Projects</u></p> <p>Workforce/productivity savings generated from mobile working and service review & redesign.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Managed by efficient and effective workforce planning measures. Customer: Minimal impact. Equalities/Diversity: No impact. Outcome and Performance: No impact.</p>	142	167	113	tbc	tbc	tbc

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
5	<p><u>Free Personal Care funded by Scottish Government</u></p> <p>This is the sum expected to be received from the Scottish Government to fund the shared Scottish Government/COSLA policy on free personal and nursing care for all clients over 65 years of age (see pressure 7 above).</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>	91	92	94	0	0	0
6	<p><u>Delayed Discharge Income from Scottish Government</u></p> <p>Scottish Government Delayed Discharge money was used in setting the final revenue budget for 2015/16 and this is an additional sum agreed with NHS for financial years 2016/17 - 2017/18. This is only available for three years and therefore its loss creates a funding pressure for Community Care Services in 2018/19. (See pressure 5 above).</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>	181	0	0	0	0	0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
7	<p><u>Targeted Reduction in Budgets across Housing & Community Care.</u></p> <p>Following a review of all current recurring budget commitments across HCC, opportunities to apply targeted budget reductions have been identified. The areas where these reductions have been identified are as follows:</p> <p>Community Care – Supplies & Services/Third Party Payments/Property Costs (£222,000). Central Transport (£20,000). Youth Justice (£17,000). Customer & Community Engagement (£24,000)</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None – the 0.4fte post identified has been vacant for some time following a previous service redesign review. Customer: None. Equalities/Diversity: No identified equalities/diversity issues. Outcome and Performance: None.</p>	283	0	0	0.4	0	0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
8	<p><u>Non Residential Care Services Contributions Policy – Increased Income</u></p> <p>The new policy introduced in 2014/15 as a consequence of the implementation of the Self Directed support legislation included transitional protection for older people who had been paying under the former charging regime until such times as their care and support package was reviewed and changed. The rate of client reviews now being undertaken is higher than had been anticipated when the new policy was introduced and as a result additional income is becoming available to the Council earlier than had previously been anticipated.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None. Customer: None. This level of income is already being received. Equalities/Diversity: No identified equalities/diversity issues. Outcome and Performance: None.</p>	200	0	0	0	0	0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
9	<p><u>Reduction in Private Sector Housing Grant</u></p> <p>Following a review of previous years' outturns it is proposed to reduce the budget available for Private Sector Housing grants. This budget provides financial assistance to private home owners to undertake major adaptations to their properties thus enabling them to remain living at home. The budget has consistently underspent in recent years and this, along with the ongoing review and re-provision of the service, has allowed this saving proposal to be brought forward. The proposed saving represents 4.3% of the current recurring budget of £1,613,000.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None.</p> <p>Customer: None. Despite underspending on their base budgets, the projects have seen an average of 200 service users per year receiving major adaptations.</p> <p>Equalities/Diversity: None.</p> <p>Outcome and Performance: A new project management and monitoring process has been introduced and it is not anticipated that there will be a reduction in individual or service outcomes or performance.</p>	70	0	0	0	0	0

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	SERVICE – HOUSING & COMMUNITY CARE	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
10	<p><u>Use of Council Tax Funding for Housing Strategy Posts</u></p> <p>It is proposed to use Council Tax Second Homes income to fund staff posts associated with preparation and implementation of the Local Housing Strategy. Paragraph 3 of the Guidance on Local Authority Discretion to Reduce Council Tax Discount on Second and Long-term unoccupied homes, and Apply an increase to Long-term unoccupied homes issued to Local Authorities, issued on 21 May 2013 states:-</p> <p>“This income is not ring fenced and can be used as the local authority sees fit on housing or other priorities”. Link to the Guidance:- http://www.gov.scot/Resource/0042/00423158.pdf</p> <p>Consultation with the Scottish government has confirmed that there is flexibility to use the income in this way. It is proposed that the following posts would be funded by this means:</p> <p>Team Leader Planning & Policy (TL12) - £60,000 Planning & Policy Officer (PR9) - £45,000 Research Assistant (TAS7) - £37,000</p> <p>This would release a recurring budget saving whilst still delivering the Local Authority Housing Strategy. This arrangement would be similar to the situation with the funding for the Affordable Housing Enabler role which is funded through income received through the implementation of the Affordable Housing Policy</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None. Customer: None Equalities/Diversity: None Outcome and Performance: The income from Council Tax Second Homes allows the Council to deliver recurring savings whilst maintaining capacity to plan for the future delivery of social housing.</p>	142	0	0	0	0	0

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	SERVICE – HOUSING & COMMUNITY CARE	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
11	<p><u>Reduction in Directorate and Management Team Budgets</u></p> <p>This saving recognises the impact of the Building Ambition report on the revised Chief Officers' Structure as agreed at SP&R committee on 17 June 2015.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Total Staff 6.0fte, Vacancies 0.0 fte, Fixed term contracts 0.0fte, Known retrials 2.0fte. Customer: None. Equalities/Diversity: No identified equalities/diversity issues. Outcome and Performance: None.</p>	115	75	40	1.0	0	1.0
12	<p><u>Review of Staffing Levels in Planning & Commissioning Teams</u></p> <p>It is proposed to integrate the work of the planning and commissioning teams to create efficiencies and maintain capacity across the teams. There will be consultation with staff and other stakeholders to ensure that any change supports the business objectives of the Council and the new Joint Health & Social Care Integration Board.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Total Staff 13.49fte, Vacancies 1.33fte, Fixed term Contracts 1.00fte, Known retrials 0.0fte. Customer: None. Equalities/Diversity: None Outcome and Performance: The Commissioning team is responsible for contracts with external providers for housing support services, care at home, residential care, and community care services totalling almost £42m. The reduction in posts and integration of the team will be carefully managed to minimise risks.</p>	47	0	0	1.33	0	0

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	SERVICE – HOUSING & COMMUNITY CARE	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
13	<p><u>Increased Charges - Occupational Therapy/Joint Equipment Loan Store: Installations & Delivery</u></p> <p>Increase charges to more accurately reflect the full recovery of the costs of installing bannisters & hand rails, and the delivery of OT equipment. These charges are not means-tested.</p> <p>PKC is currently charged between £120 and £170 by private contractors for supplying and fitting bannisters and between £150 and £200 for handrails. The current PKC charge (2015/16) to individuals is £27.56 per item.</p> <p>The current (2015/16) delivery charge for OT equipment is £11.02 and it is proposed to increase this to £20.00 to more accurately reflect the full cost of this activity. Having a standard charge ensures people are not discriminated against on grounds of geography.</p> <p>The current collection rate for charges for non-residential social care services is 96%.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None.</p> <p>Customer: Increased costs for clients which may deter some from obtaining equipment which will help them optimise their independence.</p> <p>Equalities/Diversity: This will have a disproportionate impact on poorer clients.</p> <p>Outcome and Performance: Some people may refuse to pay for bannisters and grab rails increasing their risk of falling and potentially requiring admission to hospital or a care home. This may also lead to an increase in people being delayed in hospital if they either refuse to pay the full cost, or arrange for the work to be done privately.</p>	63	0	0	0	0	0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
14	<p><u>Review of Staffing Levels in Customer & Community Engagement Team</u></p> <p>The duties performed by this team have changed significantly over time and many of the duties are no longer required or have been replaced through the use of new ways of working. These include historic functions developed in 2003 and replaced through time by information technology. It is intended to review the staffing levels within the team by deleting 1 post.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Reduction of 1.00fte post. Total Staff 9.76fte, Vacancies 0.0fte, Fixed term contracts 0.0fte, Known retrials 0.0fte. Customer: None. Equalities/Diversity: No external impact on customers, possible internal impact in relation diversity of employees within the organisation. Outcome and Performance: The work undertaken by this team can be reallocated within the team without impact on performance or outcomes.</p>	37	0	0	1.0	0	0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
15	<p><u>Mainstream Care at Home – Continuation of the Council's Previously Approved Commissioning Strategy</u></p> <p>This proposal will see the transfer of all remaining frontline mainstream care at home provision to external providers. The application of the Council's approved workforce management procedures over the 3 year budget period, and via the natural staff turn over in the in-house mainstream care at home service, will provide the opportunity to continue the existing strategy to redesign this service.</p> <p>This will retain the capacity of hours of service available but will realise savings as a consequence of reduced commissioning rates compared to the cost of in-house provision. This saving also includes non-staff costs budgets associated with this service (e.g. transport, supplies & services, etc. £212,000).</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Frontline staff reduction of 53.72 fte. Total Staff 53.72fte, Vacancies 0.0fte, Fixed term contracts 0.0fte, Known retirees – 0.0fte. Customer: Careful management of the transition to new care providers will be necessary. The development of a new commissioning framework will support this transition and ongoing management of provision. Equalities/Diversity: The Home Care workforce is predominately female. Outcome and Performance: The potential lack of providers in specific geographic areas, and the capacity of providers generally to continue to pick up this additional workload. The current demand is already placing pressure on existing available resources, both internally and externally, and as demand increases this will intensify. The project team aims to address this through supporting external recruitment, identifying alternative service delivery options, and redefining existing contractual framework.</p> <p>Risk Assessment:-</p>	0	188	645	0	12.4	41.32

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17	17/18	18/19	16/17	17/18	18/19
		£'000	£'000	£'000	FTE	FTE	FTE
	<p>There is a risk that, following the full commissioning of Care at Home, private providers continue to experience recruitment problems, contributing to delays in meeting homecare demand.</p> <ul style="list-style-type: none"> There is a risk that, once services are fully commissioned to the private sector, private providers will endeavour to re-negotiate the cost of the current standardised rate. There is a risk that the identified levels of savings will not be achieved in the specified timescale due to the extent of service required to be recommissioned resulting in non-achievement of savings within the proposed time period. <p>The following actions, however, will serve to address the above risks, at least in part:-</p> <ul style="list-style-type: none"> The convening of recruitment fairs and similar events in key localities across Perth & Kinross jointly with external providers. The revision of existing service level agreements in a manner which clearly stipulates the requirement that all providers will provide the level of staff necessary to deliver the level of service required. 						

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	SERVICE – HOUSING & COMMUNITY CARE	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
16	<p><u>Reduction in Business Improvement Team Budgets</u></p> <p>Year 1 - Cancellation & Capitalisation of IT Licencing Following a review of current IT licences it has been established that a number of these can be cancelled as they are no longer being used. In addition, it is proposed to capitalise further costs currently charged to revenue (where the capital expenditure criteria is met) thus releasing recurring revenue savings.</p> <p>Year 3 – Structural Review of Team As there are no other budget resources available within the Team it will be necessary to undertake a structural review of the team and delete posts. Based on the demands being placed on the team this review will identify posts which could be deleted. This could impact on approx. 3fte posts within the team.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Reduction of 3.0fte. Total Staff 17.5fte, Vacancies 0.0fte, Fixed term contracts 0.0fte, Known retireals 0.0fte. Customer: None. Equalities/Diversity: No identified equalities/diversity issues. Outcome and Performance: This would impact on the level of support provided to Housing & Community Care teams as well as impacting on elements of our corporate responsibilities for monitoring and reporting performance.</p>	72	0	86	0	0	3.0

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	SERVICE – HOUSING & COMMUNITY CARE	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
17	<p><u>Reduction in Finance & Resources Staffing Levels and non-Staff Costs</u></p> <p>Year 1 – Non Staff Costs A sum of £20,000 uncommitted non-staff costs has been identified as a possible saving.</p> <p>Years 2/3 - Structural Review of Team As there are no other budget resources available within the Team it will be necessary to undertake a structural review of the team. This will impact on approx. 7/8fte posts across all Finance & Resources teams over financial years 2017/18 and 2018/19. The review will seek to deliver savings and address the reduction in staff capacity by embracing new technological solutions, identifying new ways of working, and developing revised procedures & processes over the next 18-24 months.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Reduction could be up to 7/8 fte posts. Total Staff 44.85fte, Vacancies 2.53fte, Fixed term contracts 1.00fte, Known retirees 0.0fte. Customer: The Service and Council will continue to receive the high standard of financial management information and scrutiny. There will be reduced flexibility in relation to reactive demands on the team. Equalities/Diversity: The workforce is predominantly female and under 50 years of age. Outcome and Performance: The review will seek to address the reduction in staff capacity by embracing new technological solutions, identifying new ways of working and developing revised procedures and processes over the next 18 – 24 months.</p>	20	25	184	0	1.0	7.0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
18	<p><u>Housing with Additional Support</u></p> <p>The gradual introduction of Housing with Additional Support placements across the Perth & Kinross area will see a fall in the number of people who will require placement in a residential or nursing home each year.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None</p> <p>Customer: People in the community who will require Housing with Additional Support to remain independent will be supported to live at home and prevent them being admitted to residential or nursing homes.</p> <p>Equalities/Diversity: The greatest majority of people accessing Housing with Additional Support are older, frailer individuals that require a high level of support to enable them to retain their independence in their own home. Consideration will also be made for younger adults with identified disabilities or long term conditions if they wish to be assessed for Housing with Additional Support.</p> <p>Outcome and Performance: To enable individuals to maintain their independence in their own home within a Housing with Additional Support complex. They will have a jointly agreed support package to meet their identified outcomes.</p>	80	80	90	0	0	0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
19	<p><u>Review of Independent Sector Retirement Housing Services</u></p> <p>Following a review of PKC run sheltered housing in 2012-13 a policy decision was endorsed by the Council to align provision to 5 distinct models of housing with support for older people: housing with care, very sheltered housing, sheltered housing, amenity housing, and retirement housing. At the lower support end of this range, Housing Associations in Perth & Kinross and the Council are interested in exploring the option of introducing a hybrid model of accommodation and support, which retains a housing support service for some tenants but allows others to opt out. Housing support would, thereafter, be purchased by Housing & Community Care on a spot purchase basis.</p> <p>There may be also be an option to explore the wider use of communal spaces within sheltered housing complexes for older people living in the community. This would include the retention of social inclusion and health & wellbeing activities to prevent isolation and encourage community engagement. Savings are proposed for 2017-2018 to allow time for planning and consultation, but delivery of the savings could possibly be achieved earlier.</p> <p>The savings will be dependent on the outcome of negotiations for a remodelled service which will need to be negotiated with RSLs hence this is a year 2 saving proposal.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None for PKC but potential implications for providers.</p> <p>Customer: There will be some reduction in staff hours and staffing alterations will need to be managed by the Housing Associations. For tenants of sheltered housing complexes this option will offer greater choice and flexibility as long as they are assured of their safety and security within complexes as the model changes.</p> <p>Equalities/Diversity: Tenants of sheltered housing are older, frail, and many have physical disabilities. Any change in the model and perceived reduction in service delivery model may have an impact on vulnerable older people.</p> <p>Outcome and Performance: Change to staffing arrangements in “sheltered” housing is often unpopular with residents and local communities and there may be negative public/press reaction locally to any proposed changes.</p>	0	38	0	0	0	0

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	SERVICE – HOUSING & COMMUNITY CARE	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
20	<p><u>Review of Community Safety</u></p> <p>Review of Community Safety budgets to include reduction in staff numbers, property costs, and third party payments.</p> <p>Property It is proposed to close the Community Wardens office in Tulloch Terrace, Perth and return it to Housing stock. Discussions are at an advanced stage with the Scottish Fire and Rescue Service to co-locate the Community Warden Service at the Perth Community Fire Station. This will enhance the opportunities for joint working. In addition, the Community Safety service is currently based within three units at St. Martins House, King Edward Street, Perth. It is intended to terminate the lease on one unit and consolidate the staff into the other units. At present the Unpaid Work Team are located in two locations, Westbank and St. Martins House. They will be co-located at Westbank. It is also proposed to terminate leasing arrangements on two car parking places.</p> <p>Third Party Payments Funding to cease for Legal Services in respect of costs of legal proceedings in anti-social behaviour cases, SACRO for Independent Mediation, Women's Aid, and RASAC for services they deliver in addressing the violence against women and girls agenda. All those affected by these proposed reductions in funding have been informed. In addition, it is proposed to reduce the budget available for the Community Safety and Environment Partnership.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Reduction of 2.29 fte posts. Total staff 75.67 fte, Vacancies 1.09 fte, Fixed term contracts 0.0 fte, Known retrials 1.6 fte. (Total fte's relates to CJS and Safer Communities excluding Community Wardens) Customer: Potential drop in performance in relation to the completion of court reports, etc. in time for court hearings. There may be adverse reaction from the community in Tulloch re</p>	119	36	149	1.29	0	1.0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
	<p>closure of local office.</p> <p>Equalities/Diversity: Funding has been used to fund new initiatives, deliver services, and equipment for vulnerable groups</p> <p>Outcome and Performance: Due to the small size of the individual teams, the loss of these posts will result in a 10% reduction in capacity for the Unpaid Work Team Case Managers, a 16% reduction for the Safer Communities Team Investigators, and a 5% reduction for the Criminal Justice Social Work Team. The reduction in posts will restrict the ability of the teams to absorb any additional work.</p>						

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
21	<p><u>Review of Service Provision at Arkbrae</u></p> <p>Ark Housing Association provides 10 residential care places and outreach support to 5 individuals in Perth (101 hours). It also provides housing support (303 hours) to 12 people with learning disabilities in Blairgowrie. This is a service transformation project as the Care Home model is currently being redesigned to provide short secure tenancies within a House for Multiple Occupation model.</p> <p>Budget reductions would be made by a combination of measures linked to:</p> <ol style="list-style-type: none"> 1 - the remodelling of the Care Home service, 2 - reviews of housing support packages in conjunction with community care staff. <p>The saving will be negotiated with the provider and community care staff to ensure a sustainable model of housing support for service users.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None for PKC but potential implications for providers. The current assumption is that 2fte posts would be lost as a result of this budget reduction although this would need to be managed by the provider and would ultimately depend on the model of support agreed.</p> <p>Customer: A sustainable model will be negotiated in partnership with the provider and Community Care colleagues.</p> <p>Equalities/Diversity: Likelihood that impact will be minimal and represent positive change for service users, offering greater choice and flexibility in the model of care and support received.</p> <p>Outcome and Performance: Risk that individual review of the needs and outcomes of service users will not result in a reduction in packages.</p>	0	49	0	0	0	0

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	SERVICE – HOUSING & COMMUNITY CARE	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
22	<p><u>Development of a Communities First Initiative</u></p> <p>Transformation Project No. 7</p> <p>The strategic vision for Communities First is to work alongside our communities to co-produce and provide more choice and control for individuals in their localities. It will be necessary to ensure that the most vulnerable individuals receive responsive quality care that is delivered locally, and in a personalised way.</p> <p>Councils face significant funding challenges over the next 5 years both in terms of reducing budgets and increasing demographics. In Perth & Kinross, it is anticipated that the number of older people aged 80+ will increase significantly over the next 5 years resulting in greater demand for community care assessments and care & support packages. A transformed model of delivery for Health and Social Care Services needs to encourage an approach which is targeted, supports the development of Personalisation, and working within communities.</p> <p>Communities First builds upon the principle that community resilience and empowerment are key to further developing and supporting people to live as independently as they can. It will enable a shift in public expectation from a needs led model to one which is preventative and asset based, resulting in individuals accessing services only when they need them.</p> <p>There are three core aspects to Communities First:</p> <ol style="list-style-type: none"> 1. Co-production 2. Self-service 3. Reshaping the market place <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Re-design of the current workforce across Community Care Services with a reduction of up to 19fte posts. The detailed staffing implications will not be known until the review is complete.</p> <p>Customer: Members of communities who may require Community Care Services in the</p>	72	522	0	2.0	17.0	0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17	17/18	18/19	16/17	17/18	18/19
		£'000	£'000	£'000	FTE	FTE	FTE
	<p>future and existing Community Care clients across all care groups.</p> <p>Equalities/Diversity: Communities First strives to build community resilience and empowerment and will engage with all members of communities to ensure equity of access to care and support services. The review of the eligibility criteria will ensure that people with lower priority needs are supported to access alternative provision whilst ensuring that those people with more complex needs receive the support appropriate to their circumstances.</p> <p>Outcome and Performance: Individuals will be supported to access provision which is individualised to them, meets their outcomes, and focusses on prevention rather than crisis intervention. Therefore the outcomes for individuals will be in line with self-directed support legislation and will ensure a shift in the balance of care. Quality monitoring will be undertaken to ensure an appropriate quality and performance of service provision is maintained.</p>						

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	SERVICE – HOUSING & COMMUNITY CARE	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
23	<p><u>Reduction in the level of external funding through Service Level Agreements</u></p> <p>A comprehensive review of funding to all 3rd Sector Groups and their respective contributions to our strategic priorities and outcomes will be undertaken. This review will be carried out in 2015/16 and will be followed by an approach to realign and reduce funding in line with current activity/demand for the services provided by individual organisations. This will prioritise 3rd party funding agreements to key strategic outcomes, and support voluntary organisations and community groups to diversify their funding base and access new income streams where appropriate.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None for PKC but potential implications for providers. Customer: None. Equalities/Diversity: None. Outcome and Performance: The capacity to deliver services will be reduced.</p>	56	0	0	0	0	0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
24	<p><u>Review of Community Care Day Services</u></p> <p>Transformation Project No. 40</p> <p>The key objective identified within this proposal is to increase locally based service opportunities for individuals to access support relevant to their identified outcomes through the rationalisation of current day care provision and development of more community based models across localities.</p> <p>New legislation such as Health and Social Care Integration and Self Directed Support creates the opportunity to review the provision of day services with partnership colleagues to provide greater choice and control, as well as achieving the identified savings through transformation. This review is necessary in order to manage the current and future financial constraints that we are faced with, whilst at the same time, enabling the Council to manage the shift in the balance of care. There is an increasing need to meet the demands of an increasing older population as well as those with more complex needs.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: The impact on the workforce will not be known until the conclusion of the review.</p> <p>Customer: Health & Social Care Integration, SDS and a person centred approach will provide opportunities for the partnership to work together to create alternative solutions in local communities for those accessing services.</p> <p>Equalities/Diversity: The proposed changes will enable a more equitable approach to be taken to the delivery of day services removing the barriers of access across client groups.</p> <p>Outcome and Performance: Individuals will have greater choice and control around how, and what, their support package will look like; provide community groups with the opportunity to diversify and build their business; and enable individuals to achieve their identified outcomes in line with the Scottish Government Health & Wellbeing framework.</p>	0	239	463	0	tbc	tbc

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
25	<p><u>Review of Older Peoples Residential Care Services</u></p> <p>Transformation Project No. 8</p> <p>Perth and Kinross has one of the highest projected population growth rates in Scotland with significant growth predicted in the number of older people, between the ages of 65-85 and over 85. It is therefore likely that the number of people requiring residential care will rise as the number of older frailer people living in Perth and Kinross grows. In light of these challenges it is necessary to fundamentally review how we deliver residential services for Older People.</p> <p>There are a number of key challenges facing Community Care including ongoing financial pressures, public sector reform, and implementation of a number of key pieces of legislation. The transformation of Older People's Services - Residential Care aims to outline how we will meet the demands of an increasing older population, manage the current and future financial constraints, as well as enabling us to manage the shift in the balance of care. The transformation will redesign Council provision in relation to direct Care Home provision and what this may look like in the future.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: The impact on the workforce will not be known until the conclusion of the review.</p> <p>Customer: Health & Social Care Integration provides the opportunity to look at alternatives to care home provision such as developing further, step-up, intermediate care and housing with additional support. This will be more in line with the Scottish Government health & wellbeing outcomes such as being able to live, as far as reasonably practicable, independently, and at home or in a homely setting as well as enabling us to ensure that those who use health and social care services are safe from harm.</p> <p>Equalities/Diversity: None. There is currently under utilisation of the private sector homes across Perth & Kinross. However, there is a risk due to capacity constraints in Perth city.</p>	0	0	696	0	0	tbc

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
	<p>Outcome and Performance: Private sector care homes will have the opportunity to grow their business however, work will require to be undertaken with them, to ensure that individuals are afforded choice of where to live if there is the necessity for relocation</p>						

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
26	<p><u>Review of Community Care Packages for Adults</u></p> <p>Transformation Project No. 22</p> <p>Community Care is committed to developing models of practice which enhance the individual's, their families, and community's assets to create more resilience and which is financially sustainable. The intention of this proposal is to work along with community care clients and their carers & families to develop financially sustainable care packages to allow community care clients to be supported, wherever possible, in a community setting in accordance with care strategies and the introduction of Personalisation. This will include optimising all community and family assets.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: The impact on the workforce will not be known until the conclusion of the review.</p> <p>See also Saving proposal no 30 which proposes to recommission the balance of services provided by the Supported Living Team not included in this saving.</p> <p>Customer: People who are currently being maintained in the community with high cost care packages will be offered alternative care arrangements.</p> <p>Equalities/Diversity: There is a risk of legal challenge, if the moves are felt to be contradictory to current legislation (principally Human Rights) as care strategies can be revised if required to reflect current circumstances. Such potential challenges can be mitigated by adopting a carefully managed and staged approach to delivering these savings.</p> <p>Outcome and Performance: More people moving into a care home. Current care home capacity for Learning Disability and Mental Health clients would need to be increased. Potential poorer outcomes for clients.</p>	150	662	560	0	tbc	0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
27	<p><u>Review of Temporary Accommodation for Homeless People</u></p> <p>Transformation Project No. 10</p> <p>There are 2 workstreams to this review – one looking at the in-house Perth & Kinross direct provision, and the other looking at the accommodation and support services provided by voluntary sector organisations via SLAs.</p> <p>a) <u>Homefirst</u></p> <p>The redesign of our in-house model of temporary accommodation will introduce a direct route for homeless people to move directly into settled accommodation thus reducing the need for current levels of temporary accommodation provision. This will see a comprehensive review of the current delivery and management of temporary accommodation, and arrangements for accessing mainstream and private sector accommodation, to plan and deliver a more cost effective partnership model – Home First. This would support homeless people, wherever possible, to move directly to their settled accommodation and thereby reduce the use and cost of temporary accommodation.</p> <p>The review will fully determine the detailed aspects of any future model of temporary accommodation in terms of the level of provision and operational arrangements. Initial proposals and estimated savings have been based on:-</p> <ul style="list-style-type: none"> • Remodelling of existing dispersed accommodation to a small number of properties to be used as step up/step down accommodation. • Review of Greyfriars Hostel service delivery model by introducing overnight security. • Review of RIO House. • Remodel Tayview to be managed as interim step up/step down accommodation. 	0	676	0	0	11	0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>		Net Saving			Staffing Implications																						
	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE																						
	<table border="1"> <thead> <tr> <th>Accommodation</th> <th>Current</th> <th>Home First Proposal</th> </tr> </thead> <tbody> <tr> <td>Greyfriars</td> <td>30</td> <td>30</td> </tr> <tr> <td>RIO</td> <td>8</td> <td>0</td> </tr> <tr> <td>Tayview</td> <td>8</td> <td>8</td> </tr> <tr> <td>Dispersed</td> <td>109</td> <td>20</td> </tr> <tr> <td>St Catherine's</td> <td>43</td> <td>43</td> </tr> <tr> <td>TOTAL</td> <td>198</td> <td>101</td> </tr> </tbody> </table>			Accommodation	Current	Home First Proposal	Greyfriars	30	30	RIO	8	0	Tayview	8	8	Dispersed	109	20	St Catherine's	43	43	TOTAL	198	101				
Accommodation	Current	Home First Proposal																										
Greyfriars	30	30																										
RIO	8	0																										
Tayview	8	8																										
Dispersed	109	20																										
St Catherine's	43	43																										
TOTAL	198	101																										
	<p>Impact Analysis and Risk Assessment Workforce: Potential reduction of 11fte staff. Total Staff 51.9fte, Vacancies 0.0fte, Fixed term contracts 0.0fte, Known retrials 0.0 fte.</p> <p>Customer:</p> <ul style="list-style-type: none"> • Potential increase in applicants applying as homeless could create capacity issues. • Potential increase in rent arrears. <p>Equalities/Diversity: No identified equalities/diversity issues.</p> <p>Outcome and Performance:</p> <ul style="list-style-type: none"> • Buy in from partners. • Increased rent arrears. • Private sector landlords buy in/market conditions. <p>b) <u>Review of Accommodation & Support Services Funded by SLAs</u></p> <p>There are three organisations currently providing “temporary” accommodation and support in Perth & Kinross for people who have been homeless.</p> <ul style="list-style-type: none"> • Skinnergate Hostel and satellite flats – 41 places. • CATH House – 16 places. 			0	45	56	0	0	0																			

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
	<ul style="list-style-type: none"> Anchor House – 25 places. <p>These services were developed in 2000-2003 as part of the Homelessness Strategy. Recent information indicates that all projects are experiencing a sharp down-turn in demand, and this runs parallel with the same trend for PKC managed temporary accommodation. The saving proposed reflects a link to current activity and future demand expectations for services and is directly linked with the saving proposal “Home First” (see above) which covers the PKC provided temporary accommodation services.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None for PKC but potential implications for providers.</p> <p>Customer: Reduction in budgets and provision are likely to impact on the staffing levels managed by local voluntary sector providers.</p> <p>Equalities/Diversity: Hostel provision is delivered to some of the most deprived people in the community. There is a need to ensure that the impact on vulnerable people is minimised and that access to housing and housing support services for some of the most deprived people in our communities is maintained.</p> <p>Outcome and Performance:</p> <ul style="list-style-type: none"> Risk to the viability of the revised service model if there is a future upturn in demand and a continuing need to provide support. Risk to the viability of some local organisations as a whole because of loss of business and turnover. Risk that demands on statutory services will increase. 						

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
28	<p><u>Review of Drug and Alcohol Support to the Homeless Service</u></p> <p>The increasing emphasis on “recovery” from substance misuse will, along with the redesign of Homeless Services, enable the Council to review the level of specialist drug and alcohol social work support to the homeless population in Perth and Kinross.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Reduction of 0.92fte post Total Staff 17.69fte, Vacancies 0.08fte, Fixed term contracts 0.58fte, Known retrials 0.0fte.</p> <p>Customer: There will be a direct impact on homeless people, although the Drug and Alcohol team, as well as locality teams, may be able to meet this need.</p> <p>Equalities/Diversity: This will impact on a very disadvantaged group in society. It also relies on the development of the ‘Home First’ programme to manage this.</p> <p>Outcome and Performance: It is expected that other community care teams will have to take on any additional work. This would be managed through integrated community services including Housing Services. The ‘Home First’ proposal should help manage some of the risks.</p>	0	41	0	0	0.92	0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
29	<p><u>Reduction in Housing Support Services Funded by SLAs – Floating Support</u></p> <p>The year 1 savings are already being achieved but it will take time to complete the further reviews and procure the alternative levels of service provision.</p> <p>Currently 1,100 hours per week of floating housing support are delivered across Perth & Kinross by 7 providers who support people to live independently in the community. The service provides a key preventative function:</p> <ul style="list-style-type: none"> • preventing homelessness for people at risk of losing their accommodation because of their support needs. • preventing the need for access to higher cost services such as health, social care, and criminal justice. • supporting recovery for people with mental health and/or substance misuse issues. <p>At any one time 277 people receive housing support which delivers on outcomes which can be achieved by focused, but time limited, support. This proposal sets out an approach to achieve a reduction in floating housing support funding that will meet current and future anticipated demand for these services. The review will examine the role and model of floating support across the three localities, the level of need for the service, and the current links with housing, community care, and health services. It will look at:</p> <ul style="list-style-type: none"> • the level of support offered, • the length of time support is offered, • generic vs specialist models of support, • links with tenancy support service, • eligibility criteria, • outcomes focussed support planning, • use of services across the three localities. <p><u>Impact Analysis and Risk Assessment</u></p>	41	0	81	0	0	0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>			Net Saving			Staffing Implications		
	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE			
	<p>Workforce: None for PKC but potential implications for providers.</p> <p>Customer: Depending on the outcome of the review and proposals for remodelling, there may be a reduction in housing support hours and staffing implications for the voluntary sector providers. However, it is possible that savings may be achieved by rationalising the number of providers and commissioning locality based services depending on local needs. Given the nature of the review proposal it is likely that the saving will be delivered through a retendering exercise and provider engagement will be key to ensuring a successful remodelling of the service. The wider impact on local economy if there are reductions in staffing and the impact that will have on the local job market are not quantifiable.</p> <p>Equalities/Diversity: Floating support services are delivered to some of the most vulnerable people in the community and there is a need to ensure that the impact on vulnerable people is minimised, and that equity of access to services for some of the most deprived people in our communities is maintained.</p> <p>Outcome and Performance:</p> <ul style="list-style-type: none"> • Service reduction presents a risk that demands on statutory services could increase because there is less availability of low level preventative housing support services. • Potential increase in homelessness and antisocial behaviour. • Risk that demand for floating support will increase and cannot be met because of a reduction in other services across the Council. • Risk of detrimental impact on critical strategic objectives related to 1) “recovery” agenda for people with mental health problems and drug and alcohol issues; 2) prevention of anti-social behaviour, 3) tenancy sustainment and related issues. 								

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
30	<p><u>Recommissioning of Supported Living Service for Learning Disability Clients</u></p> <p>The review of Community Care packages (see saving 26 above) will lead to a reduction in the number of people supported by the Supported Living Team. It is anticipated the number will reduce by approximately 50%. This proposal will see the cessation of the remaining in-house provision of care support and independently commissioning of the balance of 226 care hours at a standard hourly rate of £16.50.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Reduction of 13.42 fte Total Staff 32.43fte, Vacancies 2.64fte, Fixed term contracts 3.33fte, Known retrials 0.0fte.</p> <p>Customer: Clients would get new carers assisting them. Many clients will have been working with the same established team of carers for years.</p> <p>Equalities/Diversity: None.</p> <p>Outcome and Performance: Clients will have to build relationships with new carers.</p>	0	234	0	0	13.42	0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
31	<p><u>Reduction in Revenues & Benefits Team Budgets</u></p> <p>This saving equates to a loss of approximately 13.5 fte posts. Due to the uncertainty over actual specific detail/dates relating to the ongoing Welfare Reform agenda, any reduction in posts should take account of the need to retain an adequate level of skills and experience to ensure that the Council is prepared and can deliver in respect of its statutory duties.</p> <p>Impact Analysis and Risk Assessment Workforce: It is likely that this saving will require a reduction of 13.5 fte's across all Revenues & Benefits teams. Total Staff 89.73fte, Vacancies 0.40fte, Fixed term contracts 6.93fte, Known retrials 0.0fte A prudent approach to managing this reduction will be necessary to ensure that the Council retains the right mix of skills/experience needed in the medium/longer term. The Voluntary Severance Scheme, along with natural turnover and redeployment will provide opportunities to achieve the required reduction in staffing levels. Customer: The main risk/impact associated with deletion of posts in each service area is as follows: Benefits and Local Taxes:</p> <ul style="list-style-type: none"> • Reduction in overall level of service • Potential increased processing times • Potential incorrect/late rent statements and Council Tax bills • Potential increased debt • Loss of skilled staff to deal with the increased demand/complexities <p>Scottish Welfare Fund/Other Areas:</p> <ul style="list-style-type: none"> • Reduction in overall level of service • Poorer outcomes for the most vulnerable <p>Equalities/Diversity: No identified diversity or equalities issues at this stage. Outcome and Performance: The main risks/impact associated with each service area is as follows:</p>	30	30	248	1.0	1.0	11.5

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
	<p>Benefits and Local Taxes:</p> <ul style="list-style-type: none"> • A loss of key skilled staff –requiring remaining staff to broaden their skills. • An increased risk of financial penalty (e.g. subsidy loss) • Reduced income to the Council (e.g. rent, Council Tax, Non-Domestic Rates); <p>Scottish Welfare Fund/Other Areas:</p> <ul style="list-style-type: none"> • Difficulty in complying with regulated timescales for both Crisis and Community Care Grants. • Challenges around fulfilling our statutory duties. <p>Mitigation:</p> <p>Steps will be taken to mitigate the loss of the aforementioned posts. This section-wide approach enables the impact of the reduced staffing levels to be shared, thus balancing the associated risks with this. It enables us to distribute and retain essential skills where they are most needed. This will also lead to a broader skills base for staff in the longer term. This section-wide approach allows us to focus on priorities and changes, ensuring that we maximise opportunities for this Council (e.g. any new Welfare Benefit duties via the Scotland Bill).</p>						

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
32	<p><u>Implement the COSLA Income and Disregard Thresholds for Non Residential Care Services</u></p> <p>PKC currently adopts more generous age and income disregards for non-residential social care services charges than is recommended by COSLA. This saving proposal would see PKC adopt the COSLA thresholds and thus generate additional income from charges/client contributions. This saving is based on current care packages and depending on the outcome of the “Review of Community Care Packages for Adults” may not be wholly realisable.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: None.</p> <p>Customer: All married clients and clients below retirement age will see a reduced income threshold of between £42.50 and £83.00 per week. This means that there is the potential for clients to be asked to pay this amount extra in their contribution towards their care and support service.</p> <p>Equalities/Diversity: The change would affect all clients with the exception of single retirement-age clients, but would continue to follow national guidance produced by COSLA which is based on DWP benefit entitlement amounts. This is the same cohort of clients as were most affected by the introduction of the Contributions Policy in February 2014.</p> <p>Outcome and Performance: Adoption of COSLA recommended thresholds will result in some clients being asked to pay more towards the care and support services they receive. Some clients will also be asked to pay the first time.</p>	0	0	300	0	0	0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
33	<p><u>Phased Withdrawal of Safer Communities Team</u></p> <p>Withdrawal of the Community Wardens across the Community Safety Team over a two year period.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Total Staff 12.0 fte, Vacancies 0.0 fte, Fixed term contracts 0.0 fte, Known retrials 1.0 fte.</p> <p>Customer: Loss of visible community safety presence in communities. Danger of significant adverse publicity.</p> <p>Equalities/Diversity: Phased reduction in service to vulnerable groups especially the young/elderly</p> <p>Outcome and Performance: The Community Safety Wardens work with local residents to improve their safety and living standards. They act as a link to other agencies and work closely with area housing teams, Police Scotland, Scottish Fire and Rescue Service, local schools, youth clubs and voluntary groups in their patrol areas and Tenants and Residents Groups. They report on any issues/concerns that may have a detrimental effect on the wellbeing of communities. The phased withdrawal of the service will result in increased referrals to locality based staff and other agencies.</p>	0	145	145	0	6.0	6.0

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	<u>SERVICE – HOUSING & COMMUNITY CARE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
34	<p><u>Redesign of Reablement Service</u></p> <p>Commission Reablement services from external providers based on a specialised standard rate of £19 per hour.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Reduction of 64.5fte posts. Total staff 64.50fte's, Vacancies 2.90fts, Fixed Term Contracts 0.0fte, Known retrials 0.0fte.</p> <p>Customer: People who will continue to require intensive support to regain independence and confidence to live at home and regain skills to be involved in their community</p> <p>Equalities/Diversity: The greatest majority of people accessing Reablement are older, frailer individuals within the community</p> <p>Outcome and Performance: Individuals who previously would have been able to regain their independence following a period of Reablement may become more dependent on frontline services as they will not be supported to maximise their potential and achieve their outcomes.</p> <p>The Reablement Service is extremely successful in giving individuals the confidence to recover their ability to live independently. It is also successful in reducing demand on the mainstream homecare service. If Reablement is delivered by an independent sector organisation there is a risk of loss of control in relation to ensuring that standards of care and quality of delivery are being achieved, as well as limiting our ability to influence the shape of structure and consistent mandatory training for staff.</p> <p>Given the current difficulties being experienced by the independent sector in recruiting staff for mainstream Care at Home, if this level of training, consistency, and intensity is not maintained, the demand on frontline care at home services will increase due to fewer individuals being able to maximise their independence resulting in them returning home with a need for increased ongoing service. An increase in delayed discharges from hospital would also be a real possibility.</p>	0	450	466	0	32.0	32.5
	TOTAL	10,366	4,064	4,686	8.02	94.74	103.32

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	THE ENVIRONMENT SERVICE	Expenditure Pressure		
		2016/17 £'000	2017/18 £'000	2018/19 £'000
1	Corporate Savings Target	1,422	504	499
2	Waste Disposal. Increase in Landfill tax rate in line with inflation rates assumed in medium term financial plan (1.25% 16/17, 1.75% 17/18 & 2% 18/19).	25	35	40
3	Waste Disposal. Anticipated increase in contract gate fee rates in line with inflation rates assumed in medium term financial plan (1.25% 16/17, 1.75% 17/18 & 2% 18/19).	40	50	60
4	Winter Maintenance. Anticipated increase in standing charges and operational costs in line with inflation rates assumed in medium term financial plan (1.25% 16/17, 1.75% 17/18 & 2% 18/19).	45	65	75
5	Public Transport Tendered Services. Price increase arising from retendering exercise in 2016/17 (5%) and contract inflation in 2017/18 (1.75%) and 2018/19 (2%). All local bus service contracts are to be retendered for implementation early in 2016/17 financial year. Expenditure pressures for tender price increases are included for 2016/17 with contract inflation allowance for the next two years.	110	40	50

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	<u>THE ENVIRONMENT SERVICE</u>	Expenditure Pressure		
		2016/17 £'000	2017/18 £'000	2018/19 £'000
6	Fleet Management. Increase in loan charges arising from planned replacement programme.	400	0	0
7	Income shortfall for commercial rent This is principally accounted for by difficult to let commercial and industrial properties.	60	0	0
8	Income shortfall for Perth Harbour The revenue cost of operating Perth Harbour continues to exceed the income generated from harbour charges and dues. The Harbour working group continue to explore the options around the future of the harbour.	50	0	0
9	Street Lighting Introduction of a revised programme of electrical testing of street lighting in line with the Code of Practice.	40	0	0
10	Environmental Health - Local Authority burials. Increased number of local authority burials where no funding can be secured from family members.	40	0	0

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		Expenditure Pressure		
		2016/17 £'000	2017/18 £'000	2018/19 £'000
	<u>THE ENVIRONMENT SERVICE</u>			
11	<p>Refuse Collection.</p> <p>As a result of population increases a new crew is required to provide additional refuse collection capacity for housing developments. This is to meet both current and future demand to at least 2019/20.</p>	70	0	0
12	<p>IT Software & Licences</p> <p>Costs associated with increased reliance on IT systems.</p>	30	0	0
13	<p>Parking Services</p> <p>Increased provision for investment in car parking infrastructure. This is linked to a 10% increase in parking charges.</p>	0	100	0
14	<p>Community Greenspace</p> <p>Maintain funding for high impact visual amenity tourism areas.</p>	70	0	0
	TOTAL	2,402	794	724

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
1	<p>Procurement Savings</p> <p>Transformation Project No. 2</p> <p>Procurement savings generated from targeted reductions in price across a range of supplies, services and commodities.</p> <ul style="list-style-type: none"> • Fuel • Waste disposal contract • Sports pitch maintenance • Supplies and services <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.</p>	434	341	340	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
2	<p>Workforce/Productivity</p> <p>Transformation Project No. 6</p> <p>Workforce/productivity savings generated from mobile working and service review and redesign.</p> <ul style="list-style-type: none"> • Seven day working (Grounds Maintenance) • Review and Redesign of <ul style="list-style-type: none"> ○ Roads Maintenance Partnership ○ Transport Planning ○ Finance & Governance Support <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.</p>	57	140	113	1.0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
3	<p>Transformation Project – Review of Roads Activities</p> <p>Transformation Project No. 28</p> <p>Efficiency savings generated from a collaborative approach to all roads related activities.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified at the moment, although as the project develops this may change. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.</p>	0	0	200	0	0	0
4	<p>Reduction on property rates for operations depots</p> <p>The costs for property rates are lower than the current budget across all depots.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.</p>	25	0	0	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
5	<p>Introduce charging for street naming and numbering service.</p> <p>This would bring PKC in line with a third of Scottish Council's which charge for this service. This will generate an estimated income of £17K per annum.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: Potential resistance to paying for previously free service. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.</p>	17	0	0	0	0	0
6	<p>Improved, targeted approach to gully emptying.</p> <p>Recent investment in GPS mapping of gullies throughout the Council area and the subsequent provision of robust management information will provide the opportunity to target resources based on need and adjust frequency of cleaning accordingly.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified for PKC. Customer: No significant impact identified Equalities/Diversity: No significant impact identified Outcome and Performance: No significant impact identified.</p>	0	60	0	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
7	<p>Tayside Scientific Services.</p> <p>Review of service provision from Tayside Scientific Services. Benchmarking indicates that the same level of service can be procured at a cost of c£200k per annum (current budget £350k).</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.</p>	0	150	0	0	0	0
8	<p>Introduce parking charges for paid for spaces</p> <p>Introduce parking payment for staff and Councillors in charging zone areas of Perth city who currently receive paid for spaces.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: Potential resistance from those affected. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.</p>	50	50	0	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
9	<p>Increase in Car Parking Charges</p> <p>Increase parking charges by 10% on a biennial basis for on-street and off-street parking. Charges have not increased since 2012. This provides investment funding for car parks.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: Potential resistance from customers and business community. Equalities/Diversity: No significant impact identified. Outcome and Performance: Potential that customer base will drop off resulting in no real increase in income generated.</p>	0	100	0	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
10	<p>Non-statutory/Discretionary Charges.</p> <p>Increase non-statutory/discretionary charges across TES activities as follows:</p> <p>Bereavement Services – 3% per annum Regulatory Services – 3% per annum Pitches & Park events – 3% per annum Road Network Commercial Charges – 3% per annum</p> <p>Approximately £30k of the annual increase would be achieved through bereavement services.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: The increases in bereavement charges may have an impact on increasing the number of public health funerals. Outcome and Performance: Perth & Kinross Council currently charge one of the highest charges for bereavement in Scotland.</p>	40	40	40	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving	Staffing Implications				
			16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE
11	<p>Relocation of The Hub facility to Council owned building.</p> <p>Facility would be relocated at the expiry of the 5 year lease. Employability support would continue to be delivered from other Council premises achieving a saving in running costs (heat/power, rent, rates).</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.</p>	0	0	45	0	0	0
12	<p>Replace the Enhancing Opportunities Grant by using external funding sources</p> <p>This funding is used to upskill unemployed individuals through equipment and training. In future, this could potentially be funded by the European Social Fund (ESF)</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: No significant impact identified through use of ESF. Equalities/Diversity: No significant impact identified through use of ESF. Outcome and Performance: No significant impact identified through use of ESF.</p>	0	0	30	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
13	<p>Street Lighting. Removal of Night Scouting/Inspection.</p> <p>Cancellation of the night scouting facility for faulty street lighting, illuminated signs and bollards which is currently shared under the partnership arrangement with Dundee City Council. PKC is one of the last Councils in Scotland still providing this service.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: Increased onus on customers to report faulty lighting to the Council. Equalities/Diversity: No significant impact identified. Outcome and Performance: Potential reduced ranking in Association of Public Service Excellence (APSE) results.</p>	18	0	0	0	0	0
14	<p>Waste Strategy. 50% reduction in education and awareness budget.</p> <p>This links to the roll out of the 140 litre bins and will mean a reduction in mail drops, calendars etc. informing residents of collection times.</p> <p><u>Impact analysis and risk assessment</u> Workforce: No significant impact identified Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: Potential impact on recycling rates.</p>	25	0	0	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
15	<p>Waste Strategy. Further 50% reduction (total 100%) in education and awareness budget.</p> <p>This represents a 100% reduction in the budget for mail drops, calendars etc which can only be achieved in 2018/19 after the full roll out of the 140 litre bin programme.</p> <p><u>Impact analysis and risk assessment</u> Workforce: No significant impact identified Customer: Customers to access waste collection information online. Equalities/Diversity: No significant impact identified. Outcome and Performance: Potential impact on recycling rates</p>	0	0	24	0	0	0
16	<p>Review charges to organisers for events on council ground.</p> <p>Charge event organisers for the set up and clean up activities and provision of public toilets for events across all Council owned land area.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: Potential increase in complaints from community groups as costs to manage and maintain events will be passed on to them resulting in higher costs for events. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.</p>	29	0	0	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>		Net Saving			Staffing Implications		
			16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
17	<p>Redesign of Corporate Asset Management Team.</p> <p>Review and restructure of the Corporate Asset Management Team.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Staffing reduction (1 from 7 FTE). Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: Impact mitigated by current investment in systems development.</p>	35	0	0	1.0	0	0	
18	<p>Redesign of Admin & Clerical Support.</p> <p>Review and restructure of management arrangements in the Administration Team.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Reduction of 1 FTE (1 from 41 FTE). Customer: Reduced capacity at management level to meet Service needs. Equalities/Diversity: No significant impact identified. Outcome and Performance: Reduced capacity to meet current and future work demands in respect of administration support and Service performance management.</p>	50	0	0	1.0	0	0	

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
19	<p>Redesign of Regulatory Services.</p> <p>Review and reduction of management arrangements from 4 specialised teams to 3 more generalist teams, using multi skilled officers across all Environmental Health and Consumer Protection areas.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Reduction of 1 FTE (1 from 5 FTE). Customer: Reduced capacity to deal with customer complaints. Equalities/Diversity: No significant impact identified. Outcome and Performance: Reduction in reactive and proactive work. Reduced capacity to meet current and future work demands and support high profile events requiring significant staff resource input from TES. Potential impact on any future re-modelling of Trading Standards.</p>	0	0	45	0	0	1.0
20	<p>Roads Maintenance. Reduce sign maintenance (35% of budget).</p> <p>Reduce the frequency of cleaning/replacement of dirty/damaged signage.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: Reduced visual amenity and poor impression of Council area. Increased complaints from public. Equalities/Diversity: No significant impact identified Outcome and Performance: No significant impact identified.</p>	20	0	0	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
21	<p>Reduce verge maintenance contract by 50%</p> <p>The current contract is for two cuts per year. This is a reduction to one cut however those areas where roads safety issues have been identified will remain a priority.</p> <p><u>Impact analysis and Risk assessment</u> <u>Workforce:</u> No significant impact identified. Customer: Experience from previous budget reductions in this area of activity resulted in an increase in complaints from road users and community groups Equalities/Diversity: No significant impact identified. Outcome and Performance: Road safety will be maintained by prioritisation of visibility splays.</p>	100	0	0	0	0	0
22	<p>Remove shrubs & herbaceous borders budget.</p> <p>100% reduction in budget for shrubs and herbaceous borders resulting in no replacement shrubs or herbaceous plants when plants die off and/or are damaged and require to be removed.</p> <p><u>Impact analysis and risk assessment</u> <u>Workforce:</u> No significant impact identified. Customer: Potential reduction of visual amenity. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.</p>	26	0	0	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>		Net Saving			Staffing Implications		
			16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
23	<p>Remove budget for VisitScotland SLA for Perthshire Marketing Campaign</p> <p>PKC provides funding to VisitScotland to undertake specific Perthshire-focussed national marketing campaigns each Spring and Autumn – this budget will be removed.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: - No significant impact identified. Customer: - VisitScotland will cease marketing Perthshire specifically to visitors although the Council area will continue to be featured in more generic VisitScotland campaigns Equalities/Diversity: - No significant impact identified. Outcome and Performance: Potentially reduced awareness of Perthshire as a unique visitor destination.</p>	37	0	0	0	0	0	
24	<p>Review and redesign of Community Economic Development.</p> <p>Activity (without any budget) will transfer into a new Corporate Community Development Team as grants will end. Outwith Perth, LEADER is a potential source of match funding if communities can secure 50% of project costs from other sources.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Current fixed term post expires March 2016. Customer: Alternative resources are available, such as Perth and Kinross Association of Voluntary Services, are available to deliver this function Equalities/Diversity: - No significant impact identified. Outcome and Performance: No significant impact identified.</p>	0	40	0	0	0	0	

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
25	<p>Removal of Corporate Financial Assistance grant funding.</p> <p>Grant support will cease for areas such as Bloom Groups, village halls and other community based initiatives.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Current fixed term post expires 2016. Customer: Fewer project funding opportunities beyond Common Good and LEADER. This is inconsistent with requirements of the new Community Empowerment Act. Equalities/Diversity: No significant impact identified. Outcome and Performance: Reduced community capacity for local initiatives.</p>	122	0	0	0	0	0
26	<p>Remove provision for Recycling Point ground works.</p> <p>Removal of budget provision for new or replacement ground works at Recycling Points. This would mean potential closures if the ground becomes uneven, due to public safety issues.</p> <p><u>Impact Analysis and risk assessment</u> Workforce: No significant impact identified Customer: Deterioration in Recycling Point facilities. Potentially uneven surfaces making it more difficult for the public to use facilities. Equalities/Diversity: No significant impact identified. Outcome and Performance: No new or replacement ground works to support bells, banks and containers.</p>	0	0	23	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
27	<p>Winter Maintenance. Remove 3 purpose built gritters (PBGs) and replace with operational lorry with demountable gritter body.</p> <p>Currently 38 gritters/ploughs available. By not replacing 3 purpose built gritters (PBG) with new ones but using an operational lorry (tipper lorry), savings will be made on depreciation and maintenance costs as some of this will be borne by routine road works cost recovery during rest of the year outwith winter period. As these lorries are currently assigned to Category 2 routes we will have less resource to complete the category 2 network every day (12k per vehicle = £36k).</p> <p>PBG standing charges = £51k minus operational lorry standing charges of £29k, category 2 route operational savings = £36k</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: Potential increase in complaints. Some routes may take longer to clear particularly during severe weather and may impact on school transport. Equalities/Diversity: No significant impact identified. Outcome and Performance: Fleet of gritters/ploughs down from 38 to 35 with reduced resilience in times of severe weather as 3 fewer gritters available for Category 2 network. Increased risk of breakdowns for operational vehicles as not specifically designed to clear snow.</p>	0	48	0	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
28	<p>Winter Maintenance. Increase route gritting times to 3 hours across the area for Category 1 routes.</p> <p>If previous Winter Maintenance saving is taken 35 gritters/ploughs will be available. By increasing the gritting route times we can reduce the number of gritters and men required to provide the service by 1 gritter per depot (4 in total). Standing Charges = £73k, Standby costs = £19k, Overtime costs =£27k (currently 30 minutes paid between 07:30 and 8am)</p> <p>This will bring PKC in line with many other Councils who already have a three hour treatment timescale for Cat 1 routes.</p> <p><u>Impact Analysis and Risk Assessment</u> <u>Workforce: No significant impact for PKC.</u> Customer: Potential increase in complaints. Will take longer to treat routes so many rural routes currently gritted by 07:30 will not be gritted prior to school/work travel (08.00). Equalities/Diversity: No significant impact identified. Outcome and Performance: This in conjunction with the previous option will bring fleet of gritters/ploughs down to 31 with reduced resilience in times of severe weather. As a result of later Cat 1 completion this will have a knock on effect on Cat 2 route start times as the vehicles finish Cat 1 and move onto Cat 2. This may impact on school transport.</p>	0	119	0	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
29	<p>Winter Maintenance. Remove a further 3 purpose built gritters and replace with operational lorry with a demountable gritter body.</p> <p>If the two previous Winter Maintenance savings are taken, 31 gritters/ploughs will be available. By not replacing a further 3 purpose built gritters (PBG) with new ones but using an operational lorry (tipper lorry), saving will be made on depreciation and maintenance costs as some of this will be borne by routine road works cost recovery during rest of the year outwith winter period. There will also be operational cost savings as we will have less resource to complete the category 2 network every day (12k per vehicle = £36k). PBG standing charges = £51k minus operational lorry standing charges of £29k, category 2 route operational savings = £36k</p> <p>The overall impact is 10 fewer gritters for the Category 2 network.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: Potential increase in complaints. Some routes may take longer to clear particularly during severe weather and may impact on school transport. Equalities/Diversity: No significant impact identified. Outcome and Performance: Increased public complaints. This in conjunction with previous 2 options will bring fleet of gritters/ploughs down to 28 with significantly reduced resilience during normal working hours as 10 fewer gritters available for Cat 2 network. Increased risk of breakdowns for operational vehicles as not specifically designed to clear snow.</p>	0	48	0	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
30	<p>Removal of backfill arrangements for Operations.</p> <p>Reduction of 3 posts to backfill important posts, mostly drivers on holiday or sickness absence.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: Reduction in workforce capacity and flexibility may mean some Street Sweeping services not being delivered.</p>	63	0	0	0	0	0
31	<p>Change in provision to Comfort Schemes.</p> <p>Introduce new comfort schemes in location of the 7 remaining attended public toilets and close existing facilities. Savings on utilities, planned maintenance and potential capital receipts for buildings.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Reduction of 14 FTE from 14. Customer: Potential impact if alternative provision through Comfort Schemes cannot be secured. Equalities / Diversity: Potential impact on people with medical conditions or disabilities if Comfort Schemes cannot be sourced. Outcome & Performance: Perceived loss of amenity.</p>	0	0	170	0	0	14.0

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	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
32	<p>Closure of North Inch golf course.</p> <p>Close North Inch golf course and reinstate ground to parkland.</p> <p><u>Impact Analysis and Risk Assessment</u> <u>Workforce:</u> Reduction of 3 FTE from 3 (all fixed term to March 2016). <u>Customer:</u> Existing season ticket holders and 'pay and play' users will require to find alternate provision. <u>Equalities / Diversity:</u> No significant impact identified. <u>Outcome & Performance:</u> Loss of provision of an historical golf course facility.</p>	100	0	0	3.0	0	0
33	<p>Public Transport.</p> <p>10% reduction in Tendered Services budget – the Service will focus on routes with low footfall or where they are commercially viable.</p> <p><u>Impact Analysis and Risk Assessment</u> <u>Workforce:</u> No significant impact identified. <u>Customer:</u> Reduction in public transport travel opportunities. <u>Equalities/Diversity:</u> Reduced local bus service timetables may have potential impact in terms of increased social exclusion and employability, particularly in rural areas. <u>Outcome and Performance:</u> Further contraction of the bus network, particularly for off-peak, evenings and Sunday services. Potential impact on some peak hour services including routes addressing work, education and health related needs.</p>	220	0	0	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
34	<p>Removal of maintenance of non-statutory Illuminated Signs and 9% reduction in reactive maintenance for street lighting.</p> <p>No repair of non-statutory illuminated signs, bollards etc. when lamps fail and fewer street lights repaired when reported as faulty.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Approx 1 FTE Tayside Contracts staff. Customer: Potential increase in number of public complaints and calls. Equalities/Diversity: No significant impact identified Outcome and Performance: Delay in the repair of street lights.</p>	22	0	22	0	0	0
35	<p>50% reduction in Planned Maintenance budget for Community Greenspace.</p> <p>50% reduction in planned maintenance activities for general repair and maintenance in public parks and open spaces (benches, fencing, groundworks etc)</p> <p><u>Impact analysis and risk assessment.</u> Workforce: No significant impact identified. Customer: Risk of more complaints arising from reduced amenity of sites. Equalities/Diversity: No significant impact identified. Outcome and Performance: Loss in environmental quality of public space. Decline in the management of greenspace assets and a poorer quality of environment. Impact on asset management due to reduced proactive maintenance.</p>	62	0	0	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
36	<p>50% reduction in Play Areas budget for Community Greenspace.</p> <p>50% reduction in play area maintenance budget for general repair and maintenance of play equipment</p> <p><u>Impact analysis and risk assessment</u> Workforce: No significant impact identified. Customer: Risk of more complaints due to less maintenance. Some play equipment items may need to be removed if not maintained properly. Equalities/Diversity: No significant impact identified. Outcome and Performance: Reductions would see a further decline in the management of greenspace assets and a poorer quality of environment. Impact on asset management due to reduced proactive maintenance. Reduced number of play equipment items and potential closure of some play areas.</p>	26	0	0	0	0	0
37	<p>50% reduction in In Bloom Group budget.</p> <p>50% reduction in payments to in-bloom groups to support local community environmental initiatives</p> <p><u>Impact analysis and risk assessment</u> Workforce: No significant impact identified. Customer: The 50% reduction of funding to the "in bloom" groups would potentially reduce the levels of volunteering support currently enjoyed by the Council. Equalities/Diversity: No significant impact identified. Outcome and Performance: Loss in environmental quality of public space.</p>	21	0	0	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
38	<p>Structures. Reduce funding for landslips / retaining wall collapses.</p> <p>50% reduction in the level of funding to deal with landslips and retaining wall collapses from the £200k recurring additional budget allocation which was introduced in 2014/15.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: No significant impact identified.</p> <p>Customer: Some roads may require temporary closures should there be any retaining wall collapse or landslips, whilst a practical solution and funding is determined.</p> <p>Equalities / Diversity: No significant impact identified.</p> <p>Outcome & Performance: Road network could be restricted if retaining wall collapses or landslips occur. Full £200k was spent in 2014/15.</p>	100	0	0	0	0	0
39	<p>Reduce white lining refresh (30% of budget).</p> <p>Reduce volume of lining “non essential/statutory” refresh on the network e.g. edge lines, centre lines etc. Statutory requirements such as Stop, Give Way and arrows will be continued.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: No significant impact identified. Works carried out by external contractor.</p> <p>Customer: Impact on appearance of road network.</p> <p>Equalities/Diversity: No significant impact identified</p> <p>Outcome and Performance: Requires a change in policy.</p>	70	0	0	0	0	0

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	THE ENVIRONMENT SERVICE		Net Saving			Staffing Implications		
			16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
40	<p>Roads Maintenance. Reduce ditch maintenance (20% of budget).</p> <p>Review the existing strategy for ditch cleaning, reducing the frequency to less than the current target of 10 years. This will require a change in the current policy.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Approx 0.5 FTE Tayside Contracts staff. Customer: Rural roads may have more standing water for longer periods. Equalities/Diversity: No significant impact identified. Outcome and Performance: More standing water/flooding could impact on the carriageway condition.</p>	60	0	0	0	0	0	
41	<p>Roads Maintenance. Reduce reactive repairs to defects (16% of budget).</p> <p>Increase the intervention level for defect repairs e.g. from 40mm in road to 60mm and thus reduce the level of reactive repairs carried out. This will require a change in the current policy.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Approx 4 FTE Tayside Contracts staff. Customer: Potential impact on impression of Council area. Equalities/Diversity: Increased risk to visually and mobility impaired individuals. Outcome and Performance: Accelerated deterioration of road network surface requiring higher cost/premature capital investment.</p>	120	0	0	0	0	0	

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	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
42	<p>Traffic and Network.</p> <p>Reduce activity in the following:</p> <ul style="list-style-type: none"> • Reduce the number of times Traffic Regulation Orders (TROs) are advertised from 3 to 2 times per annum. (£10k) • Reduce routine maintenance of traffic signal installations. (£30k) • Reduce accident investigation and prevention works. Sites will continue to be identified and prioritised but fewer sites will be able to be given treatment. (£16k) <p>Remove activity in the following:</p> <ul style="list-style-type: none"> • Remove anti skid budget. (£15k) • Remove traffic engineering budget for ad hoc requests from Elected Members, Community Councils and members of the public for improvements such as signage and road markings etc. (£39k) <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified Customer: Delays for key stakeholders requesting TRO measures. Requests for traffic engineering works will not be fulfilled. Potential increase in complaints as traffic signals will not be maintained to current standard. Equality/Diversity: No significant impact identified Outcome and Performance: Increased breakdowns and signalised junctions failing to operate correctly over time. Potential risk of more accidents and a higher risk of the Council not meeting the Government's accident reduction targets.</p>	38	36	36	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
43	<p>Public Transport.</p> <p>Further 10% reduction (cumulative 20%) in Tendered Services budget.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: Reduction in public transport travel opportunities. Equalities/Diversity: Reduced local bus service timetables will have potential impact in terms of increased social exclusion, particularly in rural areas. Outcome and Performance: Further contraction of the bus network, particularly peak services, including routes addressing work, education and health related needs. Only skeleton Sunday and evening services will remain on some corridors.</p>	0	0	220	0	0	0
44	<p>Grounds Maintenance. Remove provision for the service at peak summer.</p> <p>These staff provide cover for peak summer workload tasks such as vegetation cutting on rights of ways, summer bedding planting and watering, along with holiday cover.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: There is evidence that the previous 10% reduction in work force (2011) impacted on residents` and visitors` perceptions of our green spaces with a 50% increase in complaints at the peak of the growing season. Equalities/Diversity: No significant impact identified Outcome and Performance: During the summer period there will be an impact on summer bedding planting, grass cutting and holiday cover. Increased levels of public complaints due to reduction in service delivery, reduction in Land Asset Management System score.</p>	67	0	0	0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
45	<p>Redesign of Corporate Health & Safety.</p> <p>Review and restructure of team. Workload of 3 Health and Safety Advisers will reduce when new model implementation moves to maintenance and the Brightwave e-learning module will reduce face to face training commitments.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Staffing reduction (1 from 9.25 FTE). Customer: Minor impact may occur during transition. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.</p>	0	0	37	0	0	1.0
46	<p>Investment Team. Redesign of Estates team.</p> <p>Review and reduction of Estates team.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Reduction of 1 FTE (1 from 10 FTE). Customer: No significant impact identified. Equalities/Diversity:- No significant impact identified. Outcome & Performance: Potentially increased timescale to complete sales/acquisitions and rent reviews. Reduced capacity to meet current and future work demands in respect of Estates Management and Commercial Property Investment Programme and support to Corporate transformation projects (eg property asset management).</p>	72	0	0	1.0	0	0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
47	<p>Building Standards. Staffing reduction.</p> <p>Reduction in headcount by 1 FTE following retirement.</p> <p><u>Impact Analysis and Risk Assessment</u> <u>Workforce: 1 FTE (1 from 18 FTE).</u> Customer: Potential increased timescale for building warrants and completion certificates although performance levels are amongst the highest in Scotland. Equalities/Diversity: No significant impact identified. Outcome and Performance: Potential reduction in performance. Reduced capacity to meet current and future work demands and support high profile events requiring significant staff resource input from TES.</p>	0	45	0	0	1.0	0
48	<p>Redesign of Traffic and Network team.</p> <p>Review and reduction of Traffic and Network team.</p> <p><u>Impact Analysis and Risk Assessment</u> <u>Workforce: Reduction of 1 FTE (1 from 14 FTE).</u> Customer: Risk of lower service and increased response times to customer. Equalities/Diversity: No significant impact identified. Outcome and Performance: Less capacity and resilience within team.</p>	0	0	40	0	0	1.0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
49	<p>Redesign of Waste Services and Community Greenspace.</p> <p>Review and restructure of team.</p> <p><u>Impact analysis and risk assessment</u></p> <p>Workforce: Reduction of 2 FTEs (2 from 36 FTE). Customer: Potential increase in complaints from Service users and community groups. Equalities/Diversity: No significant impact identified. Outcome and Performance: Frontline services and projects will be subject to increased prioritisation. Reduced capacity and resilience. Reduced capacity to meet current and future work demands and support high profile events requiring significant staff resource input from TES.</p>	0	0	60	0	0	2.0
50	<p>Redesign of Public Transport Unit.</p> <p>Review and reduction of staffing support.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Staffing reduction (1 from 10 FTE). Customer: Reduced capacity to organise and manage transport contracts and respond to operational issues and complaints. Equalities/Diversity: No significant impact identified. Outcome and Performance: Impact on the management of transport contracts. Reduced capacity to meet current and future work demands. Impact on other service contracts (eg school transport).</p>	0	0	37	0	0	1.0

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	<u>THE ENVIRONMENT SERVICE</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
51	<p>Street Sweeping. Reduction in activity.</p> <p>Reduction of 11 staff and 2 supervisory staff. Staff predominantly undertake street sweeping duties but also provide holiday/sickness cover across Operations.</p> <p>1 x Supervisor, Perth (17/18) 1 x Foreman, Perth (17/18) 7 x Operatives, Perth (5 in 16/17, 2 in 17/18) 4 x Operatives, one each from, Blairgowrie, Crieff, Kinross and Pitlochry (17/18)</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: Reduction of 13 FTE from 76 (6 vacant). Customers: Reduction in cleanliness noticed within our city, towns and villages. Equalities/Diversity: No significant impact identified. Outcome and Performance: Impact on activities such as refuse collection, recycling centres, grounds maintenance, winter maintenance and public toilets. Increased levels of public complaints due to reduction in service delivery. Reduction in LEAMS score.</p>	96	135	0	5.0	8.0	0
	TOTAL	2,222	1,352	1,482	12.0	9.0	20.0

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	SERVICE: <u>PROPERTY</u>	Expenditure Pressure		
		2016/17 £'000	2017/18 £'000	2018/19 £'000
1	Corporate Savings Target	396	140	139
2	Property Maintenance. Anticipated increase in contract rates in line with inflation rates assumed in medium term financial plan (1.25% 16/17, 1.75% 17/18 & 2% 18/19).	50	60	80
3	Property Maintenance. Increase property maintenance provision for Perth Concert Hall and Perth Theatre.	77	0	120
	TOTAL	523	200	339

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	<u>SERVICE: PROPERTY</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
1	<p>Procurement</p> <p>Procurement savings generated from targeted reductions in price across a range of supplies, services and commodities.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.</p>	175	68	67	0	0	0
2	<p>Property Asset Management</p> <p>Transformation Project No. 1</p> <p>Property asset management savings generated from property estate rationalisation.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.</p>	0	190	605	0	0	0

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	<u>SERVICE: PROPERTY</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
3	<p>Facilities Management</p> <p>Review of facilities management requirements post completion of Perth Office Programme.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Reduction of 2 FTE (none vacant). Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: Reduced number of offices in Perth City resulting in more efficient facilities management.</p>	0	60	0	0	2.0	0
4	<p>Energy Management</p> <p>Energy Performance Certificate payments. Budget £50k. Survey requirement for 250m2 buildings £20k in 16/17 and 100m2 buildings £10k in 18/19. 100% saving in budget from 19/20 onwards.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: Improved carbon reduction performance.</p>	30	0	10	0	0	0

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	<u>SERVICE: PROPERTY</u>	Net Saving			Staffing Implications		
		16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE
5	<p>Energy Management - Electricity 3% annual saving in electricity usage (14/15 baseline) as a result of consumption monitoring and investment in energy reduction initiatives. <u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: Improved carbon reduction performance and cost mitigation as a result of investment initiatives.</p>	66	64	62	0	0	0
6	<p>Energy Management – Gas/Oil/Biomass 3% annual saving in gas/oil/biomass usage (14/15 baseline) as a result of consumption monitoring and investment in energy reduction initiatives. <u>Impact Analysis and Risk Assessment</u> Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: Improved carbon reduction performance and cost mitigation as a result of investment initiatives.</p>	42	37	35	0	0	0
	TOTAL	313	419	779	0	2.0	0

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		<u>CORPORATE & DEMOCRATIC SERVICES</u>		
		Expenditure Pressures		
		16/17 £000	17/18 £000	18/19 £000
1	<u>Contribution to Corporate Savings Exercise</u>	483	183	193
2	<p><u>Loss of Perth & Kinross Heritage Trust Income</u></p> <p>The Council currently provides the Treasurer and Company Secretary to the Trust and receive an income for this service. As from the 1 April 2016 the Trust will source these services from an external supplier.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None. Customer: None. Equalities/Diversity: None. Outcome and Performance: None.</p>	10	0	0
3	<p><u>Corporate Procurement Team</u></p> <p>The level of subscriptions payable to Tayside Procurement Consortium and Scotland Excel has increased gradually over recent years with no corresponding increase in budgetary resources allocated. As a consequence these increases have, year on year, been funded from staff slippage. Given the cumulative effect of previous increases and those now being notified for 2016/17, coupled with there currently being no vacancies in the team, such an arrangement is no longer sustainable.</p>	23	0	0
	TOTAL	516	183	193

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	<u>CORPORATE & DEMOCRATIC SERVICES</u>	Net Saving			Staffing Implications		
		16/17 £000	17/18 £000	18/19 £000	16/17	17/18	18/19
1	<p><u>Procurement</u></p> <p>Procurement savings generated from targeted reductions in price across a range of supplies, services and commodities.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: Minimal Equalities/Diversity: There are no identified equality or diversity issues. Outcome and Performance: Minimal</p>	50	0	0	0	0	0
2	<p><u>Workforce and Productivity</u></p> <p>Workforce / productivity savings generated from mobile working and service review & redesign.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: This will be achieved through approved workforce management measures. Customer: Minimal Equalities/Diversity: There are no identified equality or diversity issues. Outcome and Performance: Minimal</p>	26	31	21	0	0	0

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	<u>CORPORATE & DEMOCRATIC SERVICES</u>	Net Saving			Staffing Implications		
		16/17 £000	17/18 £000	18/19 £000	16/17	17/18	18/19
3	<p><u>Supplies & Services Efficiency Saving</u></p> <p>Savings have been identified within the Supplies and Services budget through reviewing work practices and service delivery, targeting areas where new working practices have allowed for a reduction in supplies and services expenditure. These include introducing a digital solution for the publication of Perth and Kinross News which allows for an increase from 2 issues to 3 issues per year and also generated a saving in the Corporate communications budget of £12k; the retender exercise for the Council's Occupational Health contract created a saving of £12k; the Care First Counselling contract ceases in 2016/17 and re-specifying the contract from an employee led service to a management led referral based service will generate a saving of £12k.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None identified at this stage Customer: None identified at this stage Equalities/Diversity: No issues identified Outcome and Performance: None identified at this stage</p>	80	4	0	0	0	0
4	<p><u>Increase the Corporate and Democratic Services Staff Slippage Target</u></p> <p>Increase in Corporate and Democratic Services staff slippage to 3% of staff costs to reflect slippage currently being generated.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: This will be achieved through approved workforce management measures. Customer: Minimal Equalities/Diversity: There are no identified equality or diversity issues. Outcome and Performance: Minimal</p>	147	0	0	0	0	0

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	<u>CORPORATE & DEMOCRATIC SERVICES</u>	Net Saving			Staffing Implications		
		16/17 £000	17/18 £000	18/19 £000	16/17	17/18	18/19
5	<p><u>Transformation</u></p> <p>A review of all areas of activity within Corporate and Democratic Services is being undertaken realising at least a 2.4% reduction in staff costs. This will be achieved by undertaking reviews across all functions of Corporate and Democratic Services; the re-prioritisation of existing workloads; a reallocation of duties; the non-filling of posts as post holders retire and the deletion of vacant posts.</p> <p><u>Impact Analysis and Risk Assessment</u> <u>Workforce:</u> Reduction in 7.15 FTE posts of which 5.35 FTE are currently vacant. <u>Customer:</u> Minimal <u>Equalities/Diversity:</u> There are no identified equality or diversity issues. <u>Outcome and Performance:</u> Minimal</p>	56	24	35	3.43	1.92	1.8

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	<u>CORPORATE & DEMOCRATIC SERVICES</u>	Net Saving			Staffing Implications			
		16/17 £000	17/18 £000	18/19 £000	16/17	17/18	18/19	
		6	8	0	0	0	0	0
		<p><u>Reduction in the Council's Contribution to the fulltime Unison Branch Secretary post.</u></p> <p>The Council currently funds 80% of the salary costs for the Unison Branch Secretary post, with the branch paying the other 20%. The Perth & Kinross Unison Branch supports members who work for a number of employers within Perth and Kinross. This would be the first time the budget has been reduced since the arrangement came into effect in 1996. The reduction in funding has been discussed and agreed with the Unison Branch and in order to maintain a full time position they will fund the reduction of £8k. The Council currently pays a total of £22k towards this post. In previous years, paid facility time has also been reduced for other trade unions who cover the PKC workforce.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None identified at this stage Customer: None identified at this stage Equalities/Diversity: No issues identified. Outcome and Performance: None identified at this stage</p>						

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	<u>CORPORATE & DEMOCRATIC SERVICES</u>	Net Saving			Staffing Implications		
		16/17 £000	17/18 £000	18/19 £000	16/17	17/18	18/19
7	<p><u>Income</u></p> <p>Increase non-statutory/discretionary charges across a number of Corporate and Democratic Services activities as follows:</p> <p>Registration Services - £5k Legal Services - £20k</p> <p><u>Impact Assessment and Risk Assessment</u> Workforce: None identified at this stage Customer: None identified at this stage Equalities/Diversity: None identified Outcome and Performance: None identified at this stage</p>	5	20	0	0	0	0
8	<p><u>Procurement Reform Review</u></p> <p>The Service has renegotiated a number of IT contracts, reducing overall contract costs.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: None Equalities/Diversity: None Outcome and Performance: None</p>	60	0	0	0	0	0

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	<u>CORPORATE & DEMOCRATIC SERVICES</u>	Net Saving			Staffing Implications		
		16/17 £000	17/18 £000	18/19 £000	16/17	17/18	18/19
9	<p>Reduction of IT Technical Support and IT Training</p> <p>Reducing this budget by £5K (4.6% of this budget) will have a small impact on the Service's ability to support the ICT infrastructure. Reducing this budget from by £5K (1.5% of this budget) will have a small impact on the Service's ability to support the Council's ICT Infrastructure.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: Minimal Equalities/Diversity: None Outcome and Performance: Minimal</p>	10	0	0	0	0	0
10	<p>Management Information Systems (MIS)</p> <p>Supports MIS across ECS, mainly SEEMIS for schools. The development of SEEMIS and improved Management Information outputs developed across ECS over the last number of years has led to a reduction in the support required in this area. The total budget for this area is £300,000.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Achieved by not filling a vacant post. Customer: None Equalities/Diversity: None Outcome and Performance: None</p>	77	0	0	1	0	0

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	<u>CORPORATE & DEMOCRATIC SERVICES</u>	Net Saving			Staffing Implications		
		16/17 £000	17/18 £000	18/19 £000	16/17	17/18	18/19
		11	<p>Reduction in IT resources</p> <p>A reduction in complement of 3 FTE out of a total of 79.11 FTE will have a major affect on the level of service currently provided. Most operational areas of the Service would be impacted which would lead to an increase in response and fix times for incidents and standard changes such as new users, new SharePoint sites, email, file access and printing. In addition, implementation timescales for system upgrades and new IT systems would be affected.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: 3 FTE from 79.11FTE less - no vacant posts – look to manage through VSS Customer: Reduced levels of service to all Services across all areas of IT including responses and fixes to problems, and upgrades and new IT systems Equalities/Diversity: None Outcome and Performance: The effectiveness and performance of the service will be affected with a reduction of this magnitude</p>	0	53	52	0

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	<u>CORPORATE & DEMOCRATIC SERVICES</u>	Net Saving			Staffing Implications		
		16/17 £000	17/18 £000	18/19 £000	16/17	17/18	18/19
12	<p><u>Reduction in Customer Service Centre Budgets</u></p> <p>The development of online services for Council Tax is expected to reduce the requirement for customer service staff to handle telephone enquiries and debit card payments. It is anticipated this reduction in demand will release 1FTE as a saving by March 2016.</p> <p>The Customer Service Centre manages the reception functions at 3 locations in Perth; Pullar House, Atrium, and Blackfriars. Following the closure of Blackfriars and the Atrium there will be a return to a single reception for the Corporate Head Office at 2 High Street. This building rationalisation is expected to release 1 FTE as a saving by March 2017.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p><u>Workforce:</u> Total staff 30.92FTE. Vacancies 0FTE, Fixed term contracts 5.0FTE, Known Retirals Ofte.</p> <p><u>Customer:</u> None</p> <p><u>Equalities/Diversity:</u> None</p> <p><u>Outcome and Performance:</u> None</p>	27	27	0	1	1	0

APPENDIX E

	<u>CORPORATE & DEMOCRATIC SERVICES</u>	Net Saving			Staffing Implications		
		16/17 £000	17/18 £000	18/19 £000	16/17	17/18	18/19
13	<p><u>Reduction in Procurement Team Budgets</u></p> <p>The nature of the procurement budget means that the only area from which savings can be taken is through a reduction in staffing levels. This saving would equate to a reduction of 2FTE posts from the permanent staffing compliment.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: Total Staff 4.25FTE, Vacancies 0.0FTE, Fixed term contracts 0.0FTE, Known retireals 0.0FTE Customer: None Equalities/Diversity: None Outcome and Performance: The reduction in permanent staffing levels will have a detrimental impact on the Council achieving additional savings from the professionalisation of the procurement function and cut across the planned Procurement Transformation project. The full benefits of the intentions of the Transformation project may not therefore be sustained on a recurring basis.</p>	0	0	42	0	0	2

APPENDIX E

	<u>CORPORATE & DEMOCRATIC SERVICES</u>	Net Saving			Staffing Implications		
		16/17 £000	17/18 £000	18/19 £000	16/17	17/18	18/19
14	<p><u>Corporate Organisational Development – Non-Staff Budgets</u></p> <p>It is proposed to reduce the non-staff budget within each of the identified years. This will have an impact on the team's capacity to deliver the range of OD activity currently on offer.</p> <p><u>Impact Analysis and Risk Assessment</u> Workforce: None Customer: see Outcome and Performance Equalities/Diversity: None Outcome and Performance: The removal of these funds will impact on the team's ability to support current activity related to the Learn, Innovate, Grow programme for cultural change/transformation. Specifically, it will impact on delivery of programmes such as Corporate/CPP Conferences, Angel's Share, and Leadership Development Programmes etc. This will require re-prioritisation of OD priorities.</p>	17	0	20	0	0	0
	TOTAL	563	159	170	5.43	4.42	5.3

Perth & Kinross Council 2016/17 Budget Consultation Summary Report

Background

Like all local authorities, Perth & Kinross Council (PKC) is preparing for significant financial challenges ahead and budget decisions. To gauge residents' views on budget issues/ priorities, consultation was undertaken between December 2015 and January 2016. As well as visualisations to improve understanding of income and expenditure, an interactive budgeting survey was available on the Perth and Kinross Council website, and promoted via various channels.

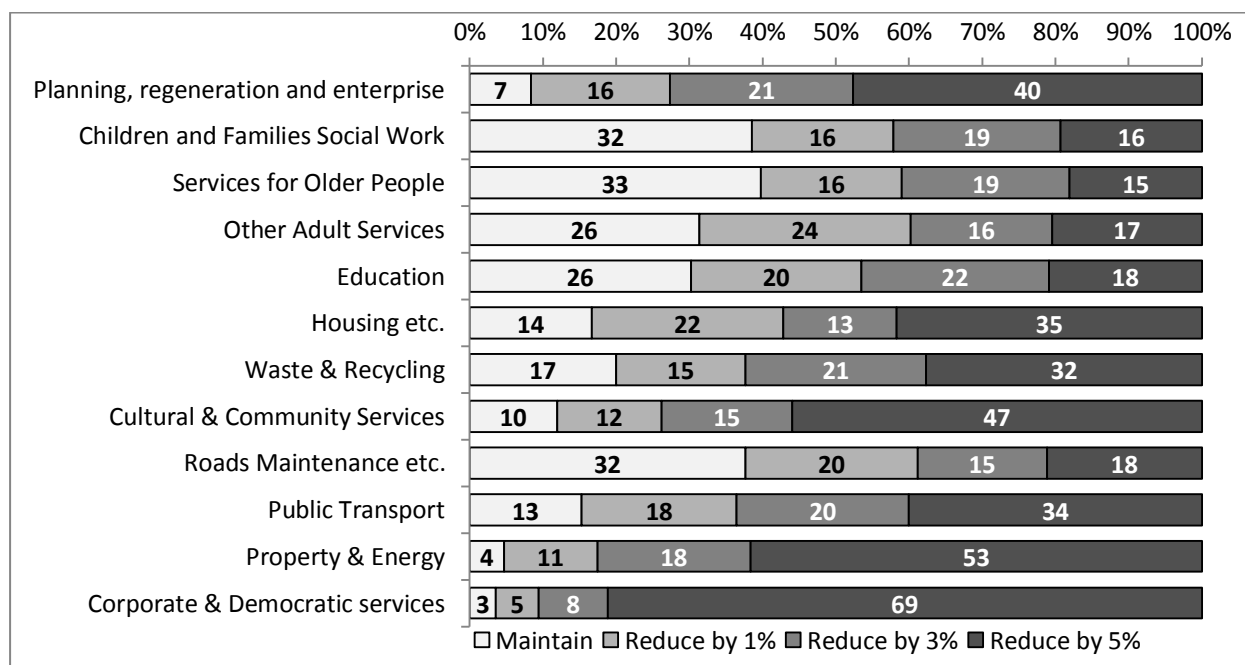
Response

The consultation page received 528 unique views by the public and 816 unique views by council staff. The interactive image experienced 11,646 hovers with 232 clicks to our other web pages. Overall, there were 91 submissions via the online budgeting tool. This response is in line with that received by other Councils in similar exercises. As with any exercise of this type, results are indicative and will be influenced by the demographic of those who choose to make a submission, and cannot be considered representative of all PKC residents.

Results

The budgeting tool challenged respondents to save around £12m by maintaining or reducing service area budgets. Figure 1 summarises the responses received, showing the proportion maintaining and saving budgets from the service areas, listed in the order they were shown in the consultation tool. The priorities for maintaining and saving budgets can be clearly interpreted.

Figure 1: Overall summary of responses (% in each category, original order presented in tool)



Comments

There were 36 comments received, detailing over 100 ways to reduce expenditure, generate income or expressing which services should be protected.

Reducing Expenditure

Of the observations made about reducing expenditure the most commonly mentioned related to the Council becoming more efficient by doing things right first time, making evidenced based decisions and reducing the number of employees and councillors.

Generating Revenue

There were 21 remarks made about generating revenue, the most commonly cited of which favoured raising the council tax to protect essential front line services.