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Council Building
2 High Street
Perth
PH1 5PH

02/06/2022

A meeting of the **Scrutiny and Performance Committee** will be held virtually on **Wednesday, 08 June 2022 at 10:00.**

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

THOMAS GLEN
Chief Executive

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

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

Members:

Councillor Colin Stewart (Convener)
Councillor Alasdair Bailey (Vice-Convener)
Councillor Keith Allan
Councillor Steven Carr
Councillor Eric Drysdale
Councillor Angus Forbes
Councillor Michelle Frampton
Councillor Ian Massie
Councillor Willie Robertson
Councillor Caroline Shiers
Councillor Frank Smith

Scrutiny and Performance Committee

Wednesday, 08 June 2022

AGENDA

MEMBERS ARE REMINDED OF THEIR OBLIGATION TO DECLARE ANY FINANCIAL OR NON-FINANCIAL INTEREST WHICH THEY MAY HAVE IN ANY ITEM ON THIS AGENDA IN ACCORDANCE WITH THE COUNCILLORS' CODE OF CONDUCT.

- 1 WELCOME AND APOLOGIES/SUBSTITUTES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTE OF MEETING OF THE SCRUTINY COMMITTEE OF 25 APRIL 2022**
(copy to follow)
- 4 SCRUTINY AND PERFORMANCE - FUTURE WAYS OF WORKING**
Verbal update by Convener
- 5 UPDATE ON SCRUTINY REVIEWS**
Verbal update by Convener/Vice-Convener)
- 6 SERVICE ANNUAL PERFORMANCE REPORTS AND BUSINESS MANAGEMENT AND IMPROVEMENT PLANS**
 - 6(a) CORPORATE AND DEMOCRATIC SERVICES JOINT BUSINESS MANAGEMENT & IMPROVEMENT PLAN 2022/23 AND SERVICE ANNUAL PERFORMANCE REPORT 2021/22** **5 - 44**
Report by Chief Operating Officer (copy herewith 22/117)
 - 6(b) EDUCATION AND CHILDREN'S SERVICES JOINT BUSINESS MANAGEMENT & IMPROVEMENT PLAN 2022/23 AND SERVICE ANNUAL PERFORMANCE REPORT 2021/22** **45 - 84**
Report by Executive Director (Education and Children's Services) (copy herewith 22/118)
 - 6(c) COMMUNITIES JOINT BUSINESS MANAGEMENT & IMPROVEMENT PLAN 2022/23 AND SERVICE ANNUAL PERFORMANCE REPORT 2021/22** **85 - 140**
Report by Executive Director (Communities) (copy herewith 22/119)

6(d) GENERAL DISCUSSION ON FORMAT OF APRS AND BMIPS

- 7 ANNUAL GOVERNANCE STATEMENT 2021/22** **141 - 154**
Report by Head of Legal and Governance Services (copy herewith 22/120)
- 8 SCRUTINY AND PERFORMANCE REVIEWS - CALL FOR TOPICS**

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PERTH AND KINROSS COUNCIL

SCRUTINY AND PERFORMANCE COMMITTEE

08 JUNE 2022

**CORPORATE & DEMOCRATIC SERVICES JOINT BUSINESS
MANAGEMENT & IMPROVEMENT PLAN 2022/23 AND SERVICE ANNUAL
PERFORMANCE REPORT 2021/22**

**Report by the Chief Operating Officer
(Report No. 22/117)**

1. PURPOSE

- 1.1 This report presents the Joint Service Business Management and Improvement Plan 2022/23 and Annual Performance Report 2021/22 for Corporate & Democratic Services. It details the progress of our work in supporting the Council's objectives and service delivery. It also highlights the challenges and priority focus areas for the coming year.

2. RECOMMENDATION
<p>2.1 It is recommended that the Scrutiny and Performance Committee:</p> <ul style="list-style-type: none"> • scrutinises and comments as appropriate on the Corporate & Democratic Services Joint Business Management Improvement Plan 2022/23 and Annual Performance Report 2021/22.

3. STRUCTURE OF REPORT

- 3.1 This report is structured over the following sections:

- Section 4: Background
- Section 5: Proposals
- Section 6: Further Considerations
- Appendices

4. BACKGROUND

- 4.1 Council Services produce a Joint Service Business Management and Improvement Plan (BMIP) and Annual Performance Report (APR) on an annual basis. This sets out the key actions which the Service will deliver in the coming year, to ensure better outcomes for everyone in Perth and Kinross, and to demonstrate how the Service contributes to the delivery of the Council's strategic objectives. This also allows an opportunity to reflect on the progress made in the previous year.

- 4.2 These documents are an important part of the strategic planning framework for the organisation, translating the strategic objectives of the Local Outcome Improvement Plan and Corporate Plan into the contributions that each Service makes. Divisional Plans and Team plans are based on Service BMIPs.
- 4.3 The joint Service BMIPs and APRs are presented to Scrutiny and Performance Committee, and then to the relevant Service Committees. This report presents the Joint Business Management Improvement Plan for the period 2022/23 and Annual Performance Report for the period 2021/22 for Corporate & Democratic Services.

5. PROPOSALS

- 5.1 The Service Joint BMIP and APR for this year has not changed significantly in terms of structure and format. The report includes performance summaries and end of year data, where currently available, along with comments on performance against priority areas identified last year. It also sets out information about how the Service is organised and structured to deliver and identifies key priority focus areas for the upcoming year, rather than a detailed plan.
- 5.2 This approach was agreed last year, due to the impact of COVID-19, which has continued during 2021/22. Also, work is currently being undertaken to revise the Corporate Plan, Local Outcomes Improvement Plan and implement a new Change and Transformation Programme, which will likely have an impact upon Service priorities.
- 5.3 The Council has also procured a performance management software system which will be introduced during 2022. This will improve the way in which performance information is recorded, used and reported. This development will dovetail with our data analytics work and the implementation of Interactive Power BI visualisations which are easy to interpret and understand.
- 5.4 Following approval of the new strategic documents and the implementation of the new performance management software solution, service planning and performance reporting will be reviewed and improved with new guidance being developed for reports next year.
- 5.5 Much of our efforts last year continued to be dominated by our response to the global pandemic and we have made the best use of our resources to help the most vulnerable in our communities, to support businesses and to keep the organisation functioning.
- 5.6 The pandemic has changed the way we live and work; in CDS many teams have continued in their normal workplace with changes in work practices – for example, Registrars, IT and property teams. Many staff were working from home and are now settling into new hybrid work patterns, where this is appropriate for the customers they serve.

- 5.7 Our priorities for 2022/2023 will focus on addressing the financial challenges facing our communities and the Council, and supporting the organisational wide programme of transformation and change, both of which are inextricably linked.

6. FURTHER CONSIDERATIONS

None

Authors

Name	Designation	Contact Details
Ian Caldow	CDS Business Support Manager	IMCaldow@pkc.gov.uk

Approved

Name	Designation	Date
Karen Donaldson	Chief Operating Officer (Corporate & Democratic Services)	01.06.22

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Community Plan / Corporate Plan

- 1.1 This report supports the delivery of the Strategic Objectives within Perth and Kinross Community Plan (Local Outcomes Improvement Plan) 2017-2027 and Corporate Plan 2018-2022.

2. Resource Implications

Financial

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

Workforce

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

Asset Management (land, property, IT)

- 2.3 There are no asset management implications arising from this report.

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations

between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

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

(i) Assessed as **not relevant** for the purposes of EqIA

Strategic Environmental Assessment

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

Sustainability

- 3.4 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change (Scotland) Act 2009 the Council also has a duty relating to climate change and, in exercising its functions must act:
- in the way best calculated to delivery of the Act's emissions reduction targets;
 - in the way best calculated to deliver any statutory adaptation programmes; and
 - in a way that it considers most sustainable.
- 3.5 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

Legal and Governance

- 3.6 Not applicable.

Risk

- 3.7 Not applicable.

4. Consultation

Internal

- 4.1 The Corporate & Democratic Services Management Team were consulted during the preparation of this report.

External

4.2 Not applicable.

5. Communication

5.1 Not applicable.

2. BACKGROUND PAPERS

2.1 The background papers referred to within the report are:

- Corporate & Democratic Services Joint Business Management Improvement Plan 2021/22

3. APPENDICES

3.1 Corporate and Democratic Services Joint Business Management Improvement Plan 2022/23 and Annual Performance Report 2021/22

Corporate & Democratic Services



**Joint Business Management and Improvement Plan 2022/23
& Service Annual Performance Report 2021/22**



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CDS Performance 2021-22 and Priorities 2022-23	5-22
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INTRODUCTION

Welcome to the 2022-2023 Business Management and Improvement Plan for Corporate & Democratic Services. I am delighted to share highlights of the work carried out by Corporate & Democratic Services (CDS) over the last year and to set out our priorities for the year ahead.

Much of our efforts last year continued to be dominated by our response to the global pandemic. Teams across CDS have shown outstanding commitment, compassion, resilience, and creativity to channel their skills, knowledge, and abilities to help the most vulnerable in our communities, to support businesses and to keep the organisation functioning. As public health restrictions have eased, we have supported staff to move to hybrid working, continuing to learn new digital skills, and to adapt our work practices which ensure the health and safety of everyone. We have ensured elected members were able to maintain democratic oversight and decision-making which is at the heart of local government. And of course, we have been preparing to welcome newly elected and returning elected members to the Council following the Local Government elections.

This plan is an extension of our 2021-22 Business Management and Improvement Plan, with continuing progress in our improvement work. Our priorities will focus on addressing the financial challenges facing our communities and the Council, and supporting the organisational wide programme of transformation and change, both of which are inextricably linked

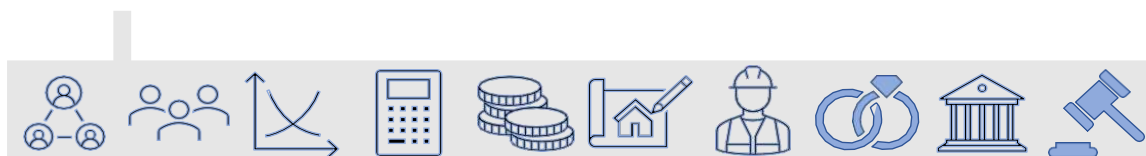
This Plan sets out how CDS will support delivery of the Council's corporate objectives and priority outcomes; achieving financial sustainability and enabling change and transformation, especially through the Perth and Kinross Offer; and our commitment to continue to deliver high quality services despite the significant challenges we face as an organisation.

Karen A Donaldson



CDS BMIP 2022-23

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VISION, STRATEGIC OBJECTIVES AND SERVICE PRIORITIES

Vision: We support the Vision of the Community Planning Partnership, for our area:

“Creating a confident, ambitious, and fairer Perth and Kinross, for all - who live and work here.”

This Plan aims to translate this vision into an agenda for CDS to deliver positive outcomes for our citizens and communities by supporting the Perth and Kinross Officer and **working together so everyone in Perth and Kinross can live life well.**

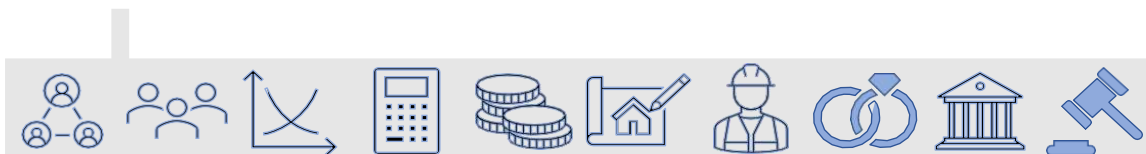
Strategic Objectives:

The Council’s five strategic objectives, outlined in the current Corporate Plan, inform decisions about policy direction and budget spending:

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



CDS connect and collaborate with Services, Partners, and Communities as enablers for the Perth & Kinross Offer and delivery of the Council’s strategic objectives.



CDS Key Priorities					
GET THE BASICS RIGHT	PEOPLE, SKILLS, CAPACITY	DIGITAL & DATA	PROPERTY & INFORMATION ASSETS	CUSTOMER EXPERIENCE	SMARTER WORKING

This section uses case studies to convey the breadth and depth of activity across the Service, providing insight into what we do and the impact we have. It also sets out priorities for 2022/23.

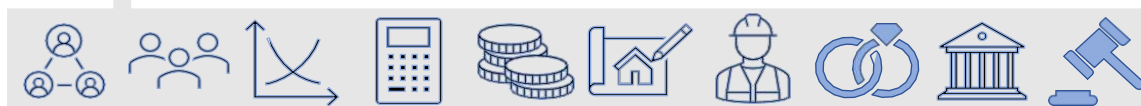
<i>Getting the Basics Right</i>
<p>This matters because CDS provides the Council's strategic management of corporate resources - being people, finances, property, ICT and digital, and information assets. It maintains the Council governance framework and system of internal control, ensures legal and regulatory compliance, effective scrutiny, and accountability in respect of Council decision-making.</p>

Performance Summary for 2021/22

The Council continues to operate in a particularly challenging financial environment characterised by pressures on Council funding, growing demand for Services and increasing inflation on the cost of service delivery and capital investment.

The Finance team developed a long-term funding strategy to enable the Council to approve a 6-year funded Capital delivery programme for 2022/23 - 2027/28 with provision for £155m of additional Capital investment, including the PH2O project. Through pro-active treasury management, annual savings of around £700,000 per annum were secured on the Council's borrowing for Capital investment. Working with Services across the Council, the Council's Medium Term Financial Plan was updated in November 2021; the 2020/21 financial statements approved and audited by September 2021 and elected members were supported in setting the Revenue and Capital budgets in February 2022. In conjunction with the Council's Economic Development teams and Local Taxes & Benefits team, approximately £25m of business grant support was distributed to local businesses and a further £6m to individuals and families in welfare payments in 2021/22.

The Procurement Team have supported the tendering for major projects,



such as the Cross Tay Link Road and the replacement social care case management system. The Team were category winners at the Go Awards Scotland and received national recognition for their work on community benefits, being highly commended in the Social Value category. Getting the “governance basics” right ensures lawful, ethical, and effective decision-making at all levels. It creates and supports an organisational culture that is risk aware, commercially aware, solution focussed and legally compliant; ensuring that the Council not only does the right things but does things right.

A review of the Democratic Services Team was completed in 2021-22 and a leaner management structure is now place. Our Registrars Team continued to provide a compassionate and professional service, as well as a successful relocation to the Council Building. Our Licensing Team supported businesses with the ability to trade during difficult conditions.

Throughout the pandemic period involving working from home, the HR Team have ensured that staff and elected members continued to be paid accurately and on time, processing back-dated pay awards and additional Scottish Government additional Covid Thank You payments to staff timeously. Statutory returns have been completed with accuracy and on time.

Case Study: Supporting the Community 2021-22

The year ending 31 March 2022 was the second year of the COVID-19 pandemic and the citizens and communities of Perth and Kinross continued to need additional support to help mitigate the impacts of the health crisis. Effective collaborative working between Revenues & Benefits, Finance and Economic Development Service ensured the Council made the best use of funds provided to tackle financial insecurity and to provide timely support to businesses and households.

Over the last two years, the benefits and grants landscape became increasingly more complex. New support arrangements were introduced by government including Business Grants, Self-Isolation Support Grants, Low Income Pandemic Payment, Cost of Living Awards, Financial Insecurity Funding, which were in addition to traditional support like Housing Benefit and Crisis Grants. Despite the complexity and additional administrative burden, grants and benefits have been provided to the communities of Perth and Kinross in 2021-2022 as set out in the table below.

A 20% growth in the number of rateable lands and heritages in Perth and



Kinross over a five-year period, the growing financial pressure on businesses and the passing of the Non-Domestic Rates (Scotland) Act 2020 (the first rating Act since 1975) highlighted how Non-Domestic Rates can be used to deliver support to businesses. In addition to grant payments, a total of £23.6m was awarded in rates relief and reductions in 2021-22.

The Welfare Rights and Scottish Welfare Fund Team continue to support our citizens and communities with welfare benefit advice, representation, and payment of support grants. The team's efforts generated a minimum of £5.3 million in benefit gains which went directly in the pockets of Perth and Kinross residents. The team assisted around 5,000 households and had a Benefit appeals success rate of 84%.

A summary of the key support payments and activity range is shown below:

Activity	£	Volume
Housing Benefit	£19.80m	4,900
Council Tax Reduction	£6.80m	8,600
Self-Isolation Support Grants	£1.46m	5,154
Low Income Pandemic Payment	£1.30m	9,968
Discretionary Housing Payments	£0.85m	3,002
Community Care Grants	£0.72m	1,478
Crisis Grants	£0.43m	5,286
Financial Insecurity Fund	TBC	995

Case Study: Upgrade of Building Management Systems (BMS)

In 2020, the Property Services instructed works to over 70 sites with BMS. System software was amended, and new controllers installed on site to maximise plant efficiency, reduce energy consumption, reduce carbon emissions, and improve site comfort levels. An investment of £300,000 included the upgraded remote monitoring system which was adapted to maximise analysis and improve data management of the sites. Alarm functions were also adapted to increase system performance and improve compliance of the property estate portfolio.



Savings and key success factors to date from August 2021 to May 2022 are as follows:

- Reduction in energy Consumption - 2,137,902 kWh
- Reduction in CO₂ emissions - 347 tonnes. (35% of annual savings target)
- Cost reduction - £70,000 (ROI will be achieved in under 4 years)

By 2024, the target is to have 100 sites remotely connected to the system, further reducing energy consumption, CO₂ emissions and energy costs.

These good practice principles for energy management have delivered financial savings that have been diverted to support frontline services. We are recognised as a leading council in energy and carbon reduction through the Chartered Institute of Public Finance and Accountancy (CIPFA) annual benchmarking exercise.

CDS Priorities for 2022/23

An external review during the first part of 2021 highlighted many strengths across the Council's finance function. It also focussed on opportunities to enhance its value contribution through investment in systems, processes and people and the development of a **Financial Strategy** which will inform the budget setting process over the next 5 years. The Financial Strategy is being developed in tandem with the new Transformation and Change Strategy to help address the financial challenges facing the Council.

One of the four elements of Transformation and Change will be re-structuring and consolidation of dispersed corporate activities. This will include a review of the Finance functions which will focus on the **consolidation of resources** and the streamlining and modernisation of processes.

The new Democratic Service team are looking forward to working with the newly elected council to facilitate **smooth and effective governance** and **improved decision-making**. To better support our elected members, a comprehensive induction and member development programme has been developed. Open and transparent democratic decision-making is a key element of effective governance. We will review governance arrangements to ensure that the democratic service is modern, efficient, effective, and accessible to the public; continuing to livestream Council and Committee meetings, developing the capacity to facilitate hybrid(virtual/in person) meetings, and adapting our procedures, processes, systems, and structures to ensure that we can deliver the best possible service.

The ongoing health, economic and social situation arising from the Covid 19 pandemic continue to affect businesses and our communities. Significant increases in the cost of living, with inflation reaching a 40 year high of 9% and forecast to rise higher, increasing food prices and further rises in the energy



price cap are placing acute pressures on households and businesses. The demand levels for **customer services, welfare support and advice, crisis grant applications and other financial support schemes** is therefore expected to continue to rise. It is anticipated our communities will continue to require support for some time to come, especially as COVID-19 related government financial support schemes end.

Developing People, Skills, and Capacity

This matters because people are our most valuable assets. The last two years have demonstrated that skilled, motivated people with a can-do approach make a difference to the lives of those who live, work, and learn in Perth and Kinross. The wellbeing of staff is paramount. Staff have been flexible and agile in meeting the many challenges thrown down by the pandemic. We need to attract and retain staff with the values, skills and behaviours which are critical to success; ensure our employment offer remains competitive and employ a diverse and inclusive workforce.

Performance Summary for 2021/22

The Council is proud to be a **Fair Work employer** and to retain **Living Wage Accreditation**. We continue to apply the Fair Work principles of Effective Voice, Opportunity, Security, Fulfilment and Respect. We consult and engage with employees and recognised trade union representatives when developing or improving our employment practices and arrangements, many of which were adapted during the Covid pandemic. The procurement strategy requires fair work practices, including the Living Wage, and underpins our work with partner providers and commissioned services.

We have continued to support the health and wellbeing of our employees through practical support, practices, and opportunities for learning, ensuring our people develop their capacity and resilience to deliver services. A new **Employee Assistance Programme** called PAM (People Assist Management) Assist which provides confidential counselling for employees, with 24/7 access to qualified counsellors for any psychological problems.

Case Study: Developing Our Young Workforce and Career Pathways

HR worked with apprentices, trainees, and their supervisors to design a new way of working that would provide the support they required during induction and throughout their training, whilst continuing to meet the stringent



requirements of the Scottish Qualifications Agency (SQA) and Skills Development Scotland upon which our funding is reliant.

Apprentice/Trainee Teams chats were created, and regular Connections events continued providing opportunities for networking and personal development. These were supplemented by 1 to 1 meetings with both apprentices and their supervisors focused on achieving the qualification as well as personal wellbeing and additional support needs.

One of the key aims of our apprenticeship and trainee programmes is to address current and anticipated skills shortages through the development of apprenticeship and trainee programmes and the creation of career paths for trainees. The increase in Early Years provision has resulted in the recruitment of additional Modern Apprentices in this area. Tailored Connections events and development activities were jointly designed and organised to support supervisors who were new to the PKC programmes and to help them best support their trainees and apprentices.

In Adult Social Care, a new Service Level Agreement has been introduced to strengthen the delivery model. Plans are also in place to introduce a mentoring programme, group recruitment and induction to support networking and share good practice which will support our apprentices to develop careers in adult social care.

Three new Graduate Apprenticeships in Road Building and Maintenance have provided career development opportunities for current staff which helped retain skills and experience, thereby enhancing in-house capacity and avoiding a recruitment exercise in what is a competitive skills market.

CDS Priorities for 2022/23

We are proactively working with all Services to enable them to make informed decisions about their workforce requirements to ensure they are fit for the future. We are committed to creating **a dynamic HR Delivery model to support the Council's Transformation & Change Programme**, ensuring agile and efficient HR support is available in the right place at the right time to enable smarter working across the Council. We have committed to building a framework to create greater mobility and flexibility in our workforce, embracing digital advances in technology and developing our employment offer to clearly articulate the values and behaviours developed as part of the Perth and Kinross Offer.

Supporting **the health and wellbeing of our employees remains a key priority** as the organisation continues to adapt and incorporate the lessons of the pandemic to ensure the effective delivery of services to the people of Perth and Kinross. The ongoing impact of the pandemic on employee mental and physical health will remain



an area of focus and more general health and wellbeing issues will also be a key priority to identify and address. Our activity will be directed using data from sickness absence reports and from employee feedback which will be gathered directly from individual conversations, our DisABILITY employee network, employee surveys and other engagement activity. **Health and Wellbeing is integral to the priorities in our Corporate Workforce Plan 2021-23.**

We will use external frameworks to access resources and ideas and to ensure that our progress can be measured using acknowledged best practice; we have signed up to the Development stage of the **Equally Safe at Work** programme, part of the Scottish Government's strategy to eradicate violence against women and girls and will take forward an action plan of education and support to achieve this standard.

Exploiting Digital Opportunities and Data Insight

These matter because digital technology and information continue to underpin every service in the organisation and are strategic enablers which will establish new frontiers for how the Council delivers services in the future. Pioneering data analytics and visualisation tools will enable us to use data to tell a compelling story and provide colleagues and elected members with evidence to make better financial, strategic, and policy decisions.

Performance Summary for 2021/22

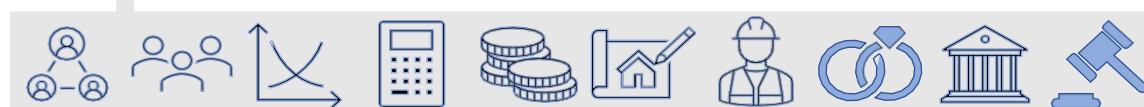
The full fibre infrastructure, delivered via the Tay Cities Local Full Fibre Network (LFFN) project, is now in place. Focus has now moved to **“lighting up” connections** to dispersed Council offices and schools, to provide secure access to centrally stored systems and Internet resources. It is anticipated that this work will be completed for most connections by the end of 2022.

The cross-disciplinary **Digital Participation** Working Group, chaired by the Chief Digital Officer, brings together Services and external partners to promote opportunities for helping citizens at risk of digital disadvantage. The Group has been instrumental in facilitating training for a network of local digital champions; investing in loan laptops for citizens' use; and funding a range of creative digital projects nominated by local community groups via a Digital Inclusion Fund. Research into levels of digital participation across Perth & Kinross has been commissioned to baseline the local position and inform future digital participation initiatives

Following a competitive tendering exercise to replace the SWIFT Social Care Case Management system, a contract was entered into with the Servelec

CDS BMIP 2022-23

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Access Group in February 2022 for the supply of their **MOSAIC Social Care Case Management** product.

Case Study: Data Literacy

Data literacy can be defined as the ability to work with data – to capture and maintain it correctly, to analyse it, to use it to gain insight and to communicate with it effectively. Data literacy improvement is important for any organisation seeking to make better use of data. Recognising this, our Data & Analytics programme incorporates high-level objectives to improve data literacy across the organisation.

The Council's data literacy improvement plan sets out a blended approach to improvement; it started with an initial assessment of data literacy across council services, using an online questionnaire supplemented by workshops with various staff groups. This assessment was used to establish a baseline and inform approaches to improvement.

A key element of the improvement plan is communications and engagement, to ensure that staff are generally 'data aware'. The festive period of 2021 provided an ideal opportunity to run a communications campaign which provided information about the data and analytics programme in a light-hearted, non-technical and innovative way under the banner '12 Days of Data'.

PKC research identified that while data literacy improvement is an emerging area of interest, there is little in the way of mature best practice examples.

The 12 Days of Data campaign set out to address feedback that data and analytics related communications are often perceived to be overly technical and difficult to understand. It used non-technical language and Microsoft Teams based channels that staff were already comfortable with. The main learning point being that data and analytics is relevant to everyone and is not just for the specialist.

Feedback from the 12 Days of Data campaign has been positive, with high levels of interaction with the daily posts on MS Teams. The use of a seasonal theme encouraged engagement and each of the daily posts over the 12 days incorporated a small snapshot of information that was easier to digest than longer, more formal learning materials.

The campaign also encouraged staff to visit our MS Teams Data Centre channel, building a community which will go on to participate in future data literacy improvement activities. This will include the development of targeted data literacy learning pathways and training modules, and of course further

CDS BMIP 2022-23

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awareness raising communications.

CDS Priorities for 2022/23

Our COVID experience underlined the importance of our whole-Council mobile working and online services platforms to front line services and integrated working. We will continue to develop and improve these platforms to empower staff working in our communities to capture, access and exchange the data they need, while on the move and to provide anytime / anywhere access to a wider range of quality online services.

Technology has never been more important for shaping and delivering services; evolving our hybrid working model; and communicating with each other, with citizens and partners. How we are developing our ICT / digital infrastructure, capabilities, capacity, leadership, and skills matters more than ever. A fresh, fit for the future **Digital Strategy** continues to be developed, against the backdrop of post-COVID remobilization; the maturing Perth & Kinross Offer and the emerging Transformation and Change Programme.

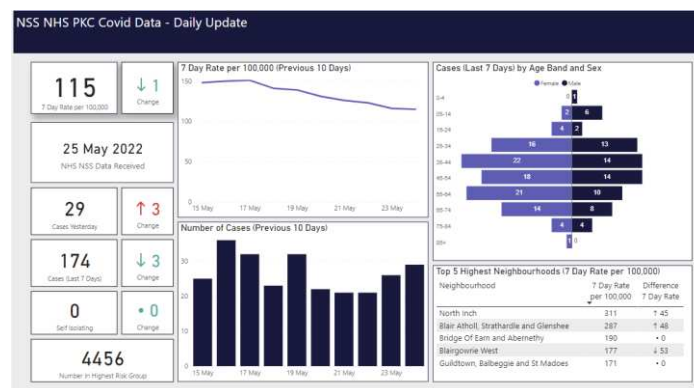
Implementation of **Mosaic as the Council's new social care platform** is opening new opportunities for streamlining processes; and information sharing between Services and support partners, like the NHS. This means re-thinking the way we work to develop this key business system as a tool to be used by citizens to engage meaningfully with us, rather than a tool we use to do things for them. The Mosaic programme team is working towards a potential go-live date in September / October 2023

Perth & Kinross Council is increasingly adopting cloud solutions at points of change, with the pace of this migration accelerating because of commercial decisions by vendors to make new / updated business systems only available as cloud services. Cloud solutions offer potential for increased business system flexibility, scalability, and agility to enable our new hybrid working model. Migrating a system to the cloud requires a collaborative approach between Services, Information Security; Data Protection and IT to ensure the cloud / hosting arrangements we sign up to keep our data safe, accessible, reportable, and recoverable. The whole cloud "lifecycle", from acquisition / migration to repatriation of data at the end of a contract needs to be managed and monitored. **One key system moving to a cloud-based solution is the integrated HR and Payroll system 'ResourceLink'**. This is due to be migrated over the summer of 2022.

The Council's **Data and Analytics (DA) programme** continues to build the capacity and create the capabilities necessary for introducing new technologies. These tools are starting to be used effectively and delivering benefit.



An example is Power BI - Covid Cases Daily Report. In mid-2021, Covid case numbers started rising rapidly again, and there was a need for fast and easy access to the most accurate case figures to aid the Council and Health & Social Care Partnership's response and resilience planning. A Power BI report was developed by the IT Data Services team to provide both daily headline case figures and a series of interactive visualisations which can be used to understand and analyse case numbers by neighbourhood, demographics, and time.

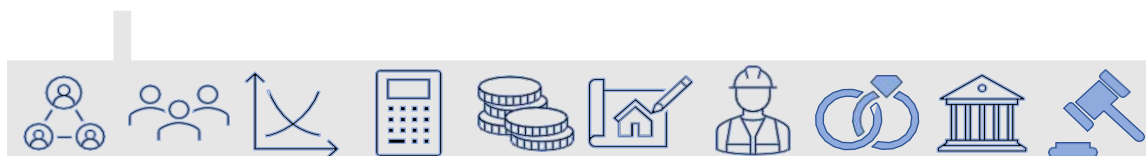


The Power BI Covid Cases – Daily Update is highly innovative and illustrates the new capabilities now available as outputs from the data and analytics programme. Interactive Power BI visualisations which are easy to interpret and understand used trustworthy data extracted from NHS source automatically using new data pipelines.

Our work is continuing from a proof-of-concept solution, illustrating how we can build data insight using Microsoft Power BI – the Council's new analytics platform.

Protecting our Physical and Information Assets

These matter because our property and infrastructure assets (including schools, houses, offices and depots, and other infrastructure) are an integral element of effective service delivery and capital funding stimulates development and regeneration in local areas. Our information is also a valuable business asset, critical to effective strategic and operational decision-making across the organisation.



Performance Summary for 2021/22

Case Study: Records and Information Security

We implemented successfully the Corporate Digital Platform programme, which was a multi-faceted project, designed to streamline and modernise paper processing activities across the organisation and ensure compliance with our legal requirements in terms of public records management. This programme delivered a digital mailroom and introduced hybrid mailing resulting in financial savings, efficiencies, and a reduction in use of paper. It also included the design and delivery of an Electronic Document Management System (EDMS) and the ongoing digitisation of paper records.

Successful delivery of a corporate EDMS was a fundamental element of the Council's Records Management Plan, which is submitted to the Keeper of the Records of Scotland (the Keeper) to ensure compliance with obligations under the Public Records (S) Act 2011 (PRSA 2011). The EDMS will keep the council on track as a "digital by default" organisation, producing savings in electronic storage and legacy file server systems. EDMS supported the delivery of services during the pandemic by enabling access to files from remote work locations and own devices and will be integral to the success of new hybrid working models.

On receipt of the Council's progress update review (PUR), the Keeper's team commended PKC on continued compliance with both the spirit and letter of the PRSA obligations. The Keeper's team was especially pleased that PKC has not only implemented EDMS but had approved records retention across the Microsoft 365 platform.

The next phase of the EDMS project will focus on records management capability within Business Systems.

We have continued to make strides in improving the council's cyber resilience considering the current heightened risks. Over the last year, we have implemented a Cyber Incident Response plan (CIRP) and Incident Response Team. This includes several cyber-attack playbooks.

Continuing measures to enhance our cyber-resilience include:

- Procurement of phishing simulation software
- Senior management and elected member cyber security exercises and briefings by the Scottish Business Resilience Centre



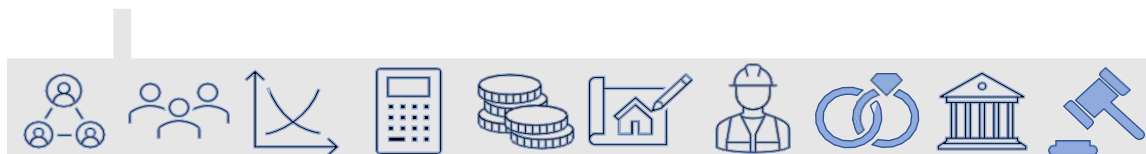
- Cyber Response plan testing
- Cyber maturity assessment by Quorum Cyber who are the Security Operations Centre partner
- Revise business continuity plans with a focus on cyber resilience
- Building in-house expertise through a staff member undertaking a cyber security degree (which is fully funded by Skills Development Scotland), and recruitment of a cyber graduate apprentice

Case Study: Riverside Primary School



The new Riverside primary school is set to be one of Scotland's first Passivhaus certified primary schools. The move to Passivhaus certification in our schools is in response to the Climate Change Strategy and Action Plan adopted by Perth & Kinross Council in December 2021.

The internationally recognized Passivhaus standard delivers buildings with a much lower reliance on operational energy than the typical standard in Scottish construction. It delivers this through rigorous quality control processes and technical requirements during both design and construction. The Passivhaus standard helps lower our CO2 emissions and gives us the assurance that Perth and Kinross Council will meet the energy requirements for funding set by the Scottish Futures Trust (SFT) Learning Estate investment programme (LEIP).

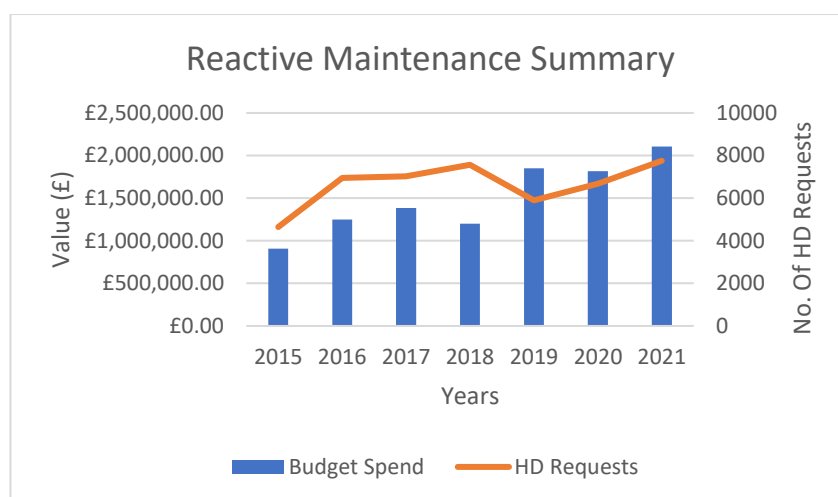


Passivhaus not only sets a construction standard which PKC will need to attain in its move to a zero-carbon estate, it also moves us towards delivering on the construction quality outcomes as highlighted in the Cole report in 2017. To deliver better quality assurance and control, the report recommended independent third-party quality checks and better design team integration throughout the project stages. Passivhaus is the only independent certification scheme which delivers both.

The school is currently on site, with completion in spring/summer 2023.

Case Study: Maintenance & Investment Team

There has been an increase in maintenance demand via our Help Desk (HD Requests) since lockdown and an increase in volume of maintenance delivered since the pandemic. This challenge has been met by the team with a positive attitude and transparent discussion with clients, resulting in no major failures or disruptions to Service delivery (through building availability) across the Council.



Close working relationships and proactive budget management within first quarter of 2021/22 realised £350k of energy savings due to effective energy management to fund a backlog of Cemetery walls issues that were needed to ensure public safety. These works are progressing in conjunction with Bereavement Services.

The Unpaid Work Team have been working closely with Maintenance teams and communities to make best use of available budgets and in the spirit of the Perth & Kinross Offer. Together, we have painted several community facilities at minimal cost, to the satisfaction of the Community groups.



Case Study: Ventilation Improvements and Installation of CO2 monitors.

Following lockdown in March 2020, Property Services commenced an exercise of surveying all PKC buildings. This exercise assessed the adequacy of existing ventilation arrangements to be able to mitigate the risks of Covid-19. The surveys identified several actions, including re-programming of existing ventilation systems, repairing windows, accelerating servicing of equipment, and installing additional ventilation in numerous buildings to ensure they could be put into operation safely. These actions were all undertaken in accordance with Industry and Scottish Government Guidance available at the time.

In tandem with this exercise, the team also used Integrated Environmental Solutions (IES) dynamic modelling software to ensure the ventilation strategy adopted for each building would be effective. During this process and through dialogue with Scottish Futures Trust and the Scottish Government, Perth & Kinross Council were identified as one of the leading Councils with a well-developed strategy to mitigate the impact of Covid -19 within its operational buildings.

As such many of the actions suggested by Scottish Government in their document 'Coronavirus (Covid –19): guidance on reducing the risks in schools were developed by the Council's Energy and Engineering Team. In collaboration with Education & Children's Services and installation contractors, the team were also key drivers in the successful CO2 monitor roll out across schools to meet Scottish Government targets. The Council was one of the few Councils to fully meet the initial Scottish Government target of 1 device per teaching and learning space. The early data from this exercise was again used by the Scottish Government to develop their ongoing strategy to ensure an appropriate response to the Covid –19 pandemic.

CDS Priorities for 2022/23

Maintaining / Improving our Property Estate: Over the last two years, Property Services was diverted from much of its capital works to deal with essential covid safety measures across the estate. There has been an escalation of maintenance demand due to pent up issues during lockdown, remobilisation of properties, overall estate condition and complexities in working in Covid environment. The focus for 2022/23 is **managing the increasing demand for maintenance within available budgets**. An escalation in contract costs tied to CPI (Consumer Prices Index) combined with national supply chain difficulties with materials and resource supply will also bring significant challenges. National tender price inflation is affecting contracts planned to be awarded in 2022/23 and the amount of work deliverable in current / future planned programmes.

Cyber-attacks are increasing in prevalence and in the potential damage they can do. Our security landscape is continuously evolving to anticipate and prevent unauthorised intrusion, to keep our valuable information assets

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secure. CDS is partnering with external specialists to implement a **managed 24/7 Cyber Security Operations Centre (SOC)**. This will significantly enhance our security capacity and capabilities for early threat detection, containment, response, and remediation. Encompassing the use of automated machine learning and advanced modelling techniques to combat cyber-attacks, our SOC will put us at the forefront of threat protection in the Scottish public sector and help us keep pace with emerging threat advances, deliver 24-hour monitoring, provide early warning of possible rogue activity and trigger professional, informed incident responses to suspected threats.

Our IT infrastructure and networks protect our systems with up-to-date cyber-security measures and have PSN (Public Service Network) accreditation.

The move towards achieving the Scottish Government targets of **net zero** by 2045 and intermediate reduction targets before then, requires to be embedded in all corporate decision making. CDS will be involved in facilitating the necessary changes in practices to achieve these statutory targets.

Improving our Customers' Experience

This matters because, like getting the basics right, our external and internal customers expect to have an excellent experience when they use our services. Our internal processes need to be lean providing efficient, timely and accurate information to our customers at first point of contact and throughout the duration of their interaction with the Council. Our ambition is to continue to embrace the *Customer Service Excellence Model*.

Performance Summary for 2021/22

Case Study: Procurement Team and Community Benefits

As part of our Sustainable Procurement Policy, the Procurement Team ask suppliers to work in partnership to support local communities in a real and sustainable way, thereby creating a positive social impact from contracted spend. In recognition of our creative, community-focussed approach to Community Benefits in Procurement, the Procurement Team were winners of the "Social Value" category in the 2020 National Procurement Awards – Scotland's leading public procurement awards. This was followed up with a Highly Commended award at the 2020/21 UK National GO Awards.

To help both communities and suppliers get the best out of community benefits, we created an innovative way for local organisations to ask for what



they needed – the Community Benefits Wish List. Local communities can add to the Wish List using our online Community Benefits Wish List form, explaining what they need for example, sponsorship, donations of material or labour, presentations, work experience placements, etc. A list of all current requests on the Wish List is published on our procurement pages, alongside an interactive map showing the location of the requests. This offers suppliers a straightforward way to connect with communities and organisations who have a defined need and to be able to identify the type of benefits they, as a contractor, could supply.

To date, a wide-ranging array of benefits have been delivered by suppliers, including placements for prison leavers, financial support for local charities, employment opportunities and careers workshops for young people. The Procurement Team work hard to raise awareness of this approach, working closely with the Supplier Development Programme to promote the initiative amongst SMEs.

We have demonstrated our Wish List approach at various Procurement and Economic Development forums, including as part of a Community Engagement Workshop at the Annual National Procurement Conference. The workshop was attended by more than 100 delegates, and there is now UK-wide interest in our approach. Our Community Benefits approach has been included in a Scottish Government publication, measuring social impact in public procurement: SPPN 10/2020 and was part of a case study created by SCRIG (Scotland's Centre for Regional Inclusive Growth).

Case Study: Child Abuse in Care Redress Scheme

The Redress for Survivors (Historical Child Abuse in Care) (Scotland) Act 2021 led to the establishment of a financial redress scheme. Claiming redress requires people to provide evidence of their care experience; one of the ways this can be obtained is by people exercising their right to make a subject access request for the information about them which is held by the authority. It was recognised that many requestors were also seeking information about their life experiences, to make sense of what were often difficult and traumatic experiences.

This led to a significant increase during 2021/22 (19% more than during 2020/21) in the number of people exercising their right to access information about themselves (or about deceased partners or parents) held by Perth and Kinross Council. These requests were frequently for large volumes of sensitive and distressing information, which require processing to remove third party and other information, before they can legally be released. The



volume of work which the Information Governance team was dealing with led to delays in responding to people at what was often a time of heightened emotion.

Working with Education and Children's Services, additional funding was secured to employ two officers to deal primarily with requests for historical care records. This additional resource has resulted in an improvement in the time taken to respond to requestors, with almost all requests relating to care experience being responded to, either in full or partially, within statutory timescales. Ongoing training will enable staff to access information held on social work systems which will streamline and speed up the service provided to requestors. They will also use the Archives held by CulturePK to look for evidence when no records are held on social work systems.

Recognising the distressing content of many records, the Information Governance team has developed communications which direct individuals to contact external support organisations. When no information is held, members of the team provide guidance on where requestors could try to find evidence. All requestors are treated compassionately and with empathy, and there is a recognition of the particularly difficult circumstances of people who are seeking evidence for the Redress Scheme.

CDS Priorities for 2022/23

Whilst interrupted by the 2-year pandemic, it is planned that development work will restart in 2022/23 to develop an ambitious **Customer Service Strategy**. This will include a new model of service, customer insight and engagement and developing customer engagement based on the national Customer Service Excellence model.

We will continue to promote **digital channels** and make sure no citizen is excluded. We are investigating opportunities for new and emerging technologies including webchat to improve service operation and design. This will be aided by robust demand analysis



Working Smarter

This matters because a strategic and integrated approach to people, technology and property is essential to improving how we work as a Council to support delivery of the Perth and Kinross Offer. Our experience in responding to the Covid 19 pandemic has demonstrated that as an organisation we can implement radical change at pace and scale. We will therefore continue to challenge our traditional assumptions about work and workplace, embrace different ways of working which improve productivity, enhance the employee and customer experience, and achieve better outcomes for our communities.

Performance Summary for 2021/22

Working Smarter has meant being more flexible about what we do, how we work, who we work with, when and where employees work – ensuring we optimise use of buildings, workspace, and technology to find new and more effective ways of doing things. It is also about supporting wellbeing, enhancing employee experience, and promoting positive life work balance. Over the last year, we have seen a stop start impact in terms of remobilising our offices, in line with public health requirements as prevalence of Covid-19 changed across the country. A gradual return to corporate offices was facilitated in line with emerging public health guidance from early 2022. This return was assisted with new HR guidance on hybrid working and the installation of IT equipment to facilitate hybrid meetings in additional offices. The return has also seen a reduction in paper files facilitated by new ways of working and the new EDMS.

Office based staff are now settling into new hybrid working patterns and Covid public health restrictions have been eased. Maintaining a healthy and safe work environment for all remains a priority and everyone has a responsibility for looking after themselves and respecting each other. A range of good practice mitigations and support remain in place to safeguard the health and wellbeing of staff, elected members, and members of the public. These include promotion of the Distance Aware Scheme.

Priorities for 2022/23

Over the next few months, we will be working with teams in offices to **review workspace requirements** based on how they are using hybrid working; this will help determine overall space requirements and consider the need for quiet spaces, collaboration spaces, bookable rooms with and without hybrid meeting equipment. This exercise will ensure we are making best use of our office accommodation and digital kit, supporting staff to work flexibly and to aid productivity.



ORGANISED TO DELIVER

Governance and Management Structure of the Service

CDS has the key resource functions relating to people, money, property, and information. This brings together the key **strategic enablers of change and transformation**. It also is the central service which **supports the Council's democratic processes and civic role** and manages the **governance framework**.

CDS provides **specialist customer services** directly to the communities of Perth and Kinross through its Registrars, Licensing, Information Governance, Local Taxes & Benefits and Welfare Fund & Welfare Rights teams. It also provides the Council's general enquiry service for residents, businesses, and visitors through the Customer Contact Centre.

CDS employs 522 people working a full time equivalent of 464 permanent employees across a diverse range of functions and activities.

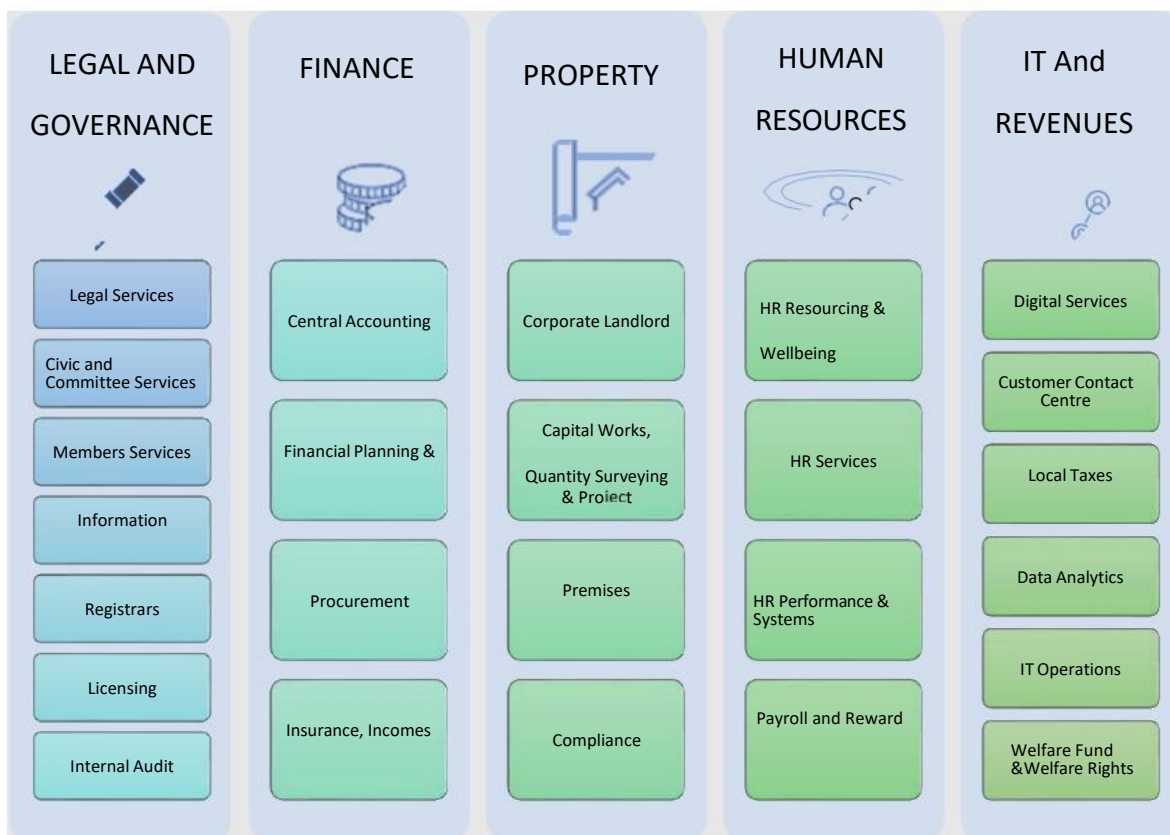
CDS fulfils a significant role in the Council's leadership and governance structure. With representation on the Executive Leadership Team, CDS provides the core expertise in corporate resources, digital / IT, legal and financial advice to the Chief Executive, Executive Directors, Elected Members and Conveners of Committees of the Council.

Key statutory roles are held by officers within CDS; Monitoring Officer (Head of Legal & Governance Services), Section 95 Officer (Head of Finance) and the Data Protection Officer. The Head of IT & Revenues is the Chief Digital Officer.

Heads of Service and Senior Service Managers are members of the Extended Executive Leadership Team (EELT). Many also have leadership roles on several key groups and Boards within and out with the organisation and contribute to the national policy and strategic agenda via Cosla or their respective professional associations.



This 'At a Glance' Diagram of Corporate Services shows the different Divisions and teams within the Service and a brief outline of their responsibilities. More detail can be obtained on our ERIC page [Here](#)



Customer Focus and Community Engagement

Customer Experience is normally associated with external customer contact and service teams who deal directly with the public. However, our internal customers are just as vital (the next person in the process is your customer). Employee experience is at the heart of HR service delivery.

Customer engagement and improved communication with customers across all the Service's work will be progressed to ensure CDS is listening carefully to its customers' needs, and to develop exceptional levels of insight into how it could transform and improve to the benefit of customers.

We also directly provide customer services to the public in line with the Customer Service Excellence Standards (Formerly Charter Mark). The Welfare Rights Team already hold accreditation at the highest level possible for Welfare Benefits Advice and Representation at Courts and Tribunals. Working proactively with Scottish Government and partners, Welfare Rights staff share best practice and influence guidance and process to ensure

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policy objectives are optimised.

Preparing our People for the Future

People are the Council's most important asset and remain at the heart of everything it does. The people who work in CDS are dedicated and committed to public service and use their talents and skills to provide the best possible services to our customers and communities. We remain committed to investing in the support and development of our employees – providing 1:1 time, team discussions, wellbeing support and access to learning and development – leadership training, continuing professional development, digital skills, and certificated qualifications.

The Council's Corporate Workforce Plan (2021 – 2023) (Report No. 21/84 refers), together with the Organisational Development Plan and Health & Wellbeing Plan, collectively set the direction for how we develop our workforce for the future. These plans will evolve to support and enable the Transformation and Change Programme, with engagement and consultation with employees and trade unions throughout.

The Service continues to have a strong track record of employing modern apprentices and professional trainees, as well as offering graduate work experience opportunities across all our teams. This approach ensures a pipeline of talent for future roles. CDS currently provides twelve opportunities for trainees, working across Energy and Engineering, Data analytics, Payroll, Internal Audit and Legal services, with a further three opportunities in Cyber Security and HR.

The pandemic has changed the way we live and work; in CDS many teams have continued in their normal workplace with changes in work practices – for example, Registrars, IT, and property teams. Many staff were working from home and are now settling into new hybrid work patterns, where this is appropriate for the customers they serve. Keeping people safe and promoting wellbeing remain priorities for the Council as an employer of a large and diverse workforce and we continue to work collaboratively with trade unions on health and safety and employment matters.

We are ambitious for how we enhance the collective contribution of CDS in service delivery to our customers and communities and in how we support and enable the Council to achieve its priority outcomes. With increasing demands and reducing resources, how we work is as important as what we do. We will continue to develop:

- Strong relationships that enable CDS to act as professional adviser and as a critical friend. Influential and solution focussed people that are connected, astute and politically aware, providing relevant and



timely advice that leads to more informed decision making and better outcomes.

- Confident and visible leaders who understand public services, role model technical excellence and lead by example.
- Skilled people equipped with the knowledge, skills, and experience to achieve our priorities and meet future challenges.
- Clear career frameworks and succession planning arrangements that define roles and set expectations of our people, to support the attraction and retention of high-performing and diverse talent.
- Team structures and ways of working that promote collaboration, integration, and knowledge-sharing.
- Clear, consistent, and accessible data governance, helping to protect data integrity, and improve evidence-based decision making.
- Effective risk management that is integrated and embedded into our core business processes and a review of the Council's risk appetite.
- Enhanced reporting and monitoring of strategic financial performance and associated risks, that informs governance, decision making and financial management for the Council.

Partnership Working

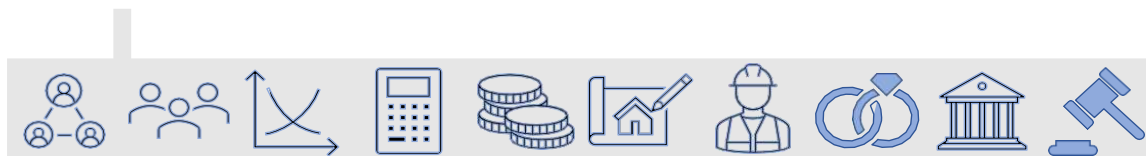
Our values drive our behaviours and actions in all that we do. These are **Ambition, Compassion, and Integrity**. Our staff are also expected to demonstrate strong ethical behaviour, respecting the rule of law and the appropriate codes of conduct.

Our Service includes several professional disciplines, each subject to its own governing body and professional standards. We provide support for continuing professional development and learning for all to maintain and develop skills and knowledge to enable us to continue to provide the best possible advice and support.

Our approach to working with our customers and stakeholders is to be collaborative, supportive, enabling, and agile. Our approach is to work collaboratively with Services and Partners to deliver the best possible outcomes for our citizens and communities. Several key community-wide developments and service activities will be supported by officers in CDS. Some examples include:

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- Major construction projects such as Cross Tay Road Link Road, City Hall Museum, and enhancements to the school estate.
- Comrie Flood Protection Scheme
- Child Poverty
- Support for asylum seekers and Ukraine refugees
- Health & Social Care – Review of the Integration Scheme
- The Perth and Kinross Offer
- Local Action Partnerships
- Work with Third Sector to ensure seamless referrals to welfare rights
- Community Vaccination Centres and Food Support
- Wellbeing Economy Alliance - UNCRC (United Nations Convention on the Rights of the Child) focussed pilot project in Letham
- 2022 Transformation and Change Programme.

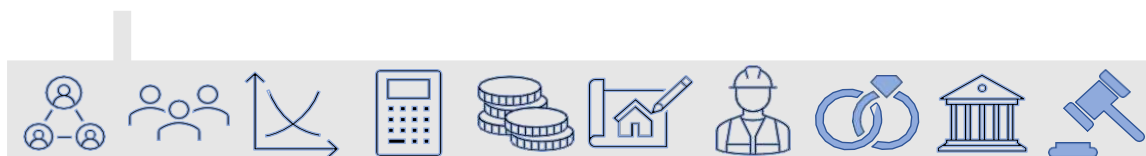
We want every member of CDS to fulfil their respective professional roles to the best of their ability and take ownership in leading, piloting innovative ideas, learning from others, and improving outcomes for communities and citizens.

Collaboration with other functions is essential in the delivery of this plan. We will continue to promote a One-Council approach, share knowledge and information, solve problems together, and develop creative solutions jointly to drive better quality outcomes for our communities.

Financial and Resource Management

CDS itself has a net revenue budget of £36.4m in 2022/23 which represents 8.8% of the Council's Revenue Budget. CDS has direct responsibility for a capital budget of £57m through to 2028/29, split between IT and Property Services.

Property Services makes up £17.5m, 48% of the CDS Net Revenue Budget. Our considerable property estate needs to be maintained to high standards to address conditions issues as well as challenges relating to climate change, Net Zero and emerging technology and legislation. In the next period, it is anticipated that demand for maintenance will continue to exceed previous levels of activity. Currently, the construction market is highly volatile and unpredictable in the short to medium term, and this is problematic for investment planning because of cost uncertainty and concern over the supply of labour and materials.



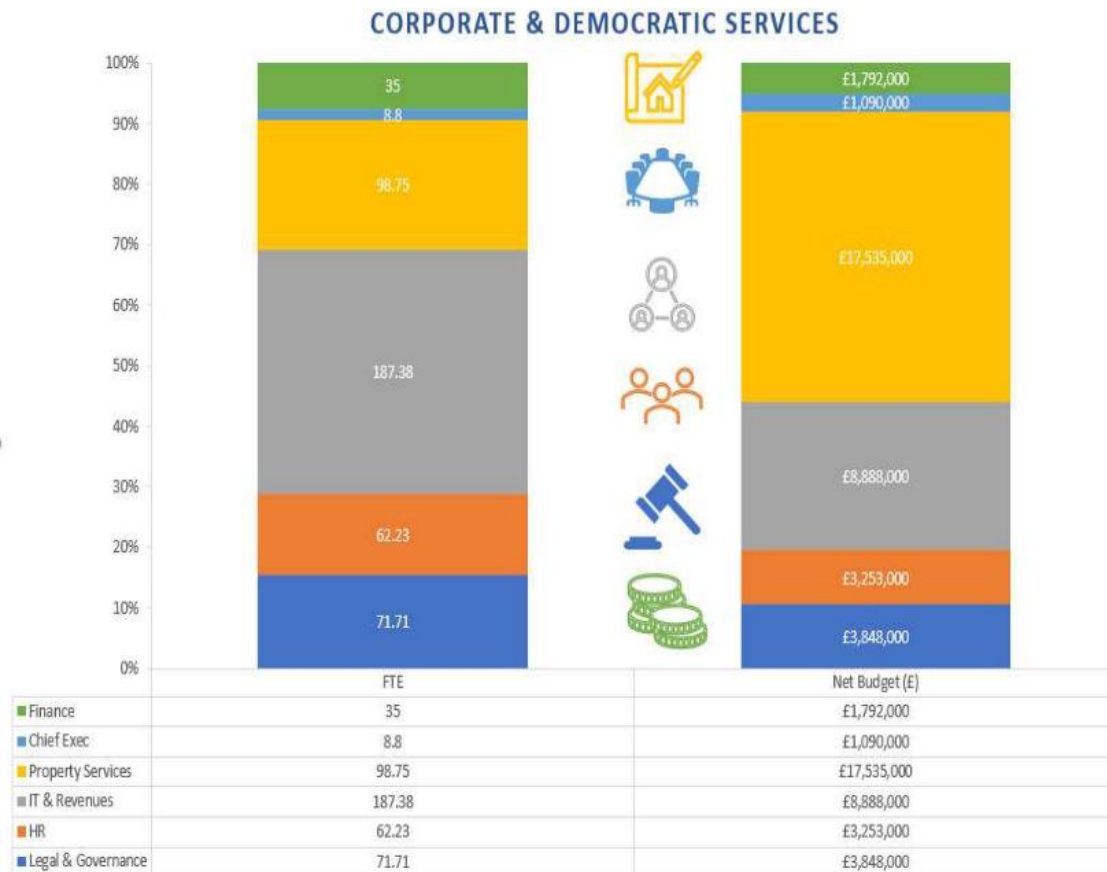
IT investment ensures our core infrastructure components (servers, cyber security, user devices, Microsoft estate and business systems and telephony etc) provide a stable platform from which to build digital and transformative change. It ensures the technologies needed to deliver frontline services remain up to date, secure, available, and developed to meet evolving customer needs and the Council's emerging operating model. The last two years have also seen seismic disruption to IT supply chains with lead times for some equipment increasing from 3 weeks to 13 months. This volatility and unpredictability are likely to continue into 2023.

Budget monitoring for the overall Council revenue budget of £430million and capital budget of £640m through to 2028/29 is reported to the new Finance and Resources Committee.

The Investment Blueprint and Delivery Plan will ensure investment decisions support corporate objectives and priority outcomes - investment in maintaining and developing the assets which are used to deliver services (including schools, houses, operational buildings, and infrastructure) and the utilisation of capital funding to stimulate economic development and regeneration in local areas are essential enabling activities. Delivery of the Council's ambitious capital programme supports key outcomes such as tackling climate change, cultural transformation, and improving the school estate.

A graphical representation of CDS' Net Revenue Budget and FTE is shown below.





The Service makes a significant contribution to the overall strategic objectives directly through our service delivery, and through our professional advice and support to other Services and Partners in all that they do.

CDS participates in the cross-service Planning, Performance and Risk (PPR) group as part of the corporate policy and governance arrangements. CDS is committed to embedding self-evaluation and performance management across all teams to drive improvement and more integrated ways of working.

CDS welcomes the new modernised performance reporting system procured in Spring 2022 by the PPR group lead officer. This will help us to embed effective performance management principles and disciplines throughout the Service. Our 2021-22 performance against key corporate indicators will shortly be available on our web site at, [PK Performs](#) selecting ‘**Organised to Deliver**’. Previous year’s performance indicators are available online now.

As part of the business planning process for 2022/23, CDS undertook a

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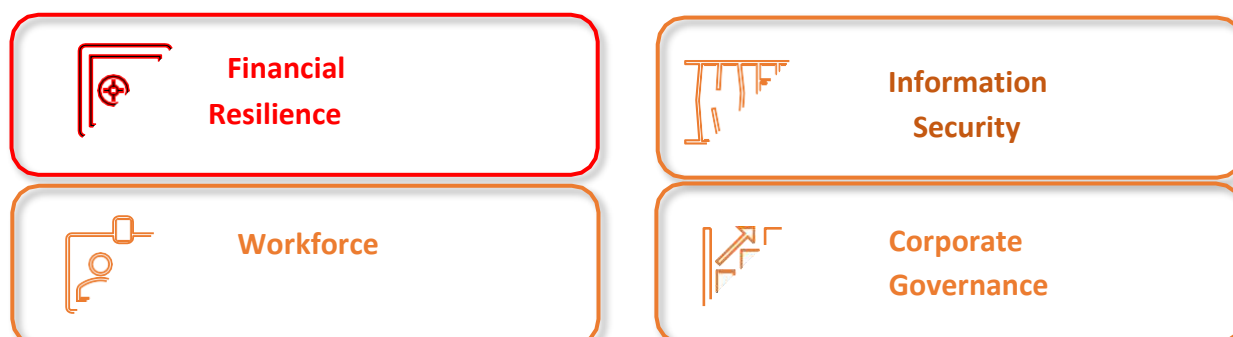


PESTLE and SWOT analysis to gain insight into the emerging demands and risks which may affect our performance and the organisation's capacity to deliver services. This insight helped shape our improvement priorities.

We are aware of Audit Scotland's recommendations (Best Value Assurance Report August 2019) around improving how performance management and performance reporting is used to drive continuous improvement, and we are investing resources to change the way we use data and information. Work has commenced on developing a balanced scorecard within our performance management arrangements.

Effective risk management is a key element of the Council's system of internal control and an essential element of good governance. CDS has responsibility for the development and management of the Council's Strategic Risk Management Framework; ensuring that there is a consistent and coherent approach taken across the organisation to the identification, assessment, analysis, mitigation, and management of strategic and key operational. An update to the Strategic Risk Register will be presented to the appropriate Council Committee in summer 2022.

As the core corporate functions, CDS are the risk owners in relation to several of the key risks facing the Council including financial management and accountability, information security, workforce, and corporate governance.



As key enablers of change and transformation, CDS also play a key role in supporting the organisation in managing and mitigating the spectrum of strategic risks from reducing the impact of climate change to tackling poverty and inequality across Perth and Kinross. Involving and engaging staff in the critical agendas of equality and fairness, sustainability and climate change will ensure everyone can contribute effectively.



As part of our business planning activity during 2021-22, CDS regularly reviewed the opportunities and threats emerging from the external environment and updated its Service Risk Register.

KEY PERFORMANCE INDICATORS

The section below provides 2021/22 performance indicators where the information is currently available. The remaining indicator will be updated later this year when the information becomes available.

 <p>% OF THE HIGHEST PAID 5% EMPLOYEES WHO ARE WOMEN</p> <p>2021/22 54.0% 2020/21 53.8%</p>	 <p>THE GENDER PAY GAP</p> <p>2021/22 -1.1% 2020/21 -1.2%</p>	 <p>SICKNESS ABSENCE DAYS PER EMPLOYEE – NON-TEACHING</p> <p>2021/22 10.9 2020/21 8.3</p>	 <p>% OF INVOICES SAMPLED THAT WERE PAID WITHIN 30 DAYS</p> <p>2021/22 94.0% 2020/21 89.7%</p>
 <p>PROPORTION OF INTERNAL FLOOR AREA OF OPERATIONAL BUILDINGS IN SATISFACTORY CONDITION</p> <p>2021/22 89.8% 2020/21 85.4%</p>	 <p>PROPORTION OF OPERATIONAL BUILDINGS THAT ARE SUITABLE FOR THEIR CURRENT USE</p> <p>2021/22 93.5% 2020/21 89.7%</p>	 <p>SUPPORT SERVICES AS A % OF TOTAL GROSS EXPENDITURE</p> <p>2021/22 TBC 2020/21 3.8%</p>	 <p>% INCOME DUE FROM COUNCIL TAX RECEIVED BY THE YEAR END</p> <p>2021/22 97.7% 2020/21 96.6%</p>

Comments on Performance Indicators

Council performance in the Corporate Services' indicators has mirrored the national experience during the COVID-19 pandemic. The 2021/22 performance in respect of these indicators shows that as the restrictions have eased, performance levels are returning to normal ranges.



Sickness absence has increased from an average of 8.3 to 10.9 days for non-teaching employees. This excludes Covid-related absences. The requirement for most staff to work from home changed the way we work and meant resources, systems, processes, tools, and technology being deployed very differently. Working digitally and from home and recording COVID-19 absences differently saw reductions in sickness absences, in line with other organisations in 2020/21. Our sickness absence indicators continue to be impacted and these are being closely monitored. We have identified some factors that we consider have contributed to increases in absences and these are used to shape our wellbeing support for employees, including advice and support for managers. We will continue to work with our trade unions and professional associations to prioritise support for the health and wellbeing of our workforce who are essential to delivering the best possible services to the people of Perth and Kinross.



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Links to relevant documents

[Community Plan and LOIP 2017-2027](#)

[Corporate Plan 2018-2022](#)

[Corporate Workforce Plan 2021-2023](#)

[Revenue budget and Reserves Strategy Report Feb 2022](#)

[Local Government Benchmarking Framework Report 2020-21](#)

[All Annual accounts](#)

[Council budgets](#)

[Past Council Strategies, Performance Reports and Business Plans](#)

[Best Value Assurance Report 2019](#)



PERTH AND KINROSS COUNCIL

SCRUTINY AND PERFORMANCE COMMITTEE - 8 JUNE 2022

EDUCATION AND CHILDREN'S SERVICES JOINT BUSINESS MANAGEMENT & IMPROVEMENT PLAN 2022/23 AND SERVICE ANNUAL PERFORMANCE REPORT 2021/22

Report by Executive Director (Education and Children's Services) (Report No. 22/118)

1. PURPOSE

- 1.1 This report presents the Joint Service Business Management and Improvement Plan (BMIP) 2022/23 and Annual Performance Report (APR) 2021/22 for Education & Children's Services. It details progress against targets and improvement actions over the last year and sets out priority focus areas for the coming year to support the delivery of the Council's strategic objectives and outcomes.

2.	RECOMMENDATION
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- | | |
|-----|--|
| 2.1 | <p>It is recommended that the Scrutiny and Performance Committee:</p> <ul style="list-style-type: none"> • Scrutinises and comments as appropriate on the Education & Children's Services Joint BMIP 2022/23 and APR 2021/22. |
|-----|--|

3. STRUCTURE OF REPORT

- 3.1 This report is structured over the following sections:

- Section 4: Background
- Section 5: Proposals
- Section 6: Further Considerations
- Appendices

4. BACKGROUND

- 4.1 Council Services produce a Joint Service BMIP and APR on an annual basis. This sets out the key actions which the service will deliver in the coming year, to ensure better outcomes for everyone in Perth and Kinross, and to demonstrate how the service contributes to the delivery of the Council's strategic objectives. This also allows an opportunity to reflect on the progress made in the previous year.
- 4.2 These documents are an important part of the strategic planning framework for the organisation, translating the strategic objectives of the Local Outcome Improvement Plan and Corporate Plan into the contributions that each service makes. Team plans are based on service BMIPs.

- 4.3 The joint service BMIPs and APRs are presented to Scrutiny and Performance Committee, and then to the relevant Service Committees. This report presents the Joint BMIP for the period 2022/23 and APR for the period 2021/22 for Education & Children's Services.

5. PROPOSALS

- 5.1 The ECS Joint BMIP and APR for this year has not changed significantly in terms of structure and format. The report includes performance summaries and end of year data, where currently available, along with comments on performance against priority areas identified last year. It also sets out information about how the service is organised and structured to deliver and identifies key priority focus areas for the upcoming year, rather than a detailed plan.
- 5.2 This approach was agreed last year, due to the impact of COVID-19, which has continued during 2021/22. Also, work is currently being undertaken to revise the Corporate Plan, the Local Outcomes Improvement Plan and to implement a new Change and Transformation Programme, which will likely have an impact upon service priorities.
- 5.3 The Council has also procured a performance management software system which will be introduced during 2022. This will change the way in which performance information is used and reported.
- 5.4 Following approval of the new strategic documents and the implementation of the new performance management software solution, service planning and performance reporting will be reviewed, and new guidance will be developed for reports next year.
- 5.5 The 2021/22 reporting year has continued to be influenced by the COVID-19 pandemic and this is reflected across the report as appropriate. However, the established strategic objectives of the service remains unchanged and progress against these is positive in many areas.
- The expansion of the provision of Early Learning and Childcare to 1,140 hours per year has continued to deliver high quality, flexible, accessible early learning and childcare for 3–5-year-olds and eligible 2-year-olds.
 - Overall attainment remains strong, with the Achievement of Curriculum for Excellence levels across P1-S3 remaining steady in 2021, with an improvement in relation to the Council's comparator authorities. In the senior phase, overall average tariff points increased again in 2021.
 - However, deprivation-related outcome gaps remain stubborn, and this remains a key focus of improvement activity across the service.
 - The principle of supporting children and young people within the community continues to be effectively managed, with 94% of looked after children in community placements.

- The impact of COVID-19 is more significant for the most vulnerable children and families and ECS recovery planning and implementation recognises this. We will continue to provide additional support for those who will need it into the longer term.

6. FURTHER CONSIDERATIONS

None.

Author

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Approved

Name	Designation	Date
Sheena Devlin	Executive Director (Education and Children's Services)	

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

All Council Services can offer a telephone translation facility.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Community Plan/Single Outcome Agreement

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

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

This report relates to all of these objectives.

Corporate Plan

- 1.2 This section sets out how the proposals relate to the achievement of all of the Council's Corporate Plan Objectives:

- (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.

This report relates to all of these objectives.

- 1.3 The report also links to the Education & Children's Services Vision, Values and Priorities in respect of all of the key Priority areas.

2. Resource Implications

Financial

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

Workforce

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

Asset Management (land, property, IT)

- 2.3 There are no asset management implications arising from this report.

3. Assessments

Equality Impact Assessment

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

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

- (i) Assessed as **not relevant** for the purposes of EqIA.

Strategic Environmental Assessment

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

Sustainability

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

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

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

Legal and Governance

3.4 Not applicable.

3.5 Not applicable.

Risk

3.6 Not applicable.

4. Consultation

Internal

4.1 The Education & Children's Services management team were consulted during the preparation of this report.

External

4.2 Not applicable.

5. Communication

5.1 Not applicable.

2. BACKGROUND PAPERS

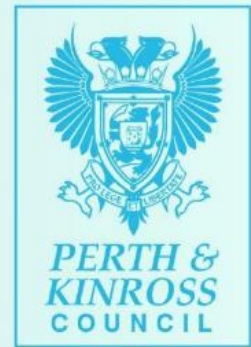
2.1 The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing the above report.

- [Education & Children's Services Joint Business Management and Improvement Plan 2021/22 and Annual Performance Report 2020/21](#)

3. APPENDICES

3.1 Appendix 1 - Education & Children's Services Joint Business Management Improvement Plan 2022/23 and Annual Performance Report 2021/22

Education & Children's Services



**Joint Business Management and Improvement Plan 2022/23
& Service Annual Performance Report 2021/22**

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1. INTRODUCTION

This report presents a summary of the work we have undertaken over the past year to ensure better outcomes for our children, young people and their families across Perth and Kinross and contribute to the delivery of the Council's strategic objectives. It allows us an opportunity to reflect on the progress we have made in the last year and report on our performance against identified performance indicators.

This has been another year of significant challenge, dominated by a global pandemic, met by tremendous effort and dedication from our staff across the service. It has been humbling to see the outstanding commitment, creativity, perseverance, resilience and service shown by teams across ECS, then and now.

Improving outcomes for children, young people, families and for people in the justice system remains the core business of Education and Children's Services. Improving lives together is what we are about. We aim to ensure that the experiences and support we provide best meet the wellbeing and learning needs of those we seek to serve. Early intervention and prevention, raising attainment for all and closing equality gaps, ensuring equity and enabling inclusion dictate how we plan for improvement.

We remain committed to Getting It Right For Every Child (GIRFEC). We want children and young people to be safe, healthy, achieving, nurtured, active, respected, responsible and included and that they and their families receive the help they need, when they need it. Similarly, we remain committed to community justice and building successful support for people who have committed a crime to help break the cycle of reoffending. We will continue to ensure that our services are responsive to the needs of people and communities. In line with the Perth and Kinross Offer we will ensure that the views of the children and people who use our services are heard and that we harness personal and community assets so that everyone can make a positive contribution to our communities.

Whilst we do well in many areas, our ambition is always to do better. We are confident in our ability and capacity to continue to improve, driven by a workforce committed to delivering better outcomes and continuous improvement.

Our approach to planning for recovery has been informed by an evaluation of our services and how they have had to operate over the past two and half years; keeping that which has worked well and making informed decisions about the best use of the resources at our disposal.

Sincere thanks go to all staff and partners for the contributions they have made in the most challenging circumstances of their careers and for their continuing efforts and commitment to delivering positive outcomes and improved services.

Sheena Devlin
Executive Director (Education and
Children's Services)

Jacquie Pepper
Depute Director and Chief Social
Work Officer

2. VISION, STRATEGIC OBJECTIVES AND SERVICE PRIORITIES

Our Vision

We support the Vision of the Community Planning Partnership, for our area:

“Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here.”

This Plan aims to translate this vision into an agenda for Education and Children’s Services to deliver positive outcomes for our citizens and communities.

Perth and Kinross Council’s (PKC) Strategic Objectives

The vision is reflected in the Council’s five strategic objectives, outlined in the [Corporate Plan](#) and these inform decisions about policy direction and budget spending:

The vision and strategic objectives support the delivery of the [Community Plan](#) and the Council’s Corporate Plan.

The Perth and Kinross Offer is about **working together so everyone in Perth and Kinross can live life well**. The Council will build new relationships with communities and design services around the people who live and work in them. The Perth and Kinross Offer supports the corporate objectives and our service priorities. In line with the Offer, Education and Children’s Services will involve children, young people, and adults who our services in our work to evaluate how well we are doing as well as when we design new services or when we make changes.

Examples include:

- Extensive, large-scale consultation in the design and delivery of Early Learning and Childcare
- Specific participation and involvement of Young Carers in the creation of a Young Carers Strategy
- Direct involvement in the design of a new service for men in the Justice System called EVOLVE

Education and Children’s Services Strategic Framework

Education & Children’s Services developed a service Vision and Values; a concise and focused statement of the overall aim of our service, and an expression of the drivers of our behaviours as an organisation and individuals.

Our Vision:	Improving Lives Together		
Our Values:	Ambition	Compassion	Integrity

Alongside this are the service strategic priorities, which draw from the Tayside Plan for Children, Young People and Families, and the Community Justice Outcome Improvement Plan and are aligned with the Council's strategic objectives.

ECS Key Priorities				
Best Start	Learning & Achievement	Health & Wellbeing	Care and Equity	Safe and Protected
Corporate and Community Planning				
Giving Every Child the Best Start in Life	Developing educated, Responsible and informed citizens		Supporting people to lead independent, healthy and active lives	

The strategic direction of our service is underpinned, influenced and shaped by a range of key national legislation and strategic policies. This is a time of significant change and development, and the following are identified as key drivers over the next 1 to 3 years:

Achieving Excellence and Equity: 2022 National Improvement Framework and Improvement Plan

This document sets out the vision and priorities for Scottish Education, and the national improvement activity that needs to be undertaken to deliver them. This plan has been informed by the challenges for the whole education system in dealing with the health, social and educational impacts of COVID-19.

Scottish Attainment Challenge: framework for recovery and accelerating progress

This framework, published in March 2022, sets out the Scottish Government's refreshed plans to tackle the poverty related attainment gap through Scottish Attainment Challenge Funding.

The Promise

The Promise is a national body responsible for driving and monitoring the whole system changes recommended by the outcomes of the Independent Care Review. The Promise commits us to ensure a coordinated approach in delivering services that support holistic, whole family support when it is needed, for as long as it is needed.

Support for Learning: All our Children and All their Potential

Published in June 2020, this review, headed by Angela Morgan, addressed the effectiveness of the Education (Additional Support for Learning) (Scotland) Act 2004 in ensuring the availability and quality of additional support for learning across Scotland. The review made recommendations for improvement throughout the education system, and the Scottish Government and the Convention of Scottish Local Authorities (COSLA) have committed to addressing them.

United Nations Convention on the Rights of the Child (UNCRC)

The Convention has 54 articles that cover all aspects of a child's life and set out the civil, political, economic, social and cultural rights that all children everywhere are entitled to. It also explains how adults and governments must work together to make sure all children can enjoy all their rights. Scotland is set to become the first country in the UK to incorporate the UNCRC into domestic law with specific duties for public bodies across all of their work and

the right for children and young people to enforce their UNCRC rights and seek remedy if they are not met.

Children (Scotland) Act 2020

The Act amends statutes concerning children, including the Children (Scotland) Act 1995, the Adoption and Children (Scotland) Act 2007 and the Children's Hearings (Scotland) Act 2011. New statutory responsibilities include requirements to support care experienced brothers' and sisters' relationships, and to ensure that brothers and sisters views are considered when care decisions are taken.

The Carers Strategy (2019-2022)

The joint Carers Strategy (2019-22) is in the process of redevelopment. A consultation process of all carers in Perth and Kinross will take place prior to the end of the current Strategy. This consultation is crucial in shaping the development of future supports available for carers of all ages in Perth and Kinross.

National Guidance for Child Protection

This guidance was published by the Scottish Government in September 2021 and requires ECS, along with Child Protection Committee (CPC) partners to review and update local practice and procedures in preventing and responding to the risk of harm. CPC multi-agency child protection online training and webinars have been updated, and work is continuing to update the current Perth & Kinross CPC Inter-Agency Child Protection Guidelines

Getting It Right for Every Child (GIRFEC)

Getting it right for every child (GIRFEC) supports families by making sure children and young people can receive the right help, at the right time, from the right people. The aim is to help them to grow up feeling loved, safe and respected so that they can realise their full potential. The Scottish Government has announced a refresh of the GIRFEC policy and ECS will need to engage in a reinvigorating our internal processes and approach along with partners.

Best Start

Our children will have the best start in life, they will be cared for and supported to learn in nurturing environments.

We work alongside families to improve children's wellbeing and encourage early social and emotional development.

In partnership with parents and carers, we support children in their early years to ensure all children and young people are given the best start in life.

Performance Summary for 2021/22

The implementation of [1140 hours of Early Learning and Childcare](#) has continued to deliver high quality, accessible early learning and childcare for 2,767 3-5 year olds and 164 2-year-olds. A parental survey concluded in 2022 shows that most parents are satisfied with the offer within PKC. 89% of respondents said that they are happy with the ELC attendance model that their child is currently accessing, and 82% agreed that their ELC community offers flexible options for families.

Family learning encourages family members to learn together, with a focus on inter-generational learning. Family learning activities can also be specifically designed to enable parents to learn how to support their children's learning. 25 full-time equivalent (FTE) Family Learning Practitioners are supporting families across 41 ELC settings. A range of sessions have been delivered to support families, including [Peep Learning Together](#), [Bookbug](#), [Rhymetime](#) and Eat Well Play Well. Parental feedback highlights the positive impact on children and parents.

A Speech and Language Therapist has been working alongside the Change Is A Must (CIAM) team, assessing parents' communication abilities and diagnosing previously unidentified communication needs; training the CIAM Team; and co-creating a variety of easy read report formats. This enables expectant parents to fully engage with any help and advice provided.

Almost all ELC settings have an identified Communication Champion trained in specific interventions to support Language development. Early Childhood Practitioners (ECPs) deployed across Primary 1 classes have had a positive impact across Primary 1 with a 5% increase in developmental milestone outcomes.

Outdoor training for practitioners has been developed to support outdoor learning environments. In partnership with Perth College, [Forest Kindergarten](#) training has been delivered to 90 participants from ELC, Schools, Out of School Care and Childminder settings. An evaluation highlights that 89% of respondents felt their confidence had increased, with 80% of respondents stating they are now delivering outdoor experiences every day.

The range and level of preventative support to families has been increased by the provision of family support outside of traditional working hours via the COPE team (Children who are Open to social work for Planned interventions in the Evenings and weekends). The provision of COPE support has helped ensure that children and young people remain with their families; offering support during vulnerable times of evenings and weekends when families under pressure can feel isolated and unsupported.

Letham and Crieff were identified as areas to test the new models of engaging communities in providing family support (Families Empowering Communities) in line with the commitment to The Promise. Primary schools are also using some of the Pupil Equity Funding to employ staff to carry out activities and engagement.

The Care Inspectorate continued to conduct inspections across the ELC sector. During this session 12 inspections were undertaken with 100% evaluated as good or better in care and support, 100% in environment, 100 % in staffing and 83% in leadership and management.

Priorities for 2022/23

- Engage with families who have substance use issues to develop a family plan which will increase their opportunities to be supported in their own home and community.
- Ensure all unborn babies at risk of becoming looked after are the subject of the Family Group Decision-Making process to increase perinatal support for mothers and their family.
- Explore the opportunities to capture the voice of children and young people. (e.g. Talking Mats training). This supports people with communication needs and allows all children to be meaningfully consulted about issues affecting them, ensuring their voice is amplified.
- Further implementation of Language and Communication support from Speech and Language Therapists within targeted ELC settings.
- Continue to implement the use of the new electronic system to track and monitor children's progress in ELC settings.

Learning and Achievement

Our children, young people and their families will be meaningfully engaged with learning and combined with high quality learning experiences, all children and young people will extend their potential.

Through meaningful engagement in learning, high quality learning experiences and skilful staff, all of our children, regardless of their circumstances, will be successful learners, confident individuals and responsible citizens who contribute to their communities. We have ambitious targets for raising attainment and achievement.

Performance Summary for 2021/22

The proportion of P1 pupils meeting all of their expected developmental milestones has increased in 2021 to 82%. Achievement of Curriculum for Excellence levels performance across P1-S3 remained steady in 2021. However, performance in relation to our comparator authorities has improved. In the senior phase, overall average tariff points increased in 2020 and again in 2021.

The Raising Attainment Implementation Plan focussed on raising attainment & achievement for all and closing the attainment gap has been updated and presented at the Raising Attainment Board. Progress is monitored by the Board on an ongoing basis and contributors are invited to Board for further scrutiny or discussion. The governance of the Board has been strengthened, creating a tighter focus on our attainment measures and improvement activities.

A Strategic plan using Scottish Government Covid-related funding for interventions was completed and implemented with targets to support recovery, through implementation of evidence-based approaches to target literacy, numeracy and health and wellbeing outcomes. Initial evidence suggests that these have had a positive effect on literacy and numeracy outcomes from Broad General Education (BGE) to Senior phase particularly for our most vulnerable learners and those most affected by the pandemic.

Education Scotland undertook two follow-through inspections in schools. These were successful with no further engagement required with either school. Whilst other Education Scotland inspection activity was paused, thematic reviews were undertaken under the themes of [Outdoor Learning](#), [Health and Wellbeing](#) and Recovery with contributions from Perth and Kinross Schools and settings.

Year 3 of the Perth and Kinross Literacy and Numeracy strategies have been implemented with a focus on quality teaching in writing and numeracy. This included the creation of Writing and Numeracy Toolkits and professional learning activity to support classroom practitioners. Targeted work was undertaken with identified schools to support improvements in reading, writing and numeracy skills and attainment. Maths and Numeracy Improvement Groups were established in partnership with Education Scotland. Six early years settings were supported to successfully target improved outcomes in maths and numeracy.

Digital capacity has been enhanced as part of our wider curricular review and refresh.¹¹ Career long professional learning sessions involving 84 staff led to schools being registered for and receiving Digital Schools Awards. Our Senior Phase curriculum has been enhanced by the addition of the PKC Virtual Campus and our work across Tayside with the Tayside Regional Improvement Collaborative (TRIC) virtual campus. This year 3 Advanced Higher

(AH) Courses have been offered across the TRIC; AH French, AH Spanish and AH Computing, with 36 Pupils participating across the 3 courses. Our own PKC Virtual Campus delivered AH Modern Studies and AH Physical Education this session. 15 pupils in total embarked upon these courses and 13 have been presented. N3 Virtual Learning Courses have also been created this session in nine subject areas

We have developed [Our Promise to You](#), the Perth and Kinross Corporate Parenting Plan 2021-24, in collaboration with children and young people. Within *Our Promise* we have a clear ambition to ensure that all children and young people with care experience will have all they need to thrive in their school and home environments.

In partnership with Education Scotland and Headteachers, we have developed a toolkit to support self-evaluation of support for learning in secondary schools. This will support a thematic review of support for young people with additional support needs (ASN) across all secondary schools in session 2022-2023

Inclusive practice is being improved in all schools and ELC settings through implementation of the Education Scotland [CIRCLE Framework](#). This supports class teachers to enhance the classroom environment and the participation of children and young people in their learning. Over 90% of schools responding to a survey considered themselves to be on track to meet the CIRCLE targets set for June 2022. The [Young Person's Guarantee](#) is in place to offer a coherent, universal, and targeted approach in partnership with a wide range of stakeholders, to support young people through 1:1 support, skills academies and job club opportunities to encourage positive destinations. This supported improvement in this area in session 20-21 with positive destinations improving to 97% in PKC.

Enhanced approaches to Learner Participation have been developed in accordance with UNCRC, with training resources to enhance learner participation for children with ASN disseminated to schools.

Priorities for 2022/23

- ELC settings, Primary and Secondary schools will continue implementation of the CIRCLE approach to enhance support for all children and young people, including those with additional support needs
- Implement the refreshed Scottish Attainment Challenge to meet the needs of our most deprived learners and families.
- All Secondary Schools will undertake a Validated Self-Evaluation to identify improvement actions to improve achievement and attainment for young people with additional support needs.
- Provide tutoring and mentoring opportunities to care experienced children.
- Ensure children and young people are better equipped for the world of work through deeper engagement with Career Management Skills and a developed programme to track and monitor progress in these
- Review the Quality Improvement Framework to include systematic approaches to planning, tracking and measuring improvement outcomes.

- Review and update Literacy and Numeracy strategies in line with Raising Attainment Plan
- Implement the recommendations of the PKC BGE Curricular Review and develop PKC Senior Phase curriculum for implementation in session 2022-23.
- Further develop approaches to learning, teaching and assessment with a focus on inclusive practice and raising attainment.

Health and Wellbeing

Our children and young people will be physically, mentally and emotionally healthy.

Learning in health and wellbeing is designed to ensure that children and young people develop the knowledge and understanding, skills, capabilities and attributes which they need for mental, emotional, social and physical wellbeing.

Performance Summary for 2021/22

Young people who have been most impacted by the pandemic have been supported through enhanced universal and targeted wellbeing supports, including Counselling in Schools which is now embedded as a core support for children and young people aged 10 years+. Over 600 children and young people have received one-to-one counselling support through the Counselling in Schools programme which commenced in November 2020. Evaluations show improvements in wellbeing targets set through the counselling.

In schools, Community Learning Assistants, Pupil Care and Welfare Officers and Community Link Workers have been working to support attendance and the emotional wellbeing of children through a targeted Relink programme, which has supported over 50 young people to increase their attendance of school post lockdown,

A Staged Intervention Framework for Attendance has been launched to support good practice by schools in preventing and reducing absence by children and young people, including emotionally based absence

To support the implementation of [Connected Tayside An Emotional Health and Wellbeing Strategy for Children and Young People](#), the Perth and Kinross local mental health pathway has been developed and is being taken forward with health partners to promote positive emotional health for children and young people and to have clear pathways to targeted and specialist support, when needed.

New guidance to reduce exclusions from school, *Fostering Inclusion, Reducing Exclusion*, has been developed and implemented. Over the past three years, exclusions have reduced from 27.3 per 1000 pupils to 13.1 per 1000 pupils.

Reports of staff having been involved in an incident where a child has been distressed, challenging, violent or aggressive, have continued to decrease. This has reduced from 1231 staff reports in 2019/20 to 995 staff reports for the comparable period in 2021/22. However, this will continue to be a key priority for further improvement.

The [Scottish Government Health and Wellbeing Census](#) was completed successfully across all schools, with over 7,500 responses received from P5-S6 pupils. An analysis of results will inform planning at school and authority level, including development of a refreshed Health and Wellbeing Strategy Action Plan.

The Active Schools team provided support and advice and delivery of Jungle Journey sessions to Early Years and Primary colleagues in supporting children to achieve developmental milestones, with a particular focus on gross motor skills.

An audit of social and emotional training needs was undertaken with Primary Schools in term 2 to shape a plan for training that was then arranged and procured accordingly. This training

has focused on understanding anxiety, with the majority of participants rating it as excellent. Further training on solution-focussed approaches, peer mediation and social skills development work has had to be rescheduled due to Covid staff absences. Training has been developed for secondary schools on suicide prevention and safety planning

Community Mental Health funding has been secured for partnership working for young people experiencing sustained absence from school due to mental health concerns. Scottish Government Pandemic funding for mental health has been utilised to develop tiered mental health and counselling supports through youth services with a focus on care experienced young people. There has been a universal arts-based resilience project accessible to all P7 classes with 200 art submissions for a digital exhibition, which received 500 views and art works were also projected throughout Perth city centre in February 2022. Grants were awarded to local third sector organisations to support mental health work and activities with families, with a focus on those with additional support needs and in a second tranche, to provide creative arts therapies to groups of young people struggling with anxiety and attendance.

Multi-agency development work has been set up since October to review and address self-harm guidance and good practice needs across schools, with a staged intervention framework currently being designed to address training and intervention gaps.

Whole school nurture development 'Nurturing Relationships' has a five-year strategic plan to improve wellbeing and promote resilience through building understanding and confidence of quality relationships based on nurture and attachment principles. Four schools are currently completing the phase 1 pilot, targeting emotional regulation, problem solving and the classroom as a safe space. Participants rated the training as 4.2 out of 5 and impact data is currently being collected.

Resources to support the implementation and promotion of the UNCRC are being shared across the service. Collaborative conversations and training are available, and a video has been produced for staff and children and young people to highlight the implications of the incorporation of UNCRC.

Priorities for 2022/23

- Provide additional support to pregnant women with perinatal mental health or substance use issues.
- Work with practitioners to continue to develop quality experiences across ELC setting with a focus on emotional development and regulation.
- Continue to support the development of community mental health and emotional wellbeing resources.
- Review and update the Health and Wellbeing Strategy in line with the Raising Attainment Plan
- Continue with phase 2 of the implementation strategy for Nurturing Relationships
- Develop a programme of social and emotional supports and training to ensure sustainable good practice across schools

- Review and develop alternatives to exclusion and increase support to individuals and school communities for young people at risk of exclusion.
- Continue to support schools to further reduce incidents of distressed, challenging, violent or aggressive behaviour.
- Develop and deliver a training programme to improve Trauma Informed Practice
- Review our Anti-Bullying Strategy and develop associated training and resources

Care and Equity

Our children and young people who experience particular inequalities and disadvantage will achieve health, wellbeing and educational outcomes comparable with all other children and young people.

We focus resources on groups of children and young people that are more likely to experience inequalities and poor outcomes in health, wellbeing, education and post-school destinations.

We are committed to closing the various 'gaps', increasing accessibility and broadening opportunities.

Performance Summary for 2021/22

The ELC service have worked across 4 settings to provide STEP Starter Sacks; an exciting new early years programme bringing play-based learning activities into the homes of Gypsy/Traveller children. Initial feedback from families has been positive.

A new "Support for Children and Families" process has been developed to ensure our most vulnerable children who benefit from ELC provision when they need it and as a result, 67 2-year-olds benefitted, and 233 children received additional holiday placements.

The [Instrumental Music Service](#) (IMS) have prioritised the delivery of tuition to those schools with over 50% of pupils living in Acorn category 4 and 5 areas. This has been done through mainstream IMS; provisions funded by the [Youth Music Initiative](#) and projects in partnership with the [Scottish Schools Pipes and Drums Trust](#).

The abolition of core curricular charges and charges for provision of Instrumental Music tuition by Scottish Government in May 2021 was successfully implemented in PKC allowing us to build upon existing measures to reduce the cost of the school day and remove these barriers to participation.

A pilot project has been launched to test the feasibility of incorporating a Wrap Around Care Service and a 45-week ELC setting to provide flexible childcare for school age children.

[Our Promise to You](#) is closely aligned to [The Promise Scotland](#) and its Change Programme. *Our Promise* incorporates three of the five priority areas identified in the Change Programme. We have pledged that where living with their parents is not possible, children must live with their brothers and sisters where safe to do so. *Our Promise* also describes the work we will do to ensure Children and Young People are supported to strengthen relationships and spend time with those who are important to them.

The provision of Family Group Decision Making (FGDM) has been enhanced with additional staff, helping families to create a plan for their child; keeping children out of care and retained within their wider family whenever possible. It empowers families to make their own decisions and promotes partnership working between the family and relevant professionals. It is currently offered to families where there is a risk of a child becoming accommodated.

A trial utilising the Self-Directed Support ethos, a flexible approach to empowering families to have greater choice and control over how they manage their mental wellbeing, has been well received by service users. The feedback to date has been positive and the small budget allocation for 2021/22 was fully utilised by families to purchase a range of services including:

art therapy, childminding to allow parents to spend time with other children in the family, counselling, play therapy, dance lessons, weight blankets, Chiropractic sessions and the purchase of goods to encourage social/physical activities.

A range of supports have been developed enabling Perth & Kinross to fulfil the mandatory expectations of the [UK National Transfer Scheme](#) to accommodate Unaccompanied Asylum-Seeking Children.

Through a Budget commitment in February 2021, an additional 11.5fte Support for Learning teachers were recruited to support young people with additional support needs in Secondary schools.

The Inclusion service works in partnership with NHS Tayside Occupational, Physiotherapy and Speech and Language Therapists to ensure children and young people with additional support needs have the necessary supports to access their learning. This includes the provision of a range of equipment, including specialist seating, communication aids, wheelchairs and hoists.

To support better transition experiences for children and young people moving from nursery to P1, from P7 to S1 and from secondary school to post-school destinations, progress has been made to confirm placements earlier for almost all children and young people. This has enabled better planning to be established and increased parental satisfaction.

Enhanced transitions moving from P7 to S1 were supported over the summer by Community Link Workers, this helped to reduce anxiety about the move of school for the young people involved. The development of groups in schools, such as PRISM at Perth High, a group for LGBTQ+ young people and allies, have helped to reduce feelings of isolation that impacted from lockdown. Although the group only formed in May 2021, they have already been nominated for the [Proud Scotland Awards](#).

Priorities for 2022/23

- Further develop learner participation with young people
- Strengthen the child's voice and protect their rights in all our interactions. We will also create new ways for children, young people and families to be involved; provide feedback, design solutions and shape the future of Services for Children, Young People and Families (SCYPF).
- Brothers and sisters will live together. Where living with their parents is not possible, children must live with their brothers and sisters where safe to do so.
- Expand our early help and support services for families when required.
- Develop policy to support and value positive relationships between staff and children they have previously supported. Ensuring safety of staff, the young person and their family.
- Develop our GIRFEC approaches to integrated assessment, planning and delivery of support to children and their families.
- Work with practitioners to continue to develop quality experiences across ELC setting with a focus on addressing the gender gap.

- Further develop support for Gypsy/Traveller play based approaches at home by connecting with wider range of ELC settings.
- Develop childcare offer for school age children across PKC, learning from Wrap Around Care pilot project and summer of play initiative, aligning with the Scottish Government plans to extend school age childcare for the most vulnerable
- An Outreach Team of support teachers will be established to provide targeted support for children with social, emotional, behavioural or communications needs in Primary Schools.
- Continue to improve transitions for children and young people at key points.
- Work with schools and partners to further develop curricular programme for Anti-Racist Education
- Continue to support the Child Poverty Delivery Plan as part of the Raising Attainment Strategy

Safe and Protected

Our children and young people will be safe and protected from harm at home, school and in the community. Our communities will be safe and we will act to prevent and reduce crime and anti-social behaviour.

Our approaches to protecting vulnerable children and young people are integrated and focused on early identification, and immediate and effective intervention to remove and reduce the risk of significant harm.

Through our Criminal Justice Social Work Service, we will work with partners to minimise the potential risks posed by the most serious offenders to keep communities safe, help reduce re-offending and support effective interventions for people in the justice system.

Performance Summary for 2021/22

In collaboration with partners, through the [Child Protection Committee](#) (CPC), we are working to ensure continuous improvement, self-evaluation and quality assurance across Children Protection services and to review and update local practice and procedures to ensure compliance with the new [National Child Protection Guidance](#). The CPC [Improvement Plan](#) coordinates all the CPC's improvement work and is subject to six monthly reviews and an annual review by Elected Members to monitor progress.

The six [Tayside Priorities for Practice](#) are being implemented within Perth and Kinross and across a diverse range of agencies and services who work with children, young people and their families, to empower and support a confident and skilful child protection workforce and enhance the safety, protection and wellbeing of children and young people.

The promotion of the national strategy on Equally Safe which aims to protect women and girls from domestic abuse has introduced training on 'Safe and Together' which is an initial step in achieving the necessary cultural change in the workforce to recognise and respond to domestic abuse.

We have employed two extra social workers based in the Public Protection Team to meet anticipated increased demand from the Courts and additional pressures on the HMP Perth over the next year. A further worker has been appointed to provide bail supervision.

Schools have contributed to a review of Critical Incident guidance and Community Mental Health funding has supported the new role of ECS Suicide Prevention and Mental Health Co-Ordinator, starting in March 22 and commencing on an audit of high-level mental health needs.

The Evolve service is being enhanced, specifically aimed at supporting men who are open to Criminal Justice Social Work and subject to Community Payback Orders, and those being released on a Licence from custody. The service aims to address the causes offending behaviour and promote positive life choices. A groupwork programme has been developed for men who are ready to make positive change, and a trauma-informed pathway is also in development for those who are in a chaotic trauma response.

In Perth & Kinross we already provide bail supervision for 16–26-year-olds with previous looked after care experience, which helps to minimise the numbers of individuals held on remand in custody pending trial. We have taken part in the incentivisation scheme set up by Scottish Government to increase the use of Supervised Bail and standardise practice across

all Local Authorities and have employed a further Bail Supervision Officer who will extend the range so that bail supervision is available for everyone over the age of 16 appearing at court.

Priorities for 2022/23

- Continue to train staff in Safe and Together which is designed to improve our practice and how we work together with families where there is domestic abuse and concerns about children.
- Train all staff to be trauma informed.
- Monitor the anticipated increased volume of work from the Court and review the requirement to extend the fixed term contracts.
- Monitor and review the increased use of bail supervision and review the requirement to extend the fixed term post.
- Continue ECS wide suicide prevention and mental health audit and intervention planning
- Further development work to standardise bail supervision across all Local authorities
- Monitor diversion from prosecution referrals and resources; required if significant increases in numbers.
- Redesign Drug and Alcohol Treatment options available to the Court, in partnership with Drug and Alcohol Services

3. ORGANISED TO DELIVER

Governance and Management Structure of the Service

Education & Children's Services Senior Management Team (SMT) is responsible for providing strategic leadership and direction for the work of Education and Children's Services. SMT comprises of:

- Sheena Devlin, Executive Director (Education and Children's Services)
- Sharon Johnston, Head of Education & Learning
- Hazel Robertson, Head of Services for Children, Young People & Families
- Greg Boland, Head of Business and Resources

The service management structure is detailed on the PKC website. Over the course of the past year, this structure has been reshaped to bring together support services, improve support to schools and enhance quality improvement in education and learning.

Customer Focus and Community Engagement

A review of the Learner Participation strategy is underway which will consider a range of approaches to ensuring meaningful engagement of learners in the life and work of schools.

The ELC service have undertaken a number of consultations during this session. The biannual ELC statutory consultation and subsequent parental survey has been analysed and is being used to support improvements to the ELC offer. The "Family Mealtime Experience" survey results led to changes to our practice with two meal choices now available to all children.

A new [Learning Estate Strategy](#) and [Learning Estate Management Plan](#) were approved by the Lifelong Learning Committee in November 2021, and outline the strategy and plan to consider the development and management of the Learning Estate in the context of meeting national and local outcomes, planning ahead and providing best value and benefits to our communities.

Following extensive consultation, plans have been approved for a new Primary school to be built on a site adjacent to Bertha Park High School and a catchment area created for the new school. Construction has begun on site for the new Riverside Primary School, to replace North Muirton Primary School and Balhousie Primary School, as has work to bring together the two school communities.

The provision of Free School Meals has been extended to all P4 and P5 pupils in line with Scottish Government timescales, with the rollout to P6 and P7 awaiting revised Scottish Government introduction dates.

The Parental Involvement and Engagement (PIE) survey has been completed, and the results collated and analysed. A short life working group has been established to refresh the Perth and Kinross Parental Involvement and Engagement Strategy in the light of survey results and the impacts of the Covid-19 pandemic.

Work continues to support all areas of the service with a robust approach to evidence and data, to drive improvement and improve outcomes, with improved analytical resources, ongoing development of the Analysis Suite of tools and the introduction of PowerBI and other Corporate data resources and expertise.

Frequent strategic discussions with school leaders were undertaken to maintain a clear focus on recovery planning, explore how to use additional staffing and ensure interventions were targeted and contributed to progressing learning.

The rollout of [parentsportal.scot](https://parentsportal.scot.nhs.uk/) continues, to meet expanding expectations of parents to engage digitally with their school. The service now provides an easy way for the public to apply for the Young Person's Bus Pass for 5–10-year-olds, and online annual data checks are to be available for all parents for next academic year.

A consultation to support the development of an Accessibility Strategy for 2022-2025 has been launched to gather the views of children and young people with a disability, their parents and staff or advocates that support them.

Customer Focus and Community Engagement - Priorities for 22/23

- Further develop links with the corporate data and analytics programme, to improve the quality and utility of our extensive data resources for decision-making and improvement.
- 'Inclusion' forums for child and young people with ASN and for their parents will be developed to enhance opportunities for service user representation in service developments.
- Develop Learner Participation Programme
- Develop Action Plan in relation to analysis of PIE results
- Develop an Action Plan to take forward results from Accessibility survey

Preparing our People for the Future

Following an audit of the quality of the existing offer with school leaders, a wider range of learning and development opportunities are available from all sectors to improve leadership, teacher professionalism and skills and confidence of support staff to better support all learners.

A review of the approach to deploying Pupil Support Assistants (PSAs) in Primary and Secondary schools has enabled staff to have increased job security and enabled schools to better integrate PSAs in the staff team.

Further work has taken place on Education staff wellbeing with a current focus on guidance staff and Child Protection Officers.

A new Education Career-long Professional Learning (CLPL) Framework Group has been formed to establish a co-ordinated programme of cross-service training, with representation from all sectors.

The [ECS Learning Hub](#) has been reviewed and refreshed, with a new evaluation process currently being trialled.

Career pathways have been developed for the teaching profession, with details of the learning and development offer for each post from Probationer Teacher to Quality Improvement Officer.

Preparing our People for the Future - Priorities for 22/23

- Implement new evaluation processes across all sectors.
- Create career and learning pathways for non-teaching staff across Education Service
- Develop comprehensive CLPL offer across sectors to support the priorities outlined within the Education and Raising Attainment Plans
- Enhance the support available to staff in schools managing childcare concerns and child protection
- Continue to develop IT platform for marketing the Education CLPL offer and celebrating learner success.

Partnership Working

Working in partnership with Parent to Parent the Inclusion Service has engaged parents in consultations to support development of the Fostering Inclusion, Reducing Exclusion Guidance, of the Outreach Team and of the Accessibility Strategy.

The ELC and Early Years Inclusion service have worked in partnership Health Visitor colleagues create a clear pathway from home into ELC settings for children with Additional Support Needs.

The Early Years Inclusion Team and Perth Autism Support have piloted and delivered “Understanding Autism Training”, a 3-session programme to support families with a child in the early years with autism. Each session engages 8/10 families.

Supported by Education Services funding [Support, Help & Integration in Perthshire](#) (SHIP) continue to play an integral role in the support available to families with a child with an additional support need outwith the school day. They have re-established their after-school/evening groups and programmes of summer activities.

ECS are a key partner in the newly formed Local Employability Partnership in Perth and Kinross which is an important driver in improving employability locally. 476 young people across all PKC secondary schools are enrolled in schools/college partnership courses in session 21-22. A greater proportion of partnership courses have a virtual learning element.

Partnership Working - Priorities for 22/23

- Continue to develop and improve ASN 3rd sector partnership working
- Continue to work with partners to reduce impact of Child Poverty
- Develop a range of partnerships to develop the Equalities curriculum in educational establishments
- Review the approach to Integrated Team Meetings to ensure effective support is provided to meet the needs of children and young people requiring additional support.

Performance, Self-Evaluation and Risk Management

In collaboration with Education Scotland and the Association of Directors of Education in Scotland (ADES), Education Services have completed a Collaborative Improvement programme of self-evaluation and improvement to strengthen planning to improve inclusive practice in Secondary Schools.

The ELC service produced a new 'Experiences and Spaces' resource launched in February 2022. The resource provides a quality assurance monitoring tool for all ELC settings.

The ELC service have created a new risk management system with supporting quality assurance processes to ensure their role as guarantors of quality across Early Learning and Childcare settings. Quality grades from inspections are improving as a result.

Work to review the Quality Improvement Framework for schools is underway. The review group has been established with clear planning for next session.

Specific actions for schools are incorporated within the Perth and Kinross Climate Action Plan, and Headteachers have been engaged in discussions on next steps to take these forward in schools.

There was significant engagement from schools with COP26 where they made effective use of resources, learning opportunities and events. Some schools within Perth and Kinross had national recognition with the Learning for Sustainability Education Scotland Awards. Professional Learning opportunities for school staff have been well attended and these were organised with the support of the One World centre.

Performance, Self-Evaluation and Risk Management – Priorities for 22/23

- Engage with development of a Corporate Performance and Risk Management system and implement across the Service as appropriate.
- Review the Quality Improvement Framework
- Conduct a thematic Review of secondary school support for pupils with ASN
- Create a Digital Learning Plan working towards one-to-one pupil devices; a coherent and extensive virtual learning offer and a more structured approach towards digital pedagogy.

Education and Children's Services strategic risks are summarised below.

Strategic Objective	Service Risk	Residual Risk			
		Impact	Probability	Score	
All objectives	The pace, scale and expectations of change become increasingly outwith our control.	4	4	16	
All objectives	Partnerships will not have good engagement, clear objectives and delivery plans	4	3	12	
All objectives	Systems, information and data are not fit for purpose to support modern working practices.	3	3	9	
All objectives	Additional legislative responsibilities are underfunded.	4	3	12	
All objectives	We fail to deliver on expected budget savings .	4	3	12	
All objectives	We fail to fulfil all statutory duties (current and new).	3	3	9	
Learning and Attainment	We fail to meet the requirements of the National Improvement Framework for education	4	3	12	
All objectives	Vulnerable young people , including those with additional support needs, have an increased risk of not having learning, social and emotional needs met	4	3	12	
KEY					
Impact:	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Critical
Probability:	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain

4. KEY PERFORMANCE INDICATORS

The following section provides a performance update on key performance indicators for 2021/22. The data provided covers the year to 31 March 2022.

Best Start							
Indicator	Performance			Targets			
	2019/20	2020/21	2021/22	2021/22	2022/23	2023/24	2024/25
The proportion of children starting P1 who meet all expected development milestones	81%	77%	82%	85%	+2%	+2%	+2%
Due to the lockdown, 2020 figures should be seen as unique and not part of the general series of data. The general long term upward trend has continued. Boys remain more likely to not meet developmental milestones. Emotional development and speech and language are the development areas most commonly not met, followed by attention and behaviour/social development. There are also indications that the gap between children from deprived areas and those from less deprived areas is closing.							

Note that indicators in the Learning and Attainment section are based on the academic year from August to July and so are only available up to 2020/21.

Important note. The cancellation of exams and external assessment of coursework in 2020, and the use of the Alternative Certification Model in 2021 will have affected the attainment of many pupils and has led to a different pattern of attainment than in previous years. **The results for 2019/20 and 2020/21 should not be directly compared to those in previous years or future years.**

Learning and Attainment							
Indicator	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Percentage of pupils (P1, P4 & P7) achieving expected levels in:							
Literacy	75%	-	74%	73%	Average of comparator authorities		
Numeracy	72%	-	72%	72%	Average of comparator authorities		
In P1, attainment levels are somewhat lower than the previous 2 years in all areas except writing. In P4, there are reductions with reading and writing. At P7, attainment is largely unchanged over the last 3 recorded academic years. Performance in reading and listening/talking remains relatively stronger compared to writing and mathematics/numeracy, especially for P4 and P7. Primary attainment will continue to be tracked closely with predictions undertaken in November and March before levels are recorded finally in May.							

Learning and Attainment

Indicator	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Percentage gap between pupils achieving expected levels between ACORN ¹ 1 and ACORN 4/5:							
Literacy	19%	-	18%	TBC	Annual decrease		
Numeracy	19%	-	18%	TBC	Annual decrease		
There are indications that the gap in writing levels is proving more persistent and slower to close for all ages as well as numeracy levels for older pupils. The poverty-related attainment gap for Primary 1 shows signs of a small narrowing over the last three recorded years, a slight widening at Primary 4 and is largely unchanged at Primary 7. However, clear trends are not yet apparent. The school improvement team and attainment advisor carry out focused discussions with senior school leaders to support them to utilise relevant data from within the school data profiles and effectively analyse their tracking and monitoring information to identify gaps in learning. Schools carry out moderation activities and are encouraged to work within comparator ‘families’ where appropriate.							
School leavers achieving 5 or more Scottish Qualifications Authority (SQA) subjects:							
at SCQF level 5	64%	69%	71%	72%	Exceed virtual comparator		
at SCQF level 6	37%	43%	43%	46%	Exceed virtual comparator		
The Virtual Comparator was met or exceeded at the higher level of qualifications but has been slightly below this elsewhere. The Service Design Process of the Perth College UHI Offer in June 2022 will provide clearer learner pathways up to Scottish Credit and Qualifications Framework (SCQF) level 6. Part of ongoing work with secondary schools on virtual campus offer- now extended to three new level 6 courses in PKC of more niche subjects to allow greater progression in session 22-23.							
Schools are using widening course choice budget motion funding in session 21-22 to plan more diverse curricular pathways- suitably accredited- to level 6. Some schools are doing this through the SCQF Ambassador School framework.							
Collaborative work with a range of stakeholders including Education Scotland led by the Learner Pathway group is focused in consolidating all planned senior phase curriculum offers to create an overarching and cohesive Perth and Kinross Curriculum Offer- this will supplement the individual school curriculum offer from session 23-24.							
Tariff scores:							
Lowest 20%	161	154	160	176	Exceed virtual comparator		
Middle 60%	853	968	1005	1019	Exceed virtual comparator		
Highest 20%	1916	1974	2014	2045	Exceed virtual comparator		
Overall, the average tariff points have remained relatively steady but have increased in 2020 and 2021 (which are not directly comparable to previous years). The average is also very close to the authority’s virtual comparator.							
Total tariff points will be strongly related to the stage of leaving school so comprises just one aspect of a complex picture of overall senior phase attainment.							

¹ ACORN is a small-area classification used in P&K alongside or in place of SIMD to understand communities and households.

Learning and Attainment							
Indicator	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
School leavers achieving Literacy and Numeracy at SCQF Level 4	89%	88%	88%	91%	Exceed virtual comparator		
Looked After school leavers achieving Literacy and Numeracy at SCQF Level 4 (3 year rolling average)	77%	76%	64%	83%	Exceed virtual comparator		
Reflecting improvements seen in Curriculum for Excellence levels, the literacy and numeracy qualifications achieved by school leavers is generally increasing. Literacy levels are similar to the virtual comparator, further improvement is required in numeracy. Care should be taken when interpreting measures for Looked After Children due to the small numbers involved.							
% Attendance for Primary School pupils	95%	94%	95%	95%	95.5%	96%	
% Attendance for Secondary School pupils	91%	90%	91%	92%	92.5%	93%	
Exclusion incidents per 1,000 Primary pupils	8	7	6		4	4	3
Exclusion incidents per 1,000 Secondary pupils	55	41	23		22	21	20
Attendance in 2019/20 was impacted significantly by increased absence in the days before schools closed as part of Coronavirus pandemic response. 2020/21 attendance is higher but was recorded differently with all remote learning during Term 3 recorded as attendance unless a school was advised that a pupil was unable to participate in learning. A return to “normal” attendance recording for a full year is required to understand longer-term trends.							
The number of exclusions from school continues to reduce in both primary and secondary. 2019/20 figures were an annualised estimate due to the shortened academic year in school, and 2020/21 may have been influenced by periods of school closure and remote learning. Schools continue to work hard to ensure effective planning and support is in place for all children and young people to prevent exclusion being required. Exclusion data is monitored routinely by Education Services Management Teams and actions taken as required if any trends are identified. New guidance, Fostering Inclusion, Reducing Exclusion, was released at the beginning of the 2021/22 school session.							
% of school leavers moving onto positive destinations [#]	97.5%	94.2%	96.6%	97%	97%	98%	98%
The proportion of young people entering positive destination on leaving school has been generally improving and is also largely maintained in the follow-up survey. Central ECS staff are working to provide strategic support for schools to engage with the employability agenda through work on career skills development; workshops and events and a strategic framework for schools to use as part of their Quality Improvement Framework.							
Participation measure for 16–19-year-olds (NOTE: FINANCIAL YEAR, NOT ACADEMIC)	93%	95%	94%	94%	94.5%	95%	
This measure reports on participation in education, training or employment for all 16–19-year-olds from across the population rather than focusing specifically on school leavers. The measure shows a gradual improvement in the proportion of young people in education, training or employment, but the							

Learning and Attainment							
Indicator	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
latest year will likely have been impacted by the economic effects of the COVID-19 pandemic. The figures are above the Scottish average of 92.2% in 2021.							
Number of young people achieving awards	442	324	657	600	600	600	600
220 young people achieved their full Duke of Edinburgh Award with a further 121 gaining their Certificates of Achievement. Through our youthwork partnership, 281 young people were recognized for their contributions within their localities, 14 Hi5 awards were delivered through the families Empowering Communities Project along with 5 Dynamic Youth awards. Through our Primary schools project a further 16 Paddle Sports were also achieved by primary school pupils.							
Proportion of schools with a Condition of Good or Satisfactory	90%	90%	90%	-	90%	90%	94%
A school's condition is the current state of its fabric. The national average for schools in Scotland in 2021 was 90%.							
Proportion of schools with a Suitability of Good or Satisfactory	88%	91%	90%	-	90%	90%	90%
Suitability provides a measure of the extent to which a school building and its grounds provide an environment which supports quality learning and teaching. The national average for schools in Scotland in 2021 was 87%.							
Proportion of pupils successfully accepted into school of choice							
Primary	76%	62%	71%	-	75%	77%	79%
Secondary	76%	65%	85%	-	85%	87%	89%
This was a new indicator introduced in 2021/22 to monitor the ability of the service to meet the placement requests of pupils across Perth & Kinross, where parents opt to send their child to a school other than their designated catchment school. Placing requests are considered and determined based on a number of factors including; capacity within schools, individual class sizes and class structures, intake levels of catchment pupils, staffing allocations and reserved places for catchment pupils. Some or all of these factors vary on an annual basis which directly impacts on the numbers of placing requests which can be granted each year in primary and secondary schools.							

Health and Wellbeing

Indicator	Performance			Targets			
	2019/20	2020/21	2021/22	2021/22	2022/23	2023/24	2024/25
Uptake of School Meals (000's)	1,682	635	1,279	-	Annual improvement		
New indicator for 2021/22 to monitor the uptake of meals offered to all pupils across all schools (including universal and non-universal free meals). We continue to see improved uptake following the impacts of COVID-19. Over the course of 2021/22 we have seen steady increases and uptake continues to climb back towards pre COVID-19 levels. Secondary uptake is recovering more gradually than Primary due to pupils' behavioural changes with more pupils looking for freedom from the school environment at lunch breaks.							
Proportion of contracts with an annual value in excess of £200k performing at a Satisfactory level or above.	100%	100%	100%	-	100%	100%	100%
New indicator for 2021/22 to monitor the provision of quality contracted services. The information is based on feedback provided to the Education Commissioned Services Board as part of the ongoing monitoring requirements for Service Level Agreements and Outsourced Contracts.							

Care and Equity

Indicator	Performance			Targets			
	2019/20	2020/21	2021/22	2021/22	2022/23	2023/24	2024/25
% Looked After Children with more than 1 placement in the last year (Aug-July)	23%	24%	24% (Mar 2022)	20%	20%	20%	20%
There were 280 Looked After Children on 31 Mar 2022, of whom 67 had more than one placement in the last year. A significant number of these moves are positive, with children and young people moving to be with their parents, with family members, or to permanent alternative care.							
% of looked after reviews (accommodated children) which are held within statutory timescales	82%	84%	83%	95%	95%	95%	95%
During the 2021/2022 reporting year, 572 looked after children reviews took place. Most reviews took place on time (83%) however, 96 reviews were delayed.							
Balance of care for looked after children (LGBF) #	96%	96%	94% (Mar 2022)	90%	90%	90%	90%
<i>Foster Care</i>	39%	39%	37%				
<i>Kinship Care</i>	32%	32%	34%				
There were 280 Looked After Children on 31 Mar 2022, of whom 262 were in community placements, and 18 were in residential or secure care placements.							

Care and Equity							
Indicator	Performance			Targets			
	2019/20	2020/21	2021/22	2021/22	2022/23	2023/24	2024/25
Proportion of Activity Agreement participants progressing onto positive destinations	84%	85%	82%	88%	88%	88%	88%
36 out of 44 young people left Activity Agreements into positive destinations. With COVID restrictions are lifting, and businesses re-opening there are more opportunities for young people and signs of an increase in young people moving into employment.							
% of Young People eligible for Aftercare in receipt of Aftercare services	44%	52%	-	-			
As of 31 July 2021, 100 out of 192 young people who were eligible for Aftercare services were receiving services. The national level was 54%.							
% of children/young people in community placement beyond the age of 16	-	64%	45%	Annual improvement			
19 young people reached the age of 16 in a community placement during the reporting period. 10 of these young people ceased to be looked after, while the remaining 9 remained in care, either as Looked After or in a Continuing Care placement. There are currently 22 young people in Continuing Care.							

Safe and Protected							
Indicator	Performance			Targets			
	2019/20	2020/21	2021/22	2021/22	2022/23	2023/24	2024/25
% of initial child protection case conferences (ICPCCs) within timescales	71%	78%	75%	91%	92%	92%	92%
% of Unborn Baby Initial Case Conferences held within timescales	67%	79%	68%	92%	92%	92%	92%
% of child protection review case conferences within agreed timescales	92%	94%	88%	95%	95%	95%	95%
During the year, there were 40 ICPCCs for a total of 79 children and young people. The percentage of ICPCCs taking place within timescales has increased from 45% in 2018/19 to 75% in 2021/22. Out of a total of 34 Unborn Baby Case Conferences, 23 were completed on time. Out of a total of 132 review case conferences, 116 were completed on time. To alleviate the pressures from an increased number of Initial and Unborn Baby Case Conferences required, Review CPCCs were rescheduled to allow more Initial and Unborn Baby CPCCs to take place, ensuring that immediate risk was addressed							

Safe and Protected							
Indicator	Performance			Targets			
	2019/20	2020/21	2021/22	2021/22	2022/23	2023/24	2024/25
% of children on child protection register over 12 months	12%	21%	8%	13%	13%	13%	13%
There were 60 children and young people on the register on 31 March 2022. Of the 60 children and young people, 5 (8%) have been on the register for over 12 months.							
Proportion of Young Carers with a completed Young Carers Statement	30%	65%	20%	85%	90%	90%	90%
As of 31 March 2021, there were 498 Young Carers receiving support from PKAVS, of these 100 young people had a completed Young Carers Statement (YCS). Changes to the referral process now ensure that all Young Carers have a YCS when they begin receiving support. This indicator will be reviewed to report on the new process.							

Safe and Protected							
Indicator	Performance			Targets			
	2019/20	2020/21	2021/22	2021/22	2022/23	2023/24	2024/25
Percentage of Criminal Justice Social Work Reports (CJSWR) submitted to court on time	97%	98%	96%	99%	99%	99%	99%
493 out of 512 Criminal Justice Social Work reports were submitted to court by 12pm the day before the case was due to be heard, as per Criminal Justice Social Work National Standards.							
Community Payback Order completion rates	-	-	-	-	Baselining		
This is a new indicator introduced in 2022/23 to measure the performance of the Community Payback Order process more clearly.							
Unpaid Work completion rates	-	-	-	-	Baselining		
Unpaid Work backlog	-	-	-	-	Baselining		
New indicators introduced in 2022/23 to measure the performance of the Unpaid Work process more clearly.							
Percentage of Parole reports submitted on time:							
HMP Perth	-	-	-	-	Baselining		
HMP Castle Huntly	-	-	-	-	Baselining		
New indicators introduced in 2022/23 to measure the performance of the Parole process more clearly							

Deleted Indicators				
Indicator	Performance			Reason for Deletion
	2019/20	2020/21	2021/22	
Number of new Community Payback Orders (CPO)	347	142	278	Replaced by a measure of completion rates, which more clearly measures the performance of the CPO process.
Percentage of Community Payback Order clients with improving situations, attitudes, engagement.	77% (avg.)	-	-	The downturn in new Community Payback Orders coupled with a move by social work staff to telephone contact with clients has resulted in a lack of meaningful questionnaire data being collated during 2020-21 and 2021-22.
Number of job requests for the unpaid work team	355	72	195	Replaced by measures of completion rates and backlog, which more clearly measures the performance of the UPW process.
Average weekly hours worked by clients to complete the unpaid work requirement of Community Payback Orders	5.4 (avg.)	2.2 (avg.)	2.2 (avg.)	
Prisoners receiving a social work induction within 5 days of allocation	-	100%	89%	Replaced by measures of the provision of Parole reports to more clearly focus on the priorities of the service.
Statutory case closures signed off with 5 working days of release	59%	22%	24%	

6. GLOSSARY

ACORN	A Classification of Residential Neighbourhoods
ADES	Association of Directors of Education in Scotland
ASN	Additional Support Needs
BGE	Broad General Education
CfE	Curriculum for Excellence
CIAM	Change Is A Must
CJSW	Criminal Justice Social Work
CLPL	Career-long Professional Learning
COPE	Children who are Open to social work for Planned interventions in the Evenings and weekends
CPO	Community Payback Order
ECP	Early Childhood Practitioner
ECS	Education and Children's Services
ELC	Early Learning and Childcare
FGDM	Family Group Decision Making
FTE	Full-time equivalent
GIRFEC	Getting It Right For Every Child
IMS	Instrumental Music Service
LGBF	Local Government Benchmarking Framework
MAPPA	Multi-agency public protection arrangements
PEF	Pupil Equity Fund
PIE	Parental Involvement and Engagement
PKC	Perth & Kinross Council
PRAISE	Primary Raising Attainment and Inclusion, Supporting Education
PSA	Pupil Support Assistant
SCQF	Scottish Credit and Qualifications Framework
SCYPF	Services for Children, Young People and Families
SHIP	Support, Help & Integration in Perthshire
SIMD	Scottish Index of Multiple Deprivation
SMT	Senior Management Team
SQA	Scottish Qualification Authority
TRIC	Tayside Regional Improvement Collaborative
UNCRC	United Nations Convention on the Rights of the Child

PERTH AND KINROSS COUNCIL

Scrutiny and Performance Committee - 08 June 2022
Housing And Social Wellbeing Committee – 15 June 2022
Environment And Infrastructure Committee – 29 June 2022

COMMUNITIES JOINT BUSINESS MANAGEMENT & IMPROVEMENT PLAN 2022/23 AND SERVICE ANNUAL PERFORMANCE REPORT 2021/22

Report by the Head of Business & Resources
(Report No. 22/119)

1. PURPOSE

- 1.1 This report presents the Joint Service Business Management and Improvement Plan 2022/23 and Annual Performance Report 2021/22 for Communities. It details progress against targets and improvement actions over the last year and sets out priority focus areas for the coming year to support delivery of the Council's strategic objectives and outcomes.

2. RECOMMENDATION

- | | |
|-----|---|
| 2.1 | <p>It is recommended that the Scrutiny and Performance Committee:</p> <ul style="list-style-type: none"> scrutinises and comments as appropriate on the Communities Joint Business Management Improvement Plan 2022/23 and Annual Performance Report 2021/22. <p>It is recommended that the Environment and Infrastructure Committee and Housing and Social Wellbeing Committee:</p> <ul style="list-style-type: none"> approves the Communities Joint Business Management Improvement Plan 2022/23 and Annual Performance Reports 2021/22 for the areas which fall within their remit. |
|-----|---|

3. STRUCTURE OF REPORT

- 3.1 This report is structured over the following sections:

- Section 4: Background
- Section 5: Proposals
- Section 6: Further Considerations
- Appendices

4. BACKGROUND

- 4.1 Council Services produce a Joint Service Business Management and Improvement Plan (BMIP) and Annual Performance Report (APR) on an annual basis. This sets out the key actions which the Service will deliver in the coming year, to ensure better outcomes for everyone in Perth and Kinross, and to demonstrate how the Service contributes to the delivery of

the Council's strategic objectives. This also allows an opportunity to reflect on the progress made in the previous year.

- 4.2 These documents are an important part of the strategic planning framework for the organisation, translating the strategic objectives of the Local Outcome Improvement Plan and Corporate Plan into the contributions that each Service makes. Team plans are based on Service BMIPs, and will contain more operational detail.
- 4.3 The joint Service BMIPs and APRs are presented to Scrutiny and Performance Committee, and then to the relevant Service Committees. This report presents the Joint Business Management Improvement Plan for the period 2022/23 and Annual Performance Report for the period 2021/22 for Communities.

5. PROPOSALS

- 5.1 The Service Joint BMIP and APR for this year has not changed significantly in terms of structure and format. The report includes performance summaries and end of year data, where currently available, along with comments on performance against priority areas identified last year. It also sets out information about how the Service is organised and structured to deliver and identifies key priority focus areas for the upcoming year, rather than a detailed plan. This approach was agreed last year, due to the impact of COVID-19, which has continued during 2021/22.
- 5.2 The updated Corporate Plan is currently being developed along with the Local Outcomes Improvement Plan. This will inform the priorities of our future Service APR/BMIP. The new Change and Transformation Strategy may also have an impact on the future delivery of services and our priorities.
- 5.3 The Council has also procured a performance management software system which will be introduced during 2022. This will change the way in which performance information is reported, once implemented.
- 5.4 Following approval of the new strategic documents and the implementation of the new performance management software solution, service planning and performance reporting will be reviewed and new guidance will be developed for reports next year.
- 5.5 The APR and BMIP recognises the breadth of activities undertaken by Communities to contribute and support the strategic outcomes of the Council and its partners. The report provides a progress update on the key area of focus outlined within the previous report (Report No 21/160).
- 5.6 The Council faces significant financial challenges and we will continue to develop opportunities to work with our partners and communities to deliver on our aims set within the Perth and Kinross Offer. We will also seek to further develop transformative opportunities to respond to these challenges.

5.7 In the coming year, our key priorities will be to:-

- support business to grow and attract investment and higher value jobs into Perth & Kinross as outlined within the Economic Wellbeing Plan.
- continue to deliver the Climate Change Strategy for Perth and Kinross, which sets out our plans and actions to lower our carbon usage, and meet our obligations on upcoming regulatory requirements – with a particular focus on transport and food this year
- work with other services and partners to mitigate the impact of the cost of living crisis on our residents, including preventing homelessness wherever possible
- narrow inequalities gaps and demonstrate a consistent and systematic approach to prevention, early intervention and fairness.
- support the health and wellbeing of our residents, through our commissioning strategies and the development of PH20
- ensure delivery of our Strategic Housing and Investment Plan, with a particular focus on rural affordable housing
- make the best use of funding available to maintain, or improve, our natural and built assets, including rationalisation, and continue to deliver the significant capital projects being undertaken across the Service
- further embed the ethos and culture of the Perth and Kinross Offer to ensure that it is at the heart of how we work. We are determined to build new relationships within our communities as we know communities are better at identifying their needs and designing solutions.
- further develop a strong “locality based” approach and strengthen relationships with our communities and Community Planning Partners.
- focus on the connections between leadership, organisational culture, and employee engagement so our staff feel empowered to be solution focused and think yes to do what needs to be done to improve people’s lives.
- refocuss on collaborative working with all our partners including other Councils to unlock efficiencies, share best practice and allow us to offer services to our communities that would be otherwise be unachievable in the current financial context
- deliver our existing transformation programme and develop further transformative opportunities for shared working, digitisation and efficiency to help meet the financial challenges ahead.

6. FURTHER CONSIDERATIONS

6.1 None.

Authors

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Approved

Name	Designation	Date
Barbara Renton	Executive Director (Communities)	27 May 2022

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

All Council Services can offer a telephone translation facility.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Community Plan / Corporate Plan

- 1.1 This report supports the delivery of the Strategic Objectives within Perth and Kinross Community Plan (Local Outcomes Improvement Plan) 2017-2027 and Corporate Plan 2018-2022.

2. Resource Implications

Financial

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

Workforce

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

Asset Management (land, property, IT)

- 2.3 There are no asset management implications arising from this report.

3. Assessments

Equality Impact Assessment

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

Strategic Environmental Assessment

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

Sustainability

- 3.4 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change (Scotland) Act 2009 the Council also has a duty relating to climate change and, in exercising its functions must act:
- in the way best calculated to delivery of the Act's emissions reduction targets;
 - in the way best calculated to deliver any statutory adaptation programmes; and
 - in a way that it considers most sustainable.
- 3.5 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

Legal and Governance

- 3.6 Not applicable.

Risk

- 3.7 Not applicable.

4. Consultation

Internal

- 4.1 The Communities Management Team were consulted during the preparation of this report.

External

- 4.2 Not applicable.

5. Communication

- 5.1 Not applicable.

2. BACKGROUND PAPERS

- 2.1 The background papers referred to within the report are:
- Communities Joint Business Management Improvement Plan 2021/22 and Annual Performance Report 2022/23

3. APPENDICES

- 3.1 Communities Joint Business Management Improvement Plan 2022/23 and Annual Performance Report 2021/22

Communities



**Joint Business Management and Improvement Plan 2022/23
& Service Annual Performance Report 2021/22**

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1. INTRODUCTION

Introduction

We are pleased to present the Annual Performance Report 2021/22 for Communities. As you would expect, the last 12 months have again been challenging for our Service as we continued to respond to the Covid-19 pandemic and began our recovery from the huge disruption of the last two years.

As we emerge from the pandemic, we find ourselves presented with a new set of equally challenging circumstances.

The significant rise in the cost of living will affect everyone in Perth and Kinross, but particularly the most vulnerable people in our communities. We will play a key role in helping to protect people from escalating costs, and as you can read in this report, we have already started a wide range of work to support people who are finding themselves in financial difficulty.

We continue to co-ordinate the response to child poverty across Perth and Kinross through our Local Child Poverty Action Report. This highlights the major partnership effort across Perth and Kinross to help and support families facing poverty. We are also supporting people in food poverty, working with community organisations and networks across the area and building on the connections we made with local groups during the Covid pandemic.

We paid out over £200,000 to our housing tenants who were struggling to pay their rent through the Tenancy Sustainment Fund. We distributed over £160,000 to community groups to empower them to support local people who were struggling with food poverty. This vital work will continue and develop as our residents face rises in the cost of living.

Our service also plays a key role in supporting our businesses and the local economy in these difficult times. We provided vital support to local businesses during the pandemic, distributing over £85m to 7,000 businesses in Perth and Kinross affected by restrictions. This helped businesses to remain solvent in the face of fast-changing Covid restriction guidance.

We will continue to work with our business partners to enable a vibrant local economy which provides a range of employment opportunities for our people. Key to this will be the Perth and Kinross Economic Wellbeing Plan, approved in March 2021, which details actions that are being progressed to support the local economy to recover from the pandemic over the next few years. We will work with local community partners to diversify our economy, bring new investment and higher value jobs to the area, enhance the resilience of the rural economy, retain our young talent, improve digital connectivity, and address the future of retail.

Tackling climate change will, of course, continue to be a focus for the Council, and our service has a large part to play. Our new corporate Climate Change Strategy and Action Plan will be the blueprint that leads this work as we move forward.

We are establishing a Climate Commission for Perth and Kinross to ensure that we are acting now to protect our environment for future generations. We have delivered more walking and cycling friendly routes and worked to reduce, reuse, and recycle more of our waste. A new Perth and Kinross Climate Action website has also been published to provide one-stop climate change resource hub as requested by our residents.

As a Service, we also recognise we need to change how we use our existing assets, any new assets we procure, and to how and where we work, so that we can minimise our impact on the climate. This will influence all our future investment choices.

Through the ethos and principles of the Perth and Kinross Offer we will ensure that people are at the heart of everything that we do. The Offer Framework, developed and approved in December 2021, is based on the ambition that everyone in Perth and Kinross has something to offer. It aims to empower communities to make decisions – allowing people to be happier & healthier, and making Perth and Kinross a better, greener, and fairer place for people to live, learn, work, play and visit.

To support this work, we recently started to deliver an Employee Offer Experience to all our staff, promoting our values and behaviour framework in terms of how we interact with each other and with our wider communities.

We already see many examples of PK Offer in action, with Communities staff empowering local communities to develop their skills, abilities, and capacity to address their own needs. This is evident in groups, such as Local Action Partnerships, Local Resilience Partnerships, Bloom Groups and Estate Based Initiatives. The Offer will also underpin discussions with our residents and communities as we look at the services we can continue to provide in the future.

All local authorities will continue to face financial challenges in the future. One of our priorities will be to grow collaborative working opportunities with other Councils and partners to unlock efficiencies, share best practice and allow us to offer services to our communities that could otherwise be unachievable in the current financial climate.

Despite the many challenges we face, this is also a very exciting time for Perth and Kinross thanks to investment from the Council. The £26.3m City Hall Museum project is on track, the Cross Tay Link Road Scheme is progressing, we will host the 2022 Royal National Mòd in October 2022 and we are delivering the £90M PH20 project to redevelop Perth Leisure Pool and Dewars Centre.

So, despite the major challenges ahead, we look to the future, confident that our dedicated staff will continue a wide range of services to make Perth and Kinross the best place it can be, within the resources at our disposal.

Barbara Renton
Executive Director

Clare Mailer
Depute Director

2. VISION, STRATEGIC OBJECTIVES and SERVICE PRIORITIES

Our Vision

We support the Vision of the Community Planning Partnership, for our area:

“Creating a confident, ambitious, and fairer Perth and Kinross, for all who live and work here”

This report translates how Communities contributes towards the achievement of the vision and the strategic objectives set out within the [Community Plan](#) and [Corporate Plan](#) in the delivery of positive outcomes for our citizens and communities. [The Perth and Kinross Offer](#) supports our five corporate objectives and will build on existing success to grow this joint working approach into all areas of our work. A new community plan is under development for publication later in 2022.



The annual report provides an update on the key areas of focus identified within the previous year's joint Annual Performance and Business Improvement Plan (Report No 21/160). Within each section it also identifies key priorities for the coming year (2022/23) with the performance section providing an overview of our performance against targets.

GIVING EVERY CHILD THE BEST START IN LIFE & DEVELOPING EDUCATED, RESPONSIBLE, AND INFORMED CITIZENS

Our contribution:

Teams across Communities have a key role in giving every child the best start in life and in helping to develop responsible and informed citizens. We continue to work with all partners to achieve positive outcomes in a range of ways.

Overcrowding, homelessness, dampness, food and fuel poverty, poor neighbourhood condition, and negative aspects of place and community can have a detrimental impact on our children and young peoples' developmental milestones, educational attainment, emotional wellbeing, and wider outcomes in life.

Our contribution includes preventing and responding to homelessness by ensuring that families have immediate access to good quality housing. We recognise that good quality affordable housing, of the right size and close to family networks, employment and education can positively impact on children and young people.

We also recognise the significant challenge faced by all services and communities in tackling and mitigating the impact of child poverty. We continue to support the ongoing development of the Child Poverty Action plan and have a key contribution to make in mitigating and addressing child poverty in the area.

We play a significant role in supporting adult and community learning to increase life chances, skills and employability for local people through our statutory Community Learning and Development role as set out in the [Community Learning and Development Plan](#).

We work to meet our statutory responsibility to promote and grow Gaelic language and culture through the [Gaelic Language Plan](#), with opportunities from Early Years to adult language learning.

Open space allows children and young people to be physically active and challenge themselves, so they sleep and eat well and form healthy habits. We know that children and young people who play outdoors often have better social networks, are more confident and are more involved in their local communities. Our contribution is significant. We provide and maintain 149 high quality play parks, paths, and open spaces, along with a range of activity programmes and educational events that encourage family activity and sport. Our local spaces are well designed, maintained and free to use, so all children and young people can get involved – regardless of their background, gender, age, stage, or ability.

We recognise the importance of the whole play landscape for children and young people, and, where appropriate, take measures to curb or calm traffic, provide well-lit footpaths and walk-ways, gathering spaces and litter bins. Our Community Safety team, work with communities and Police Scotland to address any concerns and ensure that young people feel safe.

Our Public Transport team organise travel to school and, through active engagement with schools and parent teacher associations, we raise awareness and undertake enforcement of safe parking around schools.

Performance Summary for 2021/22

The cumulative impact of our work during this challenging year has been significant. We have worked to mitigate the impacts of Child Poverty on our children and their families. This has included working across the organisation and with our community partners to provide opportunities to develop skills, maximise income and employment opportunities. This is further supported by the principles and ethos of the Perth & Kinross Offer which has our communities at the heart.

Focus Area	Update
Delivering on the actions outlined in the Local Child Poverty Action Report to further reduce child poverty in Perth & Kinross	<p>We co-ordinated and supported the response to child poverty delivering on the actions outlined in the Local Child Poverty Action Report (May 2021). Our work to mitigate child poverty meant:</p>
	<p>Maximising incomes, reducing household costs, minimising food and fuel poverty, and maintaining affordable rents</p> <ul style="list-style-type: none"> ▪ maintaining our rents at affordable levels ensured that no family paid more than 22% of its income in rent and most paid between 13% and 19% ▪ 157 houses were let through the affordable rent guarantee and 143 households were rehoused with the Rent Bond Guarantee Scheme ▪ an investment of £500,000 over the past 2 years to support council tenants to maintain their existing tenancy, preventing instances of homelessness ▪ £5.5m of client financial gain for struggling families through the provision of welfare rights advice to 1,309 families with dependent children and 113 minority ethnic families ▪ 183 new affordable houses were built exceeding our target of 150 ▪ Cash First approaches providing £4.9m of financial support to struggling families across Perth and Kinross ▪ £256,000 to support food security across Perth & Kinross, this included funding of £20,000 to Perth Food Bank and £20,664 for emergency food provision to 'Broke not Broken' ▪ school clothing grants to 15% of primary pupils and 10% of secondary school pupils
	<p>Supporting the availability of affordable childcare and public transport to support parental employment</p> <ul style="list-style-type: none"> ▪ £14,000 of funding for community transport and 2 demand responsive community transport schemes were in operation in West Kinross-shire and Kinloch Rannoch ▪ 4,000 applications for free bus passes for the under 22s were processed between January and March 2022 ▪ Free School Meals to 8,429 school pupils (73% of primary school pupils and 9% of secondary school pupils) ▪ 51 Early Learning Centre settings provide childcare for approximately 2,000 children ▪ Education Maintenance Allowance to 575 pupils ▪ £1.7m through the Pupil Equity Fund to help close the poverty related attainment gap
	<p>The delivery of employment initiatives and investment in a range of activities to support fair employment and sustain and grow our economy</p> <ul style="list-style-type: none"> ▪ £1.2m to deliver employability, skills training and support which helped 256 people find fair work and good jobs ▪ provided online learning and support to 110 adults ▪ established 5 Skills Academies in Hospitality, Digital and Green Skills, HGV and LGV Licenses for the haulage industry ▪ Graduate training opportunities provided to young people working on the City Hall and PH20 major capital projects
	<p>Supporting digital connectivity within rural areas</p> <ul style="list-style-type: none"> ▪ Digital access was provided to 3,000 children with digital access to support learning at home

Focus Area	Update
Engaging with partners to deliver community benefits through training, employability skills and work placements as a dividend of the Council's capital investment	<ul style="list-style-type: none"> Community benefits help provide a wide range of opportunities to communities, neighbourhoods and disadvantaged groups and secure real economic and social benefits for local people. The following link provides a map of the community benefits already delivered by suppliers through contracts providing goods, service or works in Perth and Kinross. Using community benefits, alongside the Perth & Kinross Offer, we will further improve the lives of local people, enabling local communities to thrive, boosting employment and skills, securing long-term sustainability of facilities and contributing to cleaner, greener spaces for people to live, work and grow Perth Transport Futures Project (PTFP) is a series of projects developed by the Council to support the economy to grow sustainably. Information on the PTFP and Phase 2, the Cross Tay Link Road (CTLR), is available at www.perthtransportfutures.co.uk. Community benefit clauses were included in the CTLR construction contract awarded to BAM in August 2021. A Community Benefit and Social Value Strategy has been developed to ensure expectations are clear The City Hall project is delivering several social benefits through its contractual relationship with BAM, the main construction contractor for this £26.6M investment in Perth's cultural tourism offer. This includes construction jobs and training opportunities for young people including through engagement with Scott Street; supporting 2 Graduate Trainee roles; and a schools engagement programme led by BAM to support wider STEM objectives.
Working with our adult learning delivery partners to develop a blended learning model for adults focused on digital and wider job skills.	<ul style="list-style-type: none"> We commissioned seven partner organisations to deliver accredited learning opportunities which support adults into positive destinations. The total number of adults engaged was 197. We also developed an on-line Adult Learning Hub delivering a range of courses supporting people into volunteering, improving well-being, English as a second language, Award Scheme Development and Accreditation Network (ASDAN) and Food Hygiene Certificates. 82 learners engaged in on-line learning with the PKC Hub.
Maintaining and enhancing access to public libraries during the Covid pandemic and beyond	<p>Throughout the pandemic and lockdown periods, services were maintained via online borrowing and increased online/e-reading materials, delivery services to care homes, Click and Collect services and maintaining the Mobile Libraries to rural and remote communities. The total number of eLibrary issues significantly increased in 2021/22 at 665,176 compared to 51,530 in 2019/20.</p>
Further strengthening capacity and resilience in communities and 3rd sector organisations by	<p>The Perth and Kinross Council Volunteer and 3rd sector Upskilling fund distributed £80,000 to individuals and organisations. The project encapsulates the themes of the PK Offer with 116 successful applications out of 218 received for funding from groups across Perth & Kinross. The geographic spread of the applications received and the areas they serve are as follows:</p>

<p>training and development opportunities for volunteers.</p>	<div data-bbox="491 163 798 358"> <ul style="list-style-type: none"> Perth City 65 Highland & Strathclyde 28 Kinross-shire, Almond & Earn 46 Strathern & Strathallan 29 Eastern Perthshire 50 </div> <div data-bbox="1082 163 1281 358"> </div> <p><i>Most common themes: Sports (Coaching qualifications), First Aid, Mental Health First Aid and Counselling Courses</i></p>
<p>Delivering year one of the new Community Learning and Development Plan 2022/25 as part of our wider recovery and renewal approach for individuals, families and communities impacted by Covid.</p>	<p>The Community Learning Development Plan (CLDP) was published in March 2021, setting out key actions to support the recovery and renewal of communities. Delivery of the plan is ongoing, it will be refreshed and updated in September 2022. Specific completed actions include:</p> <ul style="list-style-type: none"> the distribution of over £168,000 was distributed to 21 community groups to support community-based food initiatives 'Share the Square' project engaged over 50 community members reducing social isolation, improved mental health and creating working links with new partners including the Scottish Refugee Council
<p>Increasing digital participation through new initiatives to reduce social isolation and increase skills.</p>	<p>A Digital Participation Working Group was established to increase levels of digital participation. Key milestones included:</p> <ul style="list-style-type: none"> commissioned research to develop a baseline of digital participation and produce an Action Plan to increase levels. The research is due to be completed in June 2022. provided £20,000 to support wi-fi enabled printing across our CPK library networks. This allows any individual to send a print job to a CPK Library and collect it from one of the facilities when convenient supported 11 community-led projects in 2021/22 with £20,000 of funding to allow them to increase digital participation in their communities. Examples of the initiatives supported include: <ul style="list-style-type: none"> installation of hardware for wi-fi in community facilities covering running costs of wi-fi provision in community facilities provision of tablets, laptops and other technology to support skills classes volunteer recruitment for supporting digital skills initiatives
<p>Financial Inclusion Project</p>	<p>Through our Financial Inclusion project, we recruited two additional Welfare Rights Assistants to provide tailored advice and assistance to our tenants, enabling our Locality Housing Teams to focus on tenants in financial difficulties. To build on the success of the project, we will work in partnership with Perth's Citizens Advice Bureau (CAB) to also target tenants struggling financially due to the rise in the cost of living.</p>
<p>Feeling the Pinch</p>	<p>Financial hardship has a major impact on people's wellbeing – many people struggle to heat their homes; pay their utility bills; meet housing costs; clothes and feed their children and pay for essential products.</p> <p>Our "Feeling the Pinch" raises awareness of the wide variety and range of support available in Perth and Kinross and nationally. We used a variety of</p>

	channels and targeted methods of communication to reach the widest audience possible.
Peer Mentor Strategy	Through a multi-agency approach, the Safer Communities Team developed a new initiative to educate young people on the dangers of drug use. A pilot in Crieff High School has led to twelve young people undertaking an 8-week course to become Peer Mentors, to facilitate discussions with young people on the dangers of drug use.

Focus Areas for 2022/23

We will:

work with other services and partners to mitigate the impact of the cost of living crisis on our residents, including preventing homelessness wherever possible. This will include narrow inequalities gaps and demonstrate a consistent and systematic approach to prevention, early intervention and fairness.

- taking forward the actions within our Local Child Poverty Action Plan
- delivering on the actions within our Rapid Rehousing Transition Plan to ensure our continued success in tackling homelessness

We will also review the public library service to maintain sustainable, high quality, effectively targeted services across Perth and Kinross

PROMOTING A PROSPEROUS, SUSTAINABLE, AND INCLUSIVE ECONOMY

Our contribution:

Together with other public, private and third sector partners, we invest in physical and digital infrastructure; business and skills development; events and festivals to sustain and grow our economy. We also want to attract new businesses and employment into the area and collectively continue our drive to make Perth one of Europe's most sustainable small cities.

Our [Local Development Plan](#) sets out policies and proposals to ensure our area continues to be an attractive place to live and has a good supply of housing and employment land.

The [Economic Wellbeing Plan](#) sets out an ambitious economic development programme that will assist people, businesses, and places to recover from the COVID-19 pandemic and reposition our local economy to respond to other challenges and opportunities.

The Tay Cities Deal is already bringing significant investment to the area, as will new funding streams such as the Town Centre Fund, the Place Based Investment Programme, and the UK Shared Prosperity Fund.

It is important that we harness our investment to ensure that those most in need of employment are not excluded. We adopt an inclusive growth approach including, for example, the use of community benefit clauses in our contracts, whenever possible and by encouraging payment of the Scottish Living Wage. We try to influence employment rates and average earnings by supporting businesses and individuals directly, as well as through our partnerships with Growbiz, Business Gateway, and Employment Connections services.

We will also continue to work with the private sector to ensure all households across Perth and Kinross can access superfast broadband and that our key settlements have access to a Full Fibre Network.

We continue to focus on the delivery of efficient services to ensure that our tenants' rents remain at levels that are affordable to them, based on local income levels.

Performance Summary for 2021/22

The impact of our work during 21/22 has been to sustain businesses and communities through the provision of timely, comprehensive advice, guidance, and financial support by mitigating as far as possible the continuing impacts of the pandemic, addressing the equalities gap, maximising income and keeping rents affordable in order to support both individuals and the local economy.

Focus Area	Update
The Economic Wellbeing Plan which outlines a programme of actions of support for People Business and Place	People <ul style="list-style-type: none">• The 'Skills Passport' (funding of £125,000) project launched in December 2021 and we have engaged with 24 individuals providing support with funding for training or equipment. 22 individuals received the grant, with a spend of £30,000 to date. Job roles and business start-ups range from bike mechanics, tilers, florists, mobile hair and beauty, driving instructor training, accountancy and property qualifications.• Launched in March 2021 the 'Futures for Families' Programme, funded by Parental Employment Support Fund, offers a tailored package of support to eligible parents, in or out of work, with

	<p>assistance to secure well paid, highly skilled employment. 37 participants have registered to date.</p> <ul style="list-style-type: none"> • The service also offers funded training grants, 'Elev8' Training Grant has delivered financial support to 11 clients. Examples of this include Teacher Training Diploma course, office equipment for studies and professional memberships to allow clients to progress personally/ professionally. • Across all Scottish Government funded 'Young Persons Guarantee' (YPG) and 'No-one Left Behind' (NOLB) activity we engaged with 273 people (April 2020 to December 2021). A wide range of sectors are supported through newly introduced skills academy provision including Digital Skills, HGV/LGV, Forklift, Green Skills, Construction and more.
	<p>Business</p> <ul style="list-style-type: none"> • We teamed up with Crowdfunder to launch the £150,000 Crowdfund Perth and Kinross Business Fund in January 2022. By matching up to £5,000 of crowd-sourced funding, this unique new project supports individuals, businesses, and communities to establish and grow businesses, projects and services to make a real difference to the local economy. • Launched in May 2021 the Micro Enterprise Fund has supported a diverse range of businesses and similarly a diverse set of ambitions. 126 applications have been approved (£115,901), funding a wide range of industries including indoor climbing centres, drystone masons, beauty salons, restaurants. This has allowed businesses to expand and grow and benefited them when most needed following the pandemic. • Throughout the pandemic over £85m was distributed to over 7,000 businesses affected by the restrictions. • During 2021/22, 13 Adapt Your Property Grants (funding of £350,000) was fully committed with 8 commercial properties coming back into use & 5 premises converted to residential use. • The Open for Business (funding of £200,000) was fully committed during 2021/22, with 51 retail, hospitality and customer facing business premises receiving support.
	<p>Place</p> <ul style="list-style-type: none"> • The 'Perth City & Towns Christmas Campaign' was run across Perth and Kinross encouraging people to shop local. • Based on the campaign - business surveys, comparing 2020 and 2021, key findings: <ul style="list-style-type: none"> ▪ in 2020, 43% of respondents spend £100 or more in independent shops, this increased to 51% in 2021 ▪ in 2020, 59% bought more online than usual Christmases. This number dropped to 39%, and 37% of respondents bought more in shops than previous years ▪ 28% of businesses reported online visits and sales up from 2020, which was also up by 23% on 2019 ▪ 29% of businesses performed financially better between 2019 and 2020, this increased to 42% from 2020 to 2021 • Through a marketing Minute of Agreement Visit Scotland conducted a dedicated digital campaign from October 2021 to January 2022 to raise awareness of the opportunities to "Live Life Well in Perthshire", profiling the area as a must visit rural and city destination for outdoor adventures, connecting to nature, food & drink experiences and wellbeing. The campaign's articles/features, advertising and social

	<p>media activity generated over 100,000 landings on visitscotland.com Perthshire destination pages.</p> <ul style="list-style-type: none"> UNESCO City of Craft and Folk Art status was secured for Perth in late 2021, meaning our city joins a global network of designated cultural cities with tourism and creative industry benefits for our area. The designation is for life.
Continuing to seek a funding solution to enable the Eco Innovation Park to progress	We worked closely with local and national partners to progress a funding solution to enable the Perth Eco Innovation Park. The Council agreed to utilise prime borrowing costs to take forward Phase 1 of the project subject to an approved Business Case. This would be used to secure Tay Cities Deal funding and lever further public and private funding.
Commencing procurement of the second phase of the Food & Drink Park	We have been marketing sites at the Food and Drink Park for food and drink use and for general industrial. This process will continue into the next financial year.
Ensuring the new Place Based Investment Fund is fully utilised to support community aspirations	Funding was allocated to several existing Town Centre Fund projects* (<i>see progress below</i>) & for one new project the Letham Hub. Physical works on the Letham Hub started at the end of November 2021, the project is due for completion December 2022 and will open early 2023.
Completing delivery of the £1.9m Town Centres Fund projects	<ul style="list-style-type: none"> Drummond Arms, Crieff* planned strip out and making safe. Works have now been completed and they also purchased the adjoining former RBS Strathmore Community Hub* physical works are scheduled for completion by end of April, with official opening planned for mid-June Loch Leven Car Park* - all works completed in early May 2022 Public Wi-Fi* – work is on-going to finalise the connections to Kinross, Alyth, Comrie, Scone & Coupar Angus with all works due to be completed by mid-summer Local Full Fibre Network* - project was completed in November 2021 with 136 Council buildings connected Crieff Hotel, now purchased by Community Arts organisation & further plans subject to securing planning permission & further funding Strathearn Hotel, Crieff – demolition was completed, and site is cleared
Delivering the Royal National Mòd in 2022	The Mòd is expected to bring more than 7,000 visitors to Perth, with an expected boost of over £1m to the local economy. We are working with national agencies such as An Cuand community groups, including schools, to ensure that the benefit of learning Gaelic and an understanding of Gaelic language is available widely. The additional spend will benefit businesses and communities across the whole of Perth and Kinross
Continue to work with the private sector to ensure all households across Perth and Kinross can access	<ul style="list-style-type: none"> We completed the Intelligent Street Lighting Project in 2021 by connecting 2,200 lights in the City Centre, main streets and urban areas of Perth to a new Central Management System. Phase one of the smart waste project was completed in Perth providing intelligent management of waste and alerts when waste bins and recycling bells need to be emptied. Phase 2 is underway and will be ongoing until December 2022

superfast broadband and that our key settlements have access to a Full Fibre Network	<ul style="list-style-type: none"> The Open Data platform has been made available at https://data.pkc.gov.uk and further data on transport, the environment, population and society, energy and the economy and finance are being added.
The Cross Tay Link Road Scheme (CTLR)	Received planning approval by the Planning and Development Management Committee in October 2020. The Stage One Contract (Early Contractor Involvement and Advance Work) for the Cross Tay Link Road was awarded BAM Nuttall Ltd in August 2022. The contract is progressing well, and Stage Two (Construction) is due to be awarded in August 2022. Further information on the project can be found on the website www.perthtransportfutures.co.uk
The £26.3M City Hall project	Commenced on site in February 2021 and is on track for completion in early 2024. Community engagement programmes are underway to develop and grow new audiences for City Hall. This includes Raise the Roof , a large-scale project funded by Event Scotland as part of the 2022 Scotland's Year of Stories, working with communities and artists to raise awareness of the City Hall project and of women's stories across Perth and Kinross. 22 community groups are involved, learning and researching the women who lived and worked in their localities.
UNESCO City of Craft and Folk Art	Perth was designated UNESCO City of Craft and Folk Art in November 2021 after a competitive bidding process. This designation is permanent and a strategy to deliver economic and wider benefits is under development within the wider Cultural Strategy for Perth and Kinross. The designation will allow for specific partnership building with other UNESCO cities across the world to encourage increased awareness of Perth, bring tourism and potential projects to benefit the creative industries in Perth and Kinross. The designation will also strengthen funding applications from other sources for related cultural activities.

Focus Areas for 2022/23

We will:

Support business to grow and attract investment and higher value jobs into Perth & Kinross as outlined within the Economic Wellbeing Plan. This includes

- ensuring delivery of key infrastructure projects to support the local economy, including the Cross Tay Link Road and the redevelopment of Perth City Hall as a cultural attraction
- a particular focus on city and town regeneration as well as employability and skills to support income equality

SUPPORTING PEOPLE TO LIVE INDEPENDENT, HEALTHY AND ACTIVE LIVES

Our contribution:

Our staff play a central role in supporting people to live life well, wherever they live, and whatever their stage in life. Every day, we work closely with our partners, tenants, and residents to enable people to remain in their homes, preventing homelessness and ensuring housing needs are identified and met.

Safe and secure housing is a basic human need, and through our Local Housing Strategy we ensure people have access to the right type of housing and support to enable them to live as independently as possible at home.

Our [Floating Housing Support Service](#) enables vulnerable individuals at risk of losing their tenancy to live independently and maximise their independence. It aims to provide short term personal outcomes focussed support, on both a practical and emotional level, to help people live independently.

We ensure that housing developments are flexible and meet the 'housing for varying needs' standards to address people's existing and longer-term needs. Many of our new build properties are designed to facilitate independent living - for example wet floor showers, wheelchair access, assisted bathing facilities and additional bedrooms for carers. We undertake a range of minor and major adaptations, such as property extensions, the installation of safety rails and ramps, stair lifts and level access showers to allow people to live in their existing homes.

We keep Perth and Kinross on the move, so that people stay mobile, connected and able to access services and activities. We manage and maintain the 2,700 kilometres of roads network, provide parking spaces for motorists with disabilities and supply around 2,500 blue badges each year.

One in five households across Perth & Kinross do not have access to a vehicle. Our ongoing investment in public sector bus travel and community transport provides accessible transport to allow people to stay independent, participate in their communities and access vital public services and employment.

Our community-based activities help people access the significant social and health benefits from interacting with each other, often across generations, and connecting with our outstanding natural environment. Our Community Greenspace team continues to support and encourage local groups, by providing hands on support. The 45 Bloom groups are the longest established of these partnerships and, have over 450 committee members. Together with hundreds of volunteers, they deliver over 20,000 hours of voluntary effort on an annual basis. This brings communities together, uniting them behind a single, common purpose, to make towns and villages better places to live and, creates a strong sense of civic pride.

Performance Summary for 2021/22

We have supported people to live independent healthy lives by working together with our partners and communities across a range of activities to improve and prioritise what matters most to our communities.

We continue to minimise the impact and stigma of homelessness as well as listening to seldom heard voices to inform how we develop and improve our services.

Focus Area	Update
Delivering the outcomes detailed within our Equalities Performance Report	<p>We continued to provide funding for specific communities to enable them to be sustainable and self-sufficient:</p> <ul style="list-style-type: none"> • funding for a Gypsy/Traveller community empowerment project (£20k) through Financial Insecurity Funding • as part of our Covid Recovery Plan funding was allocated to community groups who worked closely with us during the pandemic to support communities including Pink Saltire (£10k), Perthshire Welfare Society (£5k) and Perth Chinese Community Association (£5k)
Deliver the actions within our Rapid Rehousing Transition Plan (RRTP), to ensure our continued successes in tackling homelessness	<ul style="list-style-type: none"> • Through effective prevention interventions, we further reduced homelessness by 5% during 2021/22 • Where homelessness could not be prevented, the duration of homelessness was further reduced to an average of 60 days against a target of 70 days • Despite ongoing challenges associated with the pandemic, we minimised the use of and length of stay in temporary accommodation to an average 51 days against a target of 65 days in the RRTP • We supported 889 people experiencing or threatened with homelessness to find or keep a home • Through our 'Property Ready' and 'Prevention' Funds, we assisted 292 people with essential goods to enable them to successfully move into their new home. • We developed and launched a new self-serve, online Housing Options service, making it easier for people to access a range of housing options • The average days spent in temporary accommodation remains the lowest in Scotland at 51 days against a national average for 2020/21 of 199 days. We have achieved the target of 65 days outlined in the Rapid Rehousing Transition Plan ahead of the targeted timescale of 2023/24.
Increase the quality and number of affordable houses in both urban and rural areas	<p>We delivered 310 affordable homes within Perth and Kinross during 2021/22. Of these:</p> <ul style="list-style-type: none"> • 227 were Social Rent (Council and Housing Association) (73%), 32 were Buyback properties. 51 were MMR (Mid-Market Rent) (20%) • all 51 MMR Homes (20% of total) were delivered within the Perth HMA. • We exceeded our Local Housing Strategy Target of 150 Affordable Homes by 160.
In collaboration with the Health and Social Care Partnership (HSCP), develop and progress the actions within the Housing Contribution Statement and	<ul style="list-style-type: none"> • We continued to develop the Independent Living Panel to ensure people with particular housing and support needs have their needs assessed through a multi-agency approach. The right solutions enable them to live independently within their own community. The panel also ensures that future accommodation needs are factored into the Strategic Housing Investment Plan • A range of 10 independent living accommodation projects were progressed for people with particular housing and support needs. Three of the projects completed, providing 20 units of bespoke accommodation

Local Housing Strategy to provide appropriate models of accommodation and support for our older and vulnerable tenants	<ul style="list-style-type: none"> Through our Wellbeing Project, older people living in the community were provided with tailored support to help address issues such as loneliness and isolation and support to access events and activities within our sheltered housing complexes. The Project provided support to over 50 people - on a one-to-one basis and set up local lunch clubs. We are currently working with a local primary school to develop an intergenerational garden at a local allotment site. Feedback has been extremely positive with many thankful for the support and encouragement to leave their home and make new friends
We will revise our Local Housing Strategy in line with the key National Priorities within Housing to 2040	<p>Due to the significant impacts of the Covid-19 pandemic, Committee agreement was given for the review of the Local Housing Strategy (LHS) to be delayed for one year. This has enabled a full assessment of the impact of the pandemic on the local economy and allowed the necessary levels of consultation and engagement with stakeholders. A reviewed LHS will be available by late August 2022.</p> <p>The Strategic Housing Investment Plan 2022/23-2026/27 was agreed by committee in November 2021.</p>
We will work with partners and residents to develop and deliver a Good Food Strategy & Action Plan which will set out a vision for transforming the 'food system'	<p>As part of the Good Food Strategy & Action Plan a partnership was established including Tayside Contracts, Perth Leadership Forum and NHS Tayside</p> <ul style="list-style-type: none"> the Good Food Partnership has successfully joined a Sustainable Food Places, a national network that brings together pioneering food partnerships that are driving innovation and best practice on all aspects of healthy and sustainable food. we are currently recruiting a Project coordinator to help support the development of the Strategy & Action Plan in 2022/23 we are also continuing to work with Food Banks and community-based food security initiatives across Perth and Kinross to reduce food poverty and insecurity following Covid
Review our commissioning arrangements with Live Active Leisure (LAL) within a new Sport and Activity Strategy and with the Health & Social Care Partnership	<p>This work will be taken forward in 2022/23 as the continued impact of Covid on Live Active Leisure (LAL) venues and services limited progress in 2021/22.</p>
Deliver a Participatory Budgeting programme for 3rd sector groups aimed at reducing isolation for elderly and vulnerable adults	<p>This project was re-designed to pilot the digital inclusion initiative Circles of Support which involves family members, friends, and volunteers to support vulnerable adults to stay in their homes and communities. This is now being led by Health and Social Care Partnership. A co-ordinator has been appointed to take this forward.</p>

Other Key Activities	Update
Supporting Refugees	<p>Like many other Councils, we are supporting people from Ukraine to settle into accommodation. We are undertaking a range of activities such as property and disclosure checks to ensure that appropriate hosting arrangements are in place for everyone who arrives under the sponsorship schemes.</p> <ul style="list-style-type: none"> • to date, we have worked with our communities to welcome over 93 people from Ukraine and are aware of a further 267 looking to come to the area once their visas are processed. • over 20 children have enrolled in our local schools and ESOL provision has been expanded to provide additional capacity to meet growing demand. • we are also progressing data regarding 400 people who have expressed an interest in being a host.
Digital Inclusion Project	<p>Through our Digital Inclusion Project, we focused on supporting our most vulnerable tenants to become digitally included. 236 devices were purchased along with relevant data allowances. Over 100 tenants have been supported through the Project.</p>
Think Yes	<p>Housing Locality Teams have continued to use the Think Yes budget to support local tenants in their communities. During 2021/22 a total of 126 payments were allocated from the fund supporting with the top-up of meters, the provision of white goods and assistance with moving costs.</p>
The £90M PH20 leisure development project	<p>Currently at approved Outline Business Case (OBC) stage and Council allocated capital funding in February 2022. A Joint Project Board will be established in summer 2022 and work is underway to procure and deliver PH20 via a Design and Build contract.</p>

Focus Areas for 2022/23

We will:

work with other services and partners to mitigate the impact of the cost of living crisis on our residents, including preventing homelessness wherever possible. This will include:

- taking forward actions to mitigate the impact of poverty (skills development, employability, food, fuel transport)
- delivering the good food strategy to support the activities involved in producing, processing, transporting and consuming food
- increasing the quality and quantity of affordable houses and housing options in both urban and rural areas
- revise our Local Housing Strategy in line with the key national priorities within Housing to 2040
- work in partnership with the Health & Social Care Partnership to progress actions within the Housing Contribution Statement and Local Housing Strategy to provide appropriate models of accommodation and support

support the health and wellbeing of our residents by:

developing our new Sport and Activity Strategy, and our commissioning arrangements with Live Active Leisure (LAL) and with the Health and Social Care Partnership with a focus on wider wellbeing and tackling health inequalities

- **taking forward the PH20 project to redevelop Perth Leisure Pool and Dewars Centre**

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CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

Our contribution:

Responding to the climate change agenda is a key challenge for local authorities. We lead the delivery at local level on policy and targets as outlined in national Climate Change, Energy, Waste and Fuel Poverty strategies. We recognise that we need to effect transformational change to existing assets we have, new assets we procure and to how and where we work, our investment choices will contribute positively to this.

Our outstanding natural landscapes, and the high quality of our urban environment, play an important role in supporting economic growth, improving health and wellbeing, and providing us with a strong sense of identity, while being a principal reason why so many people choose to visit, live and work in Perth and Kinross.

By working with a range of partners, we are committed to ensuring that everyone in Perth and Kinross has the right to live in a safe and secure environment, within neighbourhoods that are well maintained and have a positive community spirit.

Our Safer Communities Team operate throughout the area. Their preventative role provides reassurance to members of the public while providing valuable information for Community Planning Partners to reduce the risk of harm to people in communities.

Our Regulatory Services team (which include Environmental Health and Trading Standards) educate and empower and, only when necessary, use their enforcement powers to protect the health, safety and wellbeing of Perth & Kinross.

Our Traffic and Network team, work with elected members and communities to identify locations where road safety improvements, such as road re-design, road crossings and vehicle activated signs, are required. We lead the design and installation of these solutions to support the continued safety of road users and pedestrians.

Performance Summary for 2021/22

The development of our Climate change strategy, action plan together with the establishment of our commission ensures that we are acting now to protect our environment for future generations. This strategy brings together several service areas to ensure that, as a Communities Service, we can influence and deliver on our contribution to mitigate the impact of climate change such a more walking and cycling friendly routes and worked to reduce, reuse and recycle more of our waste.

This year has seen more engagement with communities providing funding, assets and practical support to develop stronger communities and support establish the Perth and Kinross Offer.

Focus Area	Update
Establishing the Perth & Kinross Climate Change Commission to provide scrutiny and oversight and to champion and connect with businesses and communities	<ul style="list-style-type: none">Following approval from Council on 30 August 2021, the establishment of a Perth and Kinross Climate Change Commission has been progressing with an external expert panel.Children and young people are at the heart of this process, with 25% of spaces reserved for young people under 25. Applications for Commissioners opened in March 2022 with the Commission expected to be operational by late-Spring 2022.

Focus Area	Update
Finalising the Climate Change Strategy for Perth and Kinross, setting out our plans and actions to lower our carbon usage, reduce our costs, and meet our obligations on upcoming regulatory requirements	The Council unanimously approved its Climate Change Strategy and Action Plan on 15 December 2021 and, in February 2022, committed to fund the top-priority actions in the plan. The Strategy and Action Plan have been published on the new Perth and Kinross Climate Action website , to provide one-stop climate change resource hub as requested by our residents
Continuing to implement actions in local flood risk management plans, producing a final report for 2016-2022 and consulting to develop a new plan for 2022-2028.	<ul style="list-style-type: none"> • The Flooding Team continued to implement the identified actions and have engaged in a national public consultation on the second cycle of flood risk management plans, published by SEPA in December 2021. • Scottish Ministers issued a direction deferring the publication of the final reports for 2016-22 and the second cycle of local flood risk management plans from June 2022 to December 2022. Work to develop these documents will take place from May 2022.
Progressing road safety projects which underpin the Road Safety Framework to 2030 which sets out a long-term road safety, Vision Zero	The Road Safety team continued its ongoing programme of Route Action Plan activities identifying road safety issues and undertaking remedial measures along the routes.
Working alongside colleagues in Transport Planning, the Public Transport Unit (PTU), Traffic & Network and Roads Maintenance Partnership (RMP) are providing responses to the 2023-2033 Tactran Regional Transport Strategy (RTS) consultation	<ul style="list-style-type: none"> • Officers liaised with Tactran and were involved, as part of the development work, in the production of a new Regional Transport Strategy. • Tactran continue to take forward schemes which have a local PKC perspective including work on Park and Ride and rail development projects. • Tactran also take an active involvement in schemes the Council are currently taking forward including Perth West, Mobility projects and are involved in the Council Climate Change group on transport. Monthly liaison meetings, as part of a wider regional grouping, includes transport officers from Dundee, Angus and Stirling Councils.
Supporting the health and wellbeing of people in Perth & Kinross by taking forward Scotland's ambition that communities are shaped around people and place, enabling walking and	<ul style="list-style-type: none"> • 11 Cycling Walking Safer Routes projects were delivered during 2021/22 at a cost of £839,000 • over 70 20mph speed limits were introduced to encourage active travel and contribute towards a safer environment

cycling to be the most popular mode of travel for short everyday journeys	
Further reduce, reuse, and recycle municipal waste, to meet national targets including 70% recycling/composting of all waste by 2025 and ambitious emission reductions targets. We will work towards meeting the ban on biodegradable waste to landfill by 2025 and ensuring a more rapid transition to a fully circular economy	<ul style="list-style-type: none"> • An application was submitted to the Scottish Government Recycling Improvement Fund for £2.3M to enable Perth & Kinross to transition to a new twin stream recycling service. This will allow residents to recycle a wider range of materials and will support consistency of collection across Scotland. • The roll out of a twin stream service will assist with improving the recycling rate, quality of recycling and managing the climate related impacts of waste. • To meet the requirements under the ban on biodegradable waste to landfill officers have been working on preparations to procure a new treatment solution for residual waste by the end of 2022.
Developing a Food Waste Action Plan as part of the Good Food Strategy, promoting reuse and repair of products, and enhancing our recycling infrastructure including delivering new recycling services in Perth City Centre. We will also aim to improve the quality of recycling with an ongoing project to tackle contamination in the dry mixed recycling service.	<p>As part of the commitments under the Climate Change Strategy & Action Plan, a Food Waste Action Plan is under development. This has been informed by a public consultation and will include waste reduction, recycling and home composting projects supported by a behavioural change communications campaign.</p> <p>A project to tackle contamination in the dry mixed recycling is being undertaken (average of 24.2% in 2020/21).</p> <ul style="list-style-type: none"> • Phase 1 (September – December 2021) included 6 routes across Perth selected due to known hotspots. New contamination training was delivered to all crews resulting in a reduction in overall contamination for duration of monitoring (average 19%) including a reduction in rejected bins per route. • Phase 2 (April 2022) Carse of Gowrie, Stanley and Luncarty has just been completed and results are being collated. • Phase 3 will include Blairgowrie and Rattray and a Communications Plan has been developed and will be communicated to Elected Members for the relevant areas in advance. Further phases will be planned for later in 2022.
As part of the Perth and Kinross Offer, we will develop our approach to enable communities to influence how resources are allocated in line with the 1% Participatory Budgeting target.	The Perth and Kinross Offer Framework was approved in December 2021 and through the implementation of the 5-year plan we will continue to work with local communities to encourage and enable local decision making.
Overseeing delivery of £600,000 Community Investment Funding	<ul style="list-style-type: none"> • The first round of CIF in Sept – Nov 2021 resulted in over 80 community-led projects being funded with a total of £400,000 of funding dispersed.

(CIF) to local community groups	<ul style="list-style-type: none"> A second funding round was completed in February / March 2022 to distribute a further £200,000 of funding and a further £410,000 will be distributed in 2022/23.
Delivery of Letham Wellbeing Hub which will be a key asset for the local community, managed by Letham 4 All, and providing a wide range of services	Work to refurbish the Hub commenced in December 2021 and will open early 2023.
Work with Local Action Partnerships to identify equalities priorities and needs and allocate funding to key community projects addressing local priorities	<p>3 Local Action Partnerships developed new Locality Action Plans (LAP) aligned with the revised strategic priorities of the Local Outcomes Improvement Plan which is focused on strengthening equality across Perth and Kinross. LAPs have distributed funding to support grassroots priorities including:</p> <ul style="list-style-type: none"> Investment in community assets and sports facilities Funding for local youth outreach work Provision of a school uniform bank as part of a local foodbank initiative Start-up costs for a community food larder
Working with community groups interested in managing their own assets through the Community Asset Transfer process of the Community Empowerment (Scotland) Act.	<ul style="list-style-type: none"> 8 expressions of interest have been received in 2021/22. The Community Asset Team (CAT) work with these groups to help them find the best solution to further support community groups through the asset transfer process, the CAT Team have developed and published a simple self-assessment tool for groups to consider their own capacity to take on an asset at the beginning of the process. This tool is available along with all of the other CAT documentation on our website at Community Asset Transfer - Perth & Kinross Council (pkc.gov.uk) The CAT Team continues to support the North Inch & Muirton Community Council with their plans to take on the management of the local Community Centre. £35,000 of investment was made in 2021/22 to upgrade the toilets and internal spaces and a further £40,000 will be made available in 2022/23 to provide further improvements prior to a new Management Committee taking on responsibility for the Centre.
Continuing to promote Participation Requests as a way for communities to become involved in public service improvements and redesign.	No Participation Requests have been received in 2021/22. They are promoted on our webpage and are further promoted as one of the many ways in which community groups can engage with the Council Participation Requests - Perth & Kinross Council (pkc.gov.uk)
Delivering planned investment - Improving our Road Networks	We delivered the largest roads maintenance programme in recent years, with an investment of £14m of improvements to the network. Continued investment in the road network, targeting repairs at the right time, with resurfacing and surface dressing delivering further improvements to the condition of our roads. In 2021/22, against a targeted improvement of 0.5% per annum, the Council achieved a 3.5% improvement in road condition.

Improving Community Greenspaces and biodiversity in Perth and Kinross	<ul style="list-style-type: none"> Community Greenspace modified our grounds maintenance regimes and grass cutting on 31 selected sites towards the end of the growing season prior to a more extensive trial programme in 22/23. They were aimed at making longer term changes to contribute to tackling climate change, improvements for biodiversity and pollinators and a reduction of chemical use and CO2. The Council allocated £0.5m in the Community Greenspace capital programme towards a new 3G pitch in Rattray. Community Greenspace set up a partnership project group between Blairgowrie & Rattray Community Football Club (BRCFC), who involved the SFA, Sport Scotland, and the Council. The group delivered the project on time and budget, opening in January 2022. Community Greenspace had a key role in delivering the Visitor Management measures in 21/22, recruiting, employing the 7 seasonal Visitor Rangers and chairing the multi-agency P&K Visitor Management Group to coordinate resources and activities which welcomed responsible visitors to the area and helped to manage some of the impacts on communities in the hotspot areas. The North Inch Golf Course business plan for 2022 – 2027 was approved in January 2022 and continues the excellent performance in previous years with income going from £42,206 in 2014/15 to £136,512 in 2019/2020 and over £170,000 in 2021/2022. The course condition and popularity have never been so good.
Youth Issues	Through a multi-agency response, an approach was developed to support young people in Perth & Kinross to help address a slight increase in anti-social behaviour and risky behaviour. The Strategy was delivered through the key areas of engagement, support, patrol, enforcement.
CCTV Project	Through the City CCTV Operations Project, public space CCTV in Tayside was 'joined-up' which allowed Police Scotland to implement a new monitoring centre in Dundee. The project enabled key CCTV cameras in Perth to be replaced with new digital versions - significantly increasing reliability and definition, and therefore enhancing community safety
Noise Application	The Safer Communities Team introduced a new tactic known as the Noise App, this is an application which can be installed on the Smart Phone of anyone experiencing anti-social noise and allows them to record the noise as it happens.
Community Led Road Safety	Based on feedback and concerns raised by local communities, a Road Safety and Sustainable Transport Co-ordinator was appointed to promote and lead on road safety issues. The Officer works closely with communities on road safety issues.
Work with communities to identify priorities and needs for local infrastructure and the economy, using Local Place Plans and Community Action Plans	<p>Through commissioned funding, LEADER and STAR Development have supported the creation of Community Action Plans for the following communities:</p> <ul style="list-style-type: none"> Round 1: Crieff, Meigle & Ardler, Blairgowrie & Rattray and Dunkeld & Birnam. Dunkeld and Birnam looking to establish a Development Trust to deliver the Plan Crieff establishing a Uniting Crieff Forum to deliver the plan and engage partners. Round 2 is underway for the following

	communities: Alyth, Pitlochry and Auchterarder with on-line surveys taking place to identify priorities
Developing a Council fleet Electric Vehicle Strategy	<ul style="list-style-type: none"> • The PKC original Low Emission Vehicle strategy document was produced in 2019. Following 2 years of covid restrictions there is re-established momentum of transition from fossil fuel to low emission. • Fleet are buying new electric vehicles and the transport planning team are installing new chargers around the council area, with transport Scotland funding assistance.

Focus Areas for 2022/23

We will:

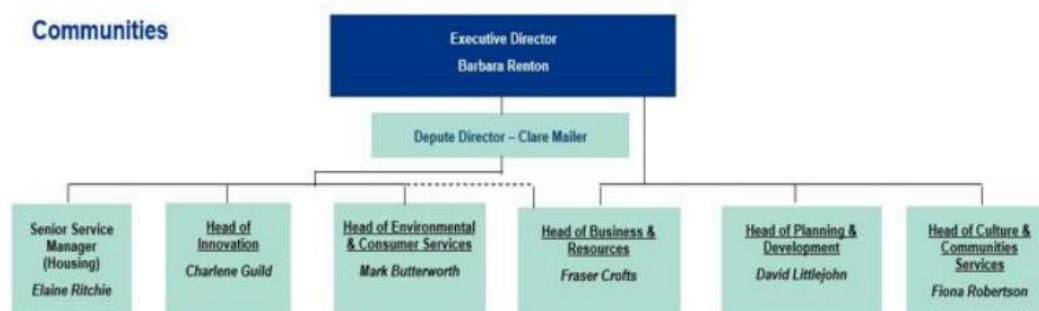
Continue to deliver the Climate Change Strategy for Perth and Kinross, which sets out our plans and actions to lower our carbon usage and meet our obligations on upcoming regulatory requirements. This will include

- **developing a mobility strategy**
- **developing an electric vehicle strategy,**
- **enhancing our waste management arrangements and**
- **improving our biodiversity approaches**

3. ORGANISED TO DELIVER

Senior Management Structure of the Service

The Communities Senior Management Team (SMT) is responsible for providing strategic leadership and direction for the work of Communities. The SMT comprises of:



Customer Focus and Community Engagement

The Perth & Kinross Offer places people at the heart of everything we do and recognises that everyone has something to offer in our area. It builds upon our existing success of working with, and for, our communities and sets out our commitment to balance the relationship between people who design and deliver services and those who ultimately use them. The Offer acknowledges that communities have many strengths and assets and are good at identifying their needs and designing solutions. It also recognises that when staff are empowered to do what needs to be done and given the freedom to “think yes” and be solution-focussed, we see improved outcomes for people and communities.

We have many examples of the [PK Offer in action](#) with our employees empowering local communities to develop their skills, abilities and capacity to address their own needs. This is evident in groups, such as Local Action Partnerships, Local Resilience Partnerships, Bloom Groups and Estate Based Initiatives.

Narrowing inequalities gaps and building family and community capacity are challenges which sit at the heart of our role as public servants. This is reflected in the commitments of the PK Offer, our CPP Key Themes and our overarching strategic objectives. By focussing on dealing with the symptoms of disadvantage and inequality by tackling their root causes, we make a difference to our most vulnerable citizens to give people an equal chance in life while balancing the sustainable use of public resources.

Performance Summary 2021/22

Focus Areas	Update
Ensure people are at the heart of everything that we do	Our P&K Offer Framework was approved in December 2021, setting out how we will work within and with our communities empowering them to identify their own priorities and working in collaboration to achieve them.
Empower communities to make decisions – allowing people to be happier, healthier, and more resilient	We have developed and started delivery of our Employee Offer Experience sessions for staff. The Equalities Team have continued to undertake Equality Conversations with different and diverse groups across Perth

	& Kinross – providing a range of opportunities depending on the needs of people and taking into account the restrictions faced.
<p>Make Perth and Kinross a better, greener, and fairer place for people to live, learn, work, play and visit</p> <p>Empower our own staff to do what needs to be done to improve people's lives, being solution-focussed and thinking "yes"</p> <p>Direct our Resources to where communities need them most and</p> <p>Meet people's needs in a better way through working with us.</p>	<p>Through the Employee Offer Experience, we have been promoting our values and behaviour framework in terms of how we interact with each other and with the wider community. We are also promoting our 'Eyes and Ears of PKC' to underpin the concept of accountability in our workforce. Sessions are designed to give staff guidance and information encouraging them to be more risk positive, think yes and put the needs of our communities first.</p> <p>Our Leadership Masterclass programme goes further to enable managers to increase knowledge and skills to deliver The Offer.</p> <p>We provided people from equality protected groups with accessible information including crisis support, increased awareness and kept people informed about services and opportunities to support them via our website. We continue to support/celebrate key dates in the Equalities Calendar such as the Show Racism the Red Campaign work in local schools. We worked with community groups and third sector organisations to co-ordinate an activity programme for people seeking asylum in Perth and Kinross.</p> <p>We also promoted support through our social media channels in a variety of areas including summer projects for school and provided continued funding for partner organisations in relation to specific equality work such as PKAVS Minorities Hub, Saints Community Trust and MECOPP Gypsy/Traveller Carers Project.</p>
Improve our digital services to make contacting and accessing services simpler	We have set up a social media team, to ensure we are responding quickly and efficiently to queries and concerns through our social media channels. Working with colleagues in housing and communities' teams we have accessed Digital Devices for Equality Protected Groups where required.

Preparing our People for the Future

At the very heart of Communities is the commitment and dedication of the people who work in the Service. Without their dedication, we would be unable to deliver such high-quality services. We are committed to investing in the support and development of our people.

To ensure our workforce continue to maintain high standards and have the capabilities and resilience to meet the changing demands of public service delivery in a post COVID environment, we have developed our Organisational Development Plan 2021 – 23. This has been designed to support the commitment of the [Perth & Kinross Offer](#) and sets out our principles in organisational development along with a programme of activity around 4 key themes: cultural change, leadership, employee development, and health and wellbeing.

Performance Summary 2021/22

Focus Areas	Update
Design, develop and implement our	Our 'Culture Leads' group continued to work across the organisation as a sounding board for cultural change,

<p>employee engagement programme to further embed our culture and ethos</p> <p>Progress our approach to organisational, team and individual development, developing and nurturing our people at all levels</p> <p>Establishing Perth & Kinross Council as a learning organisation which offers equality of opportunity for all employees</p>	<p>developing our organisational values & behaviour framework.</p> <p>We also carried out regular employee engagement activity to understand employee views on how they are feeling, current working patterns and our organisational culture. Work was targeted in particular areas to provide specific support, in addition to coaching, listening ear and health & wellbeing opportunities.</p> <p>In response to feedback a number of areas have been progressed such as a 'Leading and Working in Teams' programme for managers as well as more general skills through Management SVQs. We also developed a 12 month Leadership Masterclass programme covering various topics to increase skills and knowledge and have created Managers Toolkit & Guidance around different areas.</p>
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Focus Areas for 2022/23

We will:

- **further develop the connections between leadership, organisational culture, employee engagement and empower our staff to be solution focused and think yes to improve people's lives**

Partnership Working

As we move forward, a priority will be to grow collaborative working opportunities with other Councils and partners to unlock efficiencies, share best practice and potentially allow us to offer services to our communities that could otherwise be unachievable in the current financial climate.

The way we work constantly evolves as we make better use of digital technology, redesign office space, communal areas and public spaces, and work flexibly in terms of patterns of work, mobile working and working from home.

The pandemic required us to embrace digital opportunities, use our property estate and office accommodation differently, develop new skills and work practices, and adapt our leadership and management practices.

Performance Summary 2021/22

Focus Areas	Update
Contribute to the development of the Perth & Kinross Offer	<ul style="list-style-type: none"> • Our Community Planning Partners have signed up to the principles and the approach of the Perth and Kinross Offer • We have started to deliver on the commitments within the Framework, engaging with all our Partners and third sector organisations to consider collaborative opportunities. • We will continue to develop the way we work in line with Working Smarter principles, adopting a flexible and agile approach to this with staff, partners and communities.

Focus Areas for 2022/23

We will:

- **further embed the ethos and culture of the Perth and Kinross Offer to ensure that it is at the heart of how we work. We are determined to build new relationships within our communities as we know communities are better at identifying their needs and designing solutions. This will include discussions about how best deliver services in a reducing financial context**
- **further develop a strong “locality based” approach and strengthen relationships with our communities and Community Planning Partners**

Financial and Resource Management

The Communities Service manages a gross annual revenue budget of c£100m and a 6-year capital budget of £347m. The Housing Revenue Account has an annual revenue budget of c£33m and a 5-year capital allocation for investment of £65m. There are just under 1200 full time equivalent staff working in the Service across a broad range of disciplines and locations.

As part of the Budget Setting process for 2022/23 the Service received additional funding for priorities including economic development, climate change, poverty and roads infrastructure. The capital budget also approved funding of up to £90m for the PH20 Leisure Vision which will replace Perth Leisure Pool and the Dewars facility with an estimated delivery timescale of 2028. In order to help balance the budget, staff slippage targets across the Council were increased to 4%. This will impact on service delivery and performance, potentially resulting in longer response times and/or reduced quality and output in some areas of activity. All existing and additional revenue and capital budget commitments approved by Council will be delivered through the appropriate planning and allocation of resources to best meet the desired outcomes.

We face the ongoing challenge of meeting an ever-increasing demand for high quality services with decreasing resources both in terms of funding and staff. In addition, the Service is facing significant cost increases in both revenue and capital expenditure due to rising inflation and supply chain issues. In additions long lead times for some commodities will inevitably impact on service delivery and performance. Furthermore, some of our large income generating activities are struggling to recover to pre-pandemic levels including for example commercial waste, parking and commercial rent. We will continue to do everything we can to mitigate these issues which are out with the direct control of the Council.

One of our key strengths is the ownership our staff have for managing capital and revenue budgets, with financial decisions being made by staff closest to the delivery of services. We have robust financial monitoring and governance arrangements in place which ensures the sound financial management and stewardship of the Service across all revenue and capital related activities.

Our approach to asset management and rationalisation is a key part of our response to the financial challenges ahead covering the 6 key asset streams of Roads & Structures, Property, Greenspace, Fleet, Housing and IT. Asset management strategies will allow us, both at an organisational and service level, to articulate why we have an asset, how we can maximise the benefits and positive outcomes from having the asset and allow us to better understand the short, medium and long term investment requirements to maintain the asset in a safe and fit for purpose condition.

Supporting our tenants to maximise their incomes and meet their rent obligations continues to be challenging. Many households on low incomes are struggling to meet their daily living costs, exacerbated by the current cost of living crisis. The impact of universal credit is evident in our arrears level, and we continue to progress a range of measures to support our tenants through a range of initiatives. We continue to monitor the effects of universal credit and financial hardship on our tenants, as well as the HRA business plan, to ensure we are planning effectively and demonstrating affordability and sustainability to mitigate these impacts as far as possible.

Focus Areas for 2022/23

We will:

- **make the best use of funding available to maintain, or improve, our natural and built assets, including rationalisation, and continue to deliver the significant capital projects being undertaken across the service**
- **ensure the service makes the best use of the resources allocated to it (financial, IT, people, assets) in delivering on the priorities and outcomes and address the financial challenges to deliver a balanced budget**
- **develop our service transformation and change programme to support the delivery of the Corporate Transformation & Change strategy. By reviewing what we do, how we operate and where and how we deliver services as we seek to overcome these significant challenges to deliver vital services for our people and communities**

Performance, Self-Evaluation and Risk Management

The Service has a significant contribution to the overall strategic objectives which are developed and delivered through engagement with communities and our staff.

Performance plans are developed from this Business Management and Improvement Plan (BMIP) into team plans and individual work plans. The Senior Management Team is accountable and responsible for the delivery and review of BMIP outcomes and objectives. We have revised our Performance Framework to further enhance our systematic approach.

We undertake a range of benchmarking activities through forums such as the Scottish Housing Network; Housemark; Association of Public Service Excellence; the Local Government Benchmarking Framework and its family groups including Active Asset Management. This allows us to measure our performance at a national level and identify innovative and new ways of working to drive improvement.

As our services are publicly funded, we are accountable to the public for the spending decisions we make and the services we deliver. Through our public performance reporting arrangements, we continue to raise awareness of our services, how well we are doing and where we need to improve.

Risk management is embedded within the day-to-day operations of the Service and forms part of our Performance Management Framework. Our risk profile is regularly reviewed in line with the Council's risk management policy and procedures, ensuring risks are also escalated to the appropriate forum.

The Communities Service are the risk owners in relation to several of the key here [Risk management - Perth & Kinross Council \(pkc.gov.uk\)](#) facing the Council e.g., Climate Change, Economic Wellbeing, Poverty & Equalities, Asset Management and Health & Safety.

Performance Summary 2021/22

Focus Areas	Update
Embed our Performance Management and Risk Management Frameworks across the Service to evidence that performance is driving both strategic planning and ongoing improvement.	Throughout the Service, we have continued to review and update our team plans to reflect delivery of our priorities by taking risk-based and self-evaluation approaches. Our approach to planning and performance has been demonstrated both at an organisational and operational levels from development of the Perth and Kinross Offer; continued planning to mitigate the impact of child poverty; development of locality profiles as well as supporting teams throughout the service in operational improvement activity by reviewing and refining our processes and maximising our use of technologies.

Focus Areas for 2022/23

We will:

- **continue to develop our performance management arrangements across the Service, and lead on the introduction of a new corporate performance management system**
- **revise our self-evaluation model 'How Good is Our Council?'**

Health and Safety

We fulfil the corporate role to support the entire organisation in meeting its legal obligation as well as providing a duty of care to employees and people who may be affected by our activities.

We follow the corporate governance arrangements for Health, Safety and Wellbeing and ensure that staff and elected members across the Council are familiar with the Corporate Occupational Health and Safety Policy, and guidance.

We consult with all staff through the Service Health & Safety Consultative Committee. Membership of the Committee includes senior managers from every area within the Service as well as safety representatives from all the trade unions.

As society starts to return to a more normal post pandemic environment, the Council will continue to manage and mitigate the ongoing impact of Covid with risk assessments and safe systems of work being reviewed regularly to ensure they remain fit for purpose and in keeping with the latest Scottish Government guidance. For some Council staff, and where this fits with customer needs, hybrid working will become more prevalent leading to different challenges and opportunities from a health and safety perspective requiring oversight, guidance, and advice from the Corporate Health & Safety team.

Focus Areas for 2022/23

We will continue to work proactively with Services and Trade Unions to review and monitor key risk areas, risk assessments and safe systems of work to provide assurance that measures are in place to manage health and safety well across the organisation.

Performance Tables

GIVING EVERY CHILD THE BEST START IN LIFE & DEVELOPING, RESPONSIBLE AND INFORMED CITIZENS

Housing

Key Performance Indicators for 2021/22 (Data covering to year end unless otherwise stated)							
Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
Number of families presenting as homeless (Housing and Social Wellbeing Committee)	139	83	107	Regulatory guidance advises the setting of targets would not be appropriate			
Comments on performance during 2021/22 and targets: The total of 107 presentations from families in 2021/22 is an increase of 24 presentations compared to the previous year. It should be noted, however, that presentations from families in particular were suppressed due to the impact of the pandemic. The final position for 2021/22 is 23% lower than the number of presentations from families in 2019/20 (pre-pandemic).							
Number of overcrowded households (Housing and Social Wellbeing Committee)	122	116	117	110	100	100	100
Comments on performance during 2021/22 and targets: The number of overcrowded PKC tenants in Perth and Kinross has increased to 117 against a target of 110. We make every effort to reduce overcrowding, while understanding that applicants prioritise other factors such as specific property types or areas of choice. Monitoring arrangements are in place; however, the number of overcrowded households can only reduce when there is appropriate housing available to allocate. There is no national average available for this indicator.							

Culture and Communities

Key Performance Indicators for 2021/22 (Data covering to year end unless otherwise stated)							
Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
Percentage of residents satisfied with local libraries (Environment and Infrastructure Committee)	81%	78%	N/A	78%	82%	82%	82%
Number of library visits, in person and online (Environment and	1,508k	3,469k	1,062,804	N/A	350k	350k	350k

Infrastructure Committee)							
<p>Comments on performance during 2021/22 and targets:</p> <p>Overall satisfaction performance has declined slightly, however visitors did report back positively on their visit saying it felt safe and clean and that they would make return visits in the future.</p> <p>Library visits reflect, albeit not completely, the number of people actively engaging with all services as many other routes to engage, were made available. This included, online, click and collect and home deliveries. Annual comparison of data is still not possible at this stage. Data for the period that any services were operational, showed month on month growth, overall visits were still running at approx. 30% of that of pre-pandemic levels. Whilst Libraries were open, 1,389 individuals also made use of the People's Network computers that are in-venue, demonstrating continued demand for this service. 71,525 physical items/books have been issued over the course of the year in comparison to 358,448 issues in 2019/20.</p> <p>This is all against the backdrop of the Covid pandemic in 2019/2020 and into 2020/21, which meant library buildings and some services were closed/suspended for significant periods until the summer of 2021.</p> <p>Service Level Agreements for Arm's Length External Organisations (ALEOs) delivering culture and leisure services are due for review in 2022/23, with revised KPIs and performance targets agreed.</p> <p><i>Note: Satisfaction figures are based on LGBF information and data is not available for 2021/22.</i></p>							

Key Performance Indicators for 2021/22 (Data covering to year end unless otherwise stated)							
Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
New Indicator for 2021/22 Numbers of adult learners supported to improve their employability or digital skills (<i>this includes commissioned services via the Adult Learning Partnership</i>) (Environment and Infrastructure Committee)	1319	110	279	N/A	350	350	350
<p>Comments on performance during 2021/22 and targets:</p> <p>The PKC on-line Adult Learning Hub delivered a range of courses supporting people into volunteering, improving well-being, English as a second language, ASDAN and Food Hygiene Certificates. Commissioned services delivered ESOL provision and digital learning and employability skills. Communities Service adult learning has been delivered exclusively on-line throughout 2021/22.</p>							

PROMOTING A PROSPEROUS, INCLUSIVE AND SUSTAINABLE ECONOMY

Housing

Key Performance Indicators for 2021/22 (Data covering to year end unless otherwise stated)							
Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
Gross arrears as a % of gross rent due for the reporting year (Housing and Social Wellbeing Committee)	8.37%	10.75%	10.69%	8.5%	8.5	8.4	8.3
Rent collected as a % of the total rent due in the reporting year (Housing and Social Wellbeing Committee)	98.36%	96.91%	99.08%	98.7%	98.8	98.9	99
Comments on performance during 2021/22 and targets: In 2021/22 we encouraged tenants to enter payment arrangements to avoid legal action and sustain their tenancy as at the end of February, we had 1,384 tenants on a payment arrangement. During the year we have managed to reduce the percentage of tenants in arrears to 31.74%. Some of the improvement in performance in 2021/22 include the support to 196 tenants to reduce their arrears balance through our Tenancy Sustainment Fund. We also saw the increase in the rent collected to 99.08% in 2021/22 against a local authority average of 98.6% in 2021/22.							

Planning and Development

Key Performance Indicators for 2021/22 (Data covering to year end unless otherwise stated)							
Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
Economic impact of events supported by the Council (Environment and Infrastructure Committee)	£19.4m	0	0	£12m	£13m	£14m	£15m
Number of new businesses started up with support from Business Gateway (Environment and Infrastructure Committee)	262	267	220	300	300	300	300

Key Performance Indicators for 2021/22
(Data covering to year end unless otherwise stated)

No. of businesses supported by a growth programme (Environment and Infrastructure Committee)	75	33	37	50	55	60	65
Area of available Serviced business land (Ha) (Environment and Infrastructure Committee)	30	32.05	32.05 (September 2021)	14.9	14.9	14.9	14.9

Comments on performance during 2021/22 and targets:

We have supported local businesses facing unrivalled challenges from the COVID-19 restrictions. More than £85m has been distributed to 7,000+ businesses. In addition, we have provided ongoing business support to start-ups and micro-businesses through Business Gateway and Growbiz and working closely with Perthshire Chamber of Commerce and Federation of Small Businesses.

We have commissioned an Employment Land and Property market study to inform our Employment Land Strategy. The study should be completed by the end of June 2022 and will be used to develop the future Perth and Kinross Local Development Plan and Council's Property Investment Strategy.

Note: Latest figures for Service Business Land Indicator will be available September 2022

Key Performance Indicators for 2021/22
(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
Perth City Centre Footfall (Nos) % above the national level (Environment and Infrastructure Committee)	-34.60%	16.4%	-10.2%	4%	4%	4%	4%
% of vacant retail units in Perth City Centre? (Environment and Infrastructure Committee)	8.5%	11.7%	9.9% (Feb)	8.8%	8.5%	8.2%	7.9%

Comments on performance during 2021/22 and targets:

The Council is continuing to provide further support to retail and other businesses to help economic recovery through a range of measures including business advice, destination promotion via improvement to the Perth city website, media and digital channels: employment and business support; digital incentives and platforms providing current market/consumer intelligence; grant assistance for

repair and conversion as well as providing guidance to support business re-opening and temporary occupation of space to improve trading space and capacity. Support for temporary occupation of space continued until March 2022.

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Key Performance Indicators for 2021/22
(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
% of working age population unemployed, based on the Job Seekers Allowance claimant count (Environment and Infrastructure Committee)	2.0%	4.6%	2.7%	2%	1.0%	1.0%	1.0%
No. of unemployed people supported into work as a result of Employability programmes supported by the Housing & Environment service (Environment and Infrastructure Committee)	269	246	N/A	460	475	500	525

Comments on performance during 2021/22 and targets:

% of working age unemployed has reduced compared to the previous year, the latest figure of 2.7% is lower than the Scotland figure of 3.8%. Since 2020 there has been limited opportunity for face to face engagement with clients. However, we continue to support people into employment through initiatives such as our Skills Passport officially launched in December 2021, Futures for Families Programme, Elev8 Training Grant and various Employer Recruitment Incentive schemes.

Note: Data for unemployed people supported into work is not yet available. Source for data is taken from the SLAED return, due date July 2022.

Key Performance Indicators for 2021/22
(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
% of residential and business premises with access to Next generation broadband (Environment and Infrastructure Committee)	86.5%%	87.4%	88.5%	97%	100%	100%	100%

Comments on performance during 2021/22 and targets:

The % of premises with broadband access increased over last two years. We connected 136 Council buildings to gigabit capable full fibre broadband as part of the £5m Local Full Fibre Network programme completed in November 2021 and turned on free public Wi-Fi in the main streets Kinross, Alyth and Pitlochry. Works to install Wi-Fi to Comrie, Scone & Coupar Angus are due to be completed by mid-summer

Culture and Communities**Key Performance Indicators for 2021/22**

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
Percentage of residents satisfied with local museums and galleries (Environment and Infrastructure Committee)	77%	74%	N/A	74%	77%	80%	80%
Number of visits to museums that are funded, or part funded, by the council (Environment and Infrastructure Committee)	249,734	108,777	258,884	N/A	115,000	200,000	300,000

Comments on performance during 2021/22 and targets:

Museum buildings were closed for the greater part of 2020/21 so analysis of performance against target/trend is not possible.

As with libraries, local restrictions had an impact on visits, with Perth Museum & Art Gallery performing at its best in the period July – Sept when movement was freer, and the impact of the staycation bounce back was becoming more noticeable. Overall visitors did report back positively on their visit, saying it felt safe and clean and that they would make return visits in the future.

This is all against the backdrop of the Covid pandemic in 2019/2020 and into 2020/21, which means that Museums and other services were still closed/suspended for significant periods until the Summer of 2021.

Note: Satisfaction figures are based on LGBF information and data is not available for 2021/22.

SUPPORTING PEOPLE TO LIVE INDEPENDENT, HEALTHY AND ACTIVE LIVES

Housing

Key Performance Indicators for 2021/22 (Data covering to year end unless otherwise stated)							
Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
Number of housing options interviews completed (Housing and Social Wellbeing Committee)	2,733	2,297	2,214	Regulatory guidance advises the setting of targets would not be appropriate			
Number of households presenting as homeless (Housing and Social Wellbeing Committee)	758	670	610	Regulatory guidance advises the setting of targets would not be appropriate			
Number of applicants assessed as homeless (Housing and Social Wellbeing Committee)	597	550	520	Regulatory guidance advises the setting of targets would not be appropriate			
Number of people who slept rough the night before their homeless application (Housing and Social Wellbeing Committee)	34	24	36	Regulatory guidance advises the setting of targets would not be appropriate			
Average days in temporary accommodation (All types) (Housing and Social Wellbeing Committee)	71.0	79	51	80	80	75	65
% of allocations to homeless households in permanent settled accommodation (Housing and Social Wellbeing Committee)	42.7%	46%	35%	50%	50%	50%	50%
Comments on performance during 2021/22 and targets: There was a slight reduction in the number of housing options interviews undertaken during 2021/22. We also introduced a new self-service, online Housing Options service to facilitate online applications whilst still maintaining a range of other options for accessing these services The target for allocations to homeless households is an indicative measure included in the Common Allocations Policy. We have reduced the backlog of homeless applicants waiting for an offer of housing to around 46 so it is not possible to meet this 'target' as there are so few homeless applicants on the waiting list. This is a positive outcome.							

Key Performance Indicators for 2021/22

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
% of tenants satisfied with the overall service provided (Housing and Social Wellbeing Committee)	94.77%	82.9%	82.2%	95%	95%	95%	95%
% of tenants satisfied with opportunities given to them to participate in the landlords decision making (Housing and Social Wellbeing Committee)	98.74%	75.40%	76.3%	98.74%	99%	99%	99%

Comments on performance during 2021/22 and targets:

We conducted a Tenant Satisfaction Survey of 1,000 tenants in February and March 2022. This consisted of telephone and door to door surveys.

Improvements have been made in most categories of satisfaction apart from the overall satisfaction and in value for money. Early indications show that the satisfaction levels across the local authority sector have declined around 4-5% points since pre-pandemic surveys.

- Scottish Average Satisfaction with overall service in 2020/21 was 88.9%.
- Scottish Average for % tenants satisfied with opportunities to participate in 2020/21 was 86.6%

The average days spent in temporary accommodation remains the lowest in Scotland at 51 days against a national average for 2020/21 of 199 days. We have achieved the target of 65 days outlined in the Rapid Rehousing Transition Plan ahead of the targeted timescale of 2023/24.

Key Performance Indicators for 2021/22

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
Average time (in days) taken to complete approved applications for medical adaptations in the reporting year (Housing and Social Wellbeing Committee)	33.32	44.72	40.72	65	60	55	50

Comments on performance during 2021/22 and targets:

Adaptations performance during 2010/2022 was an average of 40.72 days with a total of 227 adaptations completed. The national average for this indicator in 2020/21 was 58 days. Our revised process introduced during 2018/19, including the scheduling of all minor adaptations by our work planners, and continuing to outsource all major adaptations to our Capital Programme or Term Maintenance contractors contributes to this performance. It also ensures that our in-house trades teams can focus on voids and responsive repairs. We continue to install modular access ramps to reduce the timescales associated with the installation of fixed permanent access ramps.

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Culture and Communities

Key Performance Indicators for 2021/22 (Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
New Indicator for 2021/22 Numbers of community groups supported to increase their capacity (Environment and Infrastructure Committee)	220	270	236	N/A	270	270	270
Comments on performance during 2021/22 and targets: Community Capacity Building forms an important part of CLD activity in our communities and this indicator reflects the work of the Communities Service in supporting groups to achieve their outcomes. Activities from April 2021 to March 2022 focussed on the ongoing work in communities to recover from the impact of Covid and included work to ensure that groups were able to <ul style="list-style-type: none"> support socially isolated individuals address food, fuel and financial poverty by deliver food shopping and other essential supplies to those self-isolating address mental and physical wellbeing concerns in the community distribute key information about local support services apply for CIF funding and other grant monies to support delivery of their activities 							

Key Performance Indicators for 2021/22 (Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
Percentage of residents satisfied with leisure facilities (Environment and Infrastructure Committee)	77%	74%	N/A	N/A - most services closed/suspended due to Covid restrictions	75%	75%	75%
Number of attendances to pools, indoor and outdoor sport and leisure facilities (Environment and Infrastructure Committee)	1,258k	63k	352k (Dec 2021)	tbc	tbc	tbc	tbc
Comments on performance during 2021/22 and targets: Attendance levels increased compared to the previous year, however, COVID-19 continued to have an impact on accessibility and the operation of local leisure facilities throughout periods of 2021, impacting attendance levels. Recovery to the in-person visits was also hampered by significant flood damage from adverse weather conditions to the main Perth Leisure Pool late in 2020 which has had to remain closed and did not re-open until Sept/Oct 2021.							
<i>Note: Satisfaction figures are based on LGBF information and data is not available for 2021/22.</i>							

CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

Environmental

Key Performance Indicators for 2021/22

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
Municipal waste collected that is recycled or composted (%) (Environment and Infrastructure Committee)	52.5%	47.4%	50.6% (April to Dec) (unvalidated)	60%	60%	65%	65%
Emissions from council properties (tonnes CO2) (Environment and Infrastructure Committee)	12,106	10,119	10,751				

Comments on performance during 2021/22 and targets:

We have increased our municipal waste collected that is recycled or composted from 47.5% in 2020/21 to 50% in 2021/22. (Please note that this figure is yet to be validated)

So far there has been a reduction in electricity consumption due to energy saving measures and a number of staff continuing to work from home due to COVID restrictions. Energy for heating, primarily gas, fuel oil and biomass, has increased due to extra ventilation requirements due to COVID mitigation measures but this has been minimised by improved heating controls.

Key Performance Indicators for 2021/22

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
Vacant residential / commercial premises brought back into use (Environment and Infrastructure Committee)	139	93	134	135	135	135	135

Comments on performance during 2021/22 and targets:

Despite the Covid-19 impact on commerce, 134 vacant/commercial properties were brought back into use - increasing from 93 in 2020/21.

Housing

Key Performance Indicators for 2021/22

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
No of new publicly available social housing units including buy backs, conversions and empty homes conversions (Housing and Social Wellbeing Committee)	250	246	310	200	200	200	200

Comments on performance during 2021/22 and targets:

As at March, there were 310 completions in Perth and Kinross which includes 227 social rent (council and housing association), 32 buy-backs and 51 mid-market homes. PKC regularly reviews the Strategic Housing Investment Plan, both internally and with Registered Social Landlords and the Scottish Government's More Homes Team to ascertain progress towards delivery for completion.

Key Performance Indicators for 2021/22

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
Overall % of new tenancies sustained for more than a year (Housing and Social Wellbeing Committee)	87.6%	86%	87.4%	89%	90%	91%	92%

Comments on performance during 2021/22 and targets:

We have had a slight increase in our overall tenancy sustainment rates for 2021/22. Analysis of tenancies which were sustained was undertaken and as noted previously many of the tenancies ending within 12 months were because of positive factors such as the outgoing tenant purchasing their own accommodation, moving to larger accommodation following a change in their household size and moving out with the area for employment reasons. A key priority for the service is to ensure that all tenants are provided with the right support and assistance to enable them to sustain their tenancy. A new framework was implemented in January 2021, to ensure there is robust ownership and accountability for tenancy sustainment across the housing service.

The Scottish average for the % of new tenancies sustained for more than one year was 90.9% in 2020/21.

Key Performance Indicators for 2021/22 (Data covering to year end unless otherwise stated)							
Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
Average length of time taken (hours) to complete emergency repairs (Housing and Social Wellbeing Committee)	3.04	2.76	2.97	4.0	4.0	4.0	4.0
% Tenants satisfied with the repairs service (Housing and Social Wellbeing Committee)	98.6%	97.5%	98.8%	92%	93%	94%	95%
Comments on performance during 2021/22 and targets: <p>The service continues to focus on emergency repairs as a priority and reported 2.97 hours against a target of 4.0 hours. The 2020/21 national average for this indicator was reported at 4.22 hours.</p> <p>Customer satisfaction with repairs remains high and there has been a 1.3% increase in the reporting year from 97.5% during 2020/2021 to 98.8% during 2021/2022. The Scottish average for repairs satisfaction was 90.1% in 2020/21.</p>							

Key Performance Indicators for 2021/22 (Data covering to year end unless otherwise stated)							
Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
Average calendar days to re-let properties (Housing and Social Wellbeing Committee)	28.4	32.8	44.6	29	29	29	29
% of rent due in the year that was lost due to voids (Housing and Social Wellbeing Committee)	0.82%	1.11%	1.33%	0.9%	0.9%	0.9%	0.9%
Comments on performance during 2021/22 and targets: <p>Our average void re-let time has increased to an average of 44.60 days during 2021/22 in comparison to 32.88 days during 2020/21. The total number of properties that were void during the reporting year reduced to 717 in comparison to 771 properties during 2020/21. Covid-19 restrictions have delayed the void process as safety protocols and increased cleaning regimes were introduced. The closure of suppliers during lockdown caused delays along with the continued increased demand for specific construction materials. The shortage of skilled tradesmen, particularly electricians continue to cause delays in completing safety checks. The utilities crisis has also caused further delays. As we have continued to respect the wishes of new and transfer tenants who have been unable to attend viewings or move into their new tenancies due to self-isolating or shielding this has also impacted upon our void timescales. We have struggled to meet the target of 29 days during 2021/22 with year-end performance reduced to an average of 44.6 days at 31 March 2022. This is reflected in national performance figures across Local Authorities.</p>							

Key Performance Indicators for 2021/22 (Data covering to year end unless otherwise stated)							
Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
% of properties meeting the EESSH (Housing and Social Wellbeing Committee)	82.3%	82.2%	82.0%	100%	100%	100%	100%
% of ASB complaints resolved within locally agreed targets (Housing and Social Wellbeing Committee)	94.8%	95.9%	95.3%	90%	90%	90%	90%
Comments on performance during 2021/22 and targets: There was a slight decrease in the percentage of properties meeting EESSH. This is due to delays with our internal energy efficient programmes and our inability to refurbish some building elements due to the impact of Covid, material and labour shortages. The Scottish average for EESSH compliance in 2020/21 was 89.0%. Performance in relation to Anti-Social Behaviour complaints resolved reported an annual figure of 95.3% against a target of 90%. The year-end performance for 2020/21 for this indicator was 95.9%. Despite the slight reduction in resolving ASB complaints there was an overall reduction in the number of complaints received from 748 to 720. The reduction in resolving ASB complaints was due to an increase in more complex and challenging cases. The Scottish average for this indicator was 94.4% in 2020/21.							

Culture and Communities

Key Performance Indicators for 2021/22 (Data covering to year end unless otherwise stated)							
Indicator (Source)	Performance			Targets			
	2019/20	2020/21	2021/22	2020/21	2021/22	2022/23	2023/24
Number of community groups supported in the asset transfer process (Environment and Infrastructure Committee)	11	5	7	5	10	10	10
number of groups receiving Community Investment funding (Environment and Infrastructure Committee)	127	0	141	0	80	N/A	N/A
Numbers of Participation Requests (Environment and Infrastructure Committee)	2	1	0	1	4	N/A	N/A
Comments on performance during 2021/22 and targets: 'Expressions of Interest' have been received in 2021/22. The Community Asset Team (CAT) continues to work with these groups to help them find the best solution – this need not necessarily be a full Asset Transfer, although we anticipate at least one of these groups will seek to go down this route in 2022/23. 141 projects received Community Investment Funding in 2021/22, totalling £589,333.82. No Participation Requests have been received in 2021/22. We continue to promote participation requests as a way for communities to become involved in service improvements and redesign.							

GLOSSARY OF TERMS

PTFP	<i>Perth Transport Futures Project</i>
CTLR	<i>Cross Tay Link Road</i>
ASDAN	<i>Award Scheme Development and Accreditation Network</i>
CLDP	<i>Community Learning Development Plan</i>
CPK	<i>Culture Perth and Kinross</i>
YPG	<i>Young Persons Guarantee</i>
NOLB	<i>No-one Left Behind</i>
OBC	<i>Outline Business Case</i>
UNESCO	<i>United Nations Educational, Scientific and Cultural Organization</i>
RRTP	<i>Rapid Rehousing Transition Plan</i>
MMR	<i>Mid-Market Rent</i>
HMA	<i>Housing Market Areas</i>
HSCP	<i>Health and Social Care Partnership</i>
LHA	<i>Local Housing Strategy</i>
SEPA	<i>Scottish Environmental Protection Agency</i>
LAL	<i>Live Active Leisure</i>
PTU	<i>Public Transport Unit</i>
RMP	<i>Roads Maintenance Partnership?</i>
RTS	<i>Regional Transport Strategy</i>
CIF	<i>Community Investment Funding</i>
BRCFC	<i>Blairgowrie & Rattray Community Football Club</i>
SFA	<i>Scottish Football Association</i>
LAP	<i>Local Action Partnership</i>
CAT	<i>Community Assessment Team</i>
SMT	<i>Senior Management Team</i>
CCTV	<i>Closed Circuit Television</i>
MECOPP	<i>Minority Ethnic Carers of People Project</i>
SURE	<i>Service User Review and Evaluation</i>
ALEOs	<i>Arm's Length External Organisations</i>
LGBF	<i>Local Government Benchmarking Framework</i>
NHST	<i>National Health Service Tayside</i>
CPP	<i>Community Planning Partnership</i>
BMIP	<i>Business Management and Improvement Plan</i>
ESOL	<i>English to Speakers of Other Languages.</i>

ERIC	<i>Employee Resource and Information Centre (PKC)</i>
PKAVS	<i>Perth & Kinross Association of Voluntary Service Ltd</i>
CEAG	<i>Community Equalities Advisory Group</i>

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PERTH AND KINROSS COUNCIL

Scrutiny & Performance Committee - 8 June 2022

ANNUAL GOVERNANCE STATEMENT 2021/22

Report by Head of Legal & Governance Services
(Report No. 22/120)

1 PURPOSE OF REPORT

The purpose of the report is to present for scrutiny and review, the Annual Governance Statement (AGS) for the financial year 2021/22 which provides assurance as to the effectiveness of the Council's governance framework and in particular the system of internal control.

2 RECOMMENDATIONS

The Committee is asked to :-

- Note the content of this report; and
- Scrutinise and comment on the draft Annual Governance Statement for the financial year 2021/22

3 STRUCTURE OF REPORTINTRODUCTION

Section 4 - Background /context

Section 5 - Assurance process

Section 6 - Assessment of effectiveness

Appendix- Draft Annual Governance Statement

4 BACKGROUND/CONTEXT

- 4.1 The purpose of the Annual Governance Statement (AGS) is to provide assurance that our governance arrangements and in particular, our system of internal control, are adequate, appropriate and effective.
- 4.2 The past year has been a significant challenge in terms of managing the impact of the global health pandemic on our communities and our staff, as the Council has sought to maintain the delivery of core services whilst providing additional support alongside our partners, to address the public health crisis. During this period, restrictions have meant that the many staff and elected members have had to work from home, heavily reliant on new technology and working in new and different ways. Both have demonstrated their ability to adapt, compromise and to “dig deep” to make sure that we continued to provide the services that our communities rely on during these difficult times.
- 4.3 The Annual Governance Statement for 2021/22 is attached as Appendix 1 to this report. It has been prepared in accordance with the Chartered Institute of

Public Finance & Accountancy (CIPFA) Framework: Delivering Good Governance in Local Government and is required to be published as part of the Council's Annual Accounts. It is presented here to allow appropriate review and scrutiny by the Committee.

5 GOVERNANCE ASSURANCE PROCESS

- 5.1 The assurance process to inform the AGS has been developed and refined to take into account the CIPFA Framework and associated guidance. It is designed to test the continuing effectiveness of our governance arrangements and to identify current, emerging and potential future risks to enable the organisation to adjust and improve their internal controls to mitigate and manage these effectively.
- 5.2 Evidence has been gathered by way of self-assessment from each of the Service Management Teams which was then scrutinised and reviewed. Executive Directors and the Chief Operating Officer have provided Certificates of Assurance in respect of the adequacy and effectiveness of the controls within their area.
- 5.3 Certificates of Assurance have also been provided by the following officers in respect of their assessment of key corporate controls:
- Head of Finance as S 95 Officer
 - Hed of Finance for Procurement
 - Head of Legal & Governance Services /Monitoring Officer
 - Chief Internal Auditor
 - Data Protection Officer & Information Security Managers
 - Senior HR Manager
 - Head of Innovation
- 5.4 Assurance is provided by the Head of Culture and Communities, in her capacity as the Contract Monitoring Officer in respect of our Arm's Length External bodies (Horsecross Arts Ltd, Live Active Leisure and Culture Perth & Kinross).
- 5.5 The Perth & Kinross Integrated Joint Board are obliged to produce their own Annual Governance Statement as are the Tayside Valuation Joint Board and Tayside Contracts. We place reliance on their assurance statements which are shared with the Council.

6 EFFECTIVENESS OF GOVERNANCE ARRANGEMENTS

- 6.1 In the main, the system of internal control has proved effective during the year with many of the processes, systems and control mechanisms remaining the same, albeit a number being applied and implemented in a virtual environment.

- 6.2 The assurance process demonstrates that the Council has had and continues to have adequate internal controls in place that are considered fit for purpose in accordance with the governance framework.

Author(s)

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Approved

Name	Designation	Date
Karen Donaldson	Chief Operating Officer	1 June 2020

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications N/A

2. Resource Implications N/A

3. Assessments N/A

4. Consultation

Internal

- Service Management Teams
- Executive Officer Team
- Corporate Management Group
- Policy & Governance Group
- Chief Internal Auditor
- Corporate Procurement Manager
- Information compliance Officer
- Health, Safety & Wellbeing Manager

External

Staff from the following external organisations have been consulted the preparation of the Annual Governance Statement including:

- Tayside Contracts

- Perth & Kinross Integrated Joint Board
- Live Active Leisure Limited
- Culture Perth & Kinross Limited
- Horsecross Arts Limited
- Tayside Valuation joint Board

5. Communication

- 5.1 The Annual Governance Statement will be published with the Council's Final Accounts for 2021/22

2. BACKGROUND PAPERS

None

3. APPENDICES

Annual Governance Statement 2021/22

ANNUAL GOVERNANCE STATEMENT 2021/22

1 Introduction

- 1.1 2021-22 continued to be extremely challenging for the Council as is sought to maintain effective service provision whilst still undertaking new tasks in response to the ongoing global COVID-19 pandemic. The continued requirement for many officers and elected members to work remotely from home brought with it both risks and opportunities in terms of governance. Systems, processes, tools and technology were deployed differently and innovatively; ensuring that democratic decision-making continued in an open and transparent manner and that an appropriate level of service provision was maintained as we worked with our partners and our communities to manage the public health crisis.
- 1.2 As a public body, the Council must always act in the public interest. We must behave with integrity, conduct our business in an open and transparent manner, demonstrate a strong commitment to ethical values and comply with the law. We must use public money economically, efficiently, and effectively to provide sustainable services which make life better for the people of Perth & Kinross. A comprehensive and robust governance framework is integral to the success of Perth & Council's ability to discharge these responsibilities.
- 1.3 The purpose of the Annual Governance Statement is to give assurance to the people of Perth & Kinross, our Elected Members, staff, partner agencies and other stakeholders that our governance arrangements are adequate and effective and that our system of internal control is robust.

2 Scope of Responsibility

- 2.1 As well as providing assurance as to the effectiveness of the governance arrangements in place for the Council, this Annual Governance Statement also covers the six organisations that are included in the Council's Group Accounts.
 - Live Active Leisure Limited (subsidiary)
 - Horsecross Arts Limited (subsidiary)
 - Culture Perth & Kinross Limited (subsidiary)
 - Tayside Valuation Joint Board (associate)
 - Tayside Contracts (associate)
 - Perth & Kinross Integration Joint Board (joint venture)

3 Our Governance Framework

- 3.1 Our governance framework comprises our culture, values, rules, resources, systems, tools and processes which we have in place to help us achieve our strategic objectives. We recognise that the following are fundamental elements of good governance within public sector organisations: -
 - Leadership, Culture & Values
 - Vision, Direction & Purpose
 - Stakeholder Engagement
 - Organisational Development
 - Effective Decision Making
 - Internal Controls
 - Scrutiny & Accountability

- 3.2 These fundamental elements of our governance framework reflect and seek to embed the principles of good governance within 2016 CIPFA Framework for Delivering Good Governance in Local Government, namely :
- Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law
 - Defining outcomes in terms of sustainable economic, social and environmental benefits
 - Ensuring openness and comprehensive stakeholder engagement
 - Developing the entity's capacity, including the capability of its leadership and the individuals within it
 - Determining the interventions necessary to optimise the achievement of the intended outcomes
 - Managing risks and performance through robust internal control and strong public financial management
 - Implementing good practices in transparency, reporting and audit to deliver effective accountability
- 3.3 A crucial part of the framework is the system of internal control which is designed to manage and mitigate risk in relation to the achievement of our intended outcomes.
- 3.4 The Council manages risk through a continuous process of identification, assessment, evaluation, prioritisation, and mitigation. We evaluate risk based on likelihood and impact in both financial and non-financial terms. We do however need to mitigate and manage risk proportionately; recognising that risk can never be eliminated completely and that only reasonable assurance can ever be given.
- 4 Our governance arrangements**
- 4.1 Our culture and values are reflected in our behaviour and our decision-making. Our policies, processes and procedures including Elected Member and Employee Codes of Conduct, Whistleblowing and anti-fraud and corruption policies, Elected Member Register of Interests, Gifts & Hospitality Policy ensure that as a Council, we respect the rule of law, behave with integrity, promote a culture of good governance and demonstrate a strong commitment to ethical values.
- 4.2 There are appropriate and effective arrangements in place for the discharge of the following statutory functions:
- Head of Paid Service
 - Monitoring Officer
 - Chief Finance Officer
 - Chief Social Work Officer
 - Data Protection Officer
- 4.3 Leadership within the organisation is effective with good communication between elected Members and Senior Management through Leaders Meetings, Convenors meetings, Member Officer Working Groups and all-member briefings where appropriate. There are also regular pre-agenda discussions in respect of each scheduled Council and Committee meeting.
- 4.4 Our Local Outcome Improvement Plan and Corporate Plan set out our vision and purpose and the approved Revenue and Capital budgets prioritise how our financial resources are to be deployed. Key strategic documents such as the Perth & Kinross Offer Framework, Capital Investment blueprint, Housing Investment Programme, economic wellbeing Plan and Climate Change Strategy provide the necessary direction to the organisation to enable it to deliver on its vision and achieve its purpose.

- 4.5 We recognise the importance of good stakeholder engagement and will continue to engage and work in partnership with our communities, partners and other stakeholders to ensure that we design and deliver the public services that our communities need and value. The Council has a strategy for engaging with communities and has agreed a Statement of Intent with its Community Planning Partners to support a co-ordinated approach to community engagement. Our approach to consultations is based on the National Standards for Community Engagement and we have established a wide range of consultation processes and procedures. The Community Empowerment (S) Act 2015 provides a framework for improving the quality of engagement and participation which will be reflected in the Local Outcome Improvement Plan.
- 4.6 We are operating in an increasingly complex and financially challenging public sector landscape and must be able to adapt and evolve our services and workforce to continue delivering cost-efficient, high-quality services. Our people remain are our most valuable asset and as an organisation we will secure the best outcomes for our communities by investing in the development of our workforce and of our leaders to ensure that they have the right skills and have sufficient capacity to deliver. Our approach is outlined in our [Corporate Workforce Plan – Resourcing PKC Everyone Has Something To Offer](#) and our “Learn, Innovate Grow” philosophy is embedded across the organisation to create a highly motivated, skilled and agile workforce. There is a programme of leadership development in place for our managers and an extensive programme of induction and and continuous development for Elected Members.
- 4.7 The Council’s Scheme of Administration sets out the Council’s decision-making structure setting our roles, remits and responsibilities to ensure transparency and accountability.
- 4.8 We have a robust suite of policies, procedures and management processes to ensure that there are appropriate **internal controls** in place in respect of: -
- Workforce planning & management
 - Financial planning & management
 - Risk & Performance Management
 - Change management
 - Procurement
 - Major Investment Project Management
 - Health & Safety
 - Information Management & Security
 - Civil Contingencies & Business Continuity
 - Anti- Fraud & Corruption
 - Conflicts of interests
 - Gifts & Hospitality
 - Whistleblowing and reporting concerns
 - Complaints handling
 - Officer and elected member conduct
- 4.9 As a public body we must be open, transparent and accountable for our decisions, actions and performance. Our management and democratic structures and processes are designed to facilitate effective decision making and the proper scrutiny of those decisions and their impact in terms of performance and the achievement of our intended outcomes.
- 4.10 The Council set a budget for the year 2022/23 in February 2022. Each budget is allocated to a named budget holder. Budgets are monitored regularly by Service Management Teams and overall financial performance is monitored regularly by the Executive Leadership Team. Council through previously, the Strategic Policy & Resources Committee and now Finance and Resources Committee receives regular financial monitoring information as part of the budgetary control framework and provides the required political scrutiny of our financial management and performance.

- 4.11 Capital spend is monitored by the Executive Leadership Team through the Transformation Board reported regularly to the Strategic Policy & Resources Committee (now Finance & Resources Committee) as part of the budgetary control framework. The Capital Programme Office monitors project milestones.
- 4.12 The service planning process ensures that Services meet the needs of customers, and that targets for quality improvements are set and monitored. Individual Business Management & Improvement Plans set out detailed actions and outcomes for each Service and include performance indicators. Service performance is reported regularly to the Executive Leadership Team and publicly through the Council's themed committees and the Scrutiny committee. Financial performance is publicly reported through the Strategic Policy & Resources Committee (now Finance & Resources Committee) and relevant service committees.
- 4.13 The Council publishes an Annual Performance Report on its performance against the objectives set out within the Corporate Plan and Local Outcome Improvement Plan.
- 4.14 The Council has a published process for dealing with the following and annually reports on performance in this respect of these areas: -
- complaints from members of the public
 - requests for access information under the Freedom of Information legislation
 - access information under the Data Protection legislation

5 COVID-19 Pandemic Governance Arrangements

- 5.1 In light of the COVID-19 pandemic, the Council implemented effective and appropriate civil contingencies arrangements. These have ensured: -
- an effective operational command structure to deliver essential services and key activities to protect the health and wellbeing of our communities during this time
 - adequate and effective risk management at both a strategic and operational level of existing, new and emerging risks
- 5.2 Planning has continued for recovery and renewal in line with the published Scottish Government framework and a key part of that will be ensuring appropriate governance arrangements are in place. These have been flexible to respond to the changing environment during the year to ensure a proportionate response to the impact of the pandemic on our communities and our workforce.

6 Governance Assurance Process

- 6.1 The Council utilises a robust process of gathering assurance information from Service Management Teams which concludes with Certificates of Assurance being signed by each Executive Director and the Chief Operating Officer.
- 6.2 Corporate assurance has also been provided as regards the adequacy of the internal controls from the following Officers:
- Chief Finance Officer (S 95 Officer)
 - Head of Legal & Governance Services /Monitoring Officer
 - Chief Internal Auditor
 - Data Protection Officer
 - Records and Information Security Manager
 - Corporate Procurement Manager
 - Senior HR Manager

- Head of Innovation

6.3 For Arm's Length External Organisations, reliance has been placed upon:

- unaudited financial statements of the companies (audited accounts will be scrutinised when available)
- assurance self-assessment evaluations
- terms and conditions of Service Level Agreements
- contract monitoring meetings with Service
- performance information and financial monitoring reports to Service
- presentations to Scrutiny Committee

6.4 For Tayside Contracts Joint Committee, Tayside Valuation Joint Board and Perth & Kinross Integration Joint Board, reliance has been placed upon each organisation's own Annual Governance Statement.

6.5 The draft Annual Governance Statement is considered by the Executive Leadership Team and the Council's Scrutiny Committee prior to inclusion within the final draft Annual Accounts.

6.6 The Annual Governance Statement is considered by the Audit Committee as part of the Annual Accounts.

7 Effectiveness of Governance Arrangements for 2021/22

7.1 Based on the assurance process outlined above, in terms of effectiveness, the Council's governance arrangements continue to be regarded as fit for purpose in accordance with the governance framework, subject to the areas identified for review or improvement set out in section 10.

7.2 Our financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2015). Financial risks arising from the continuing response to the COVID-19 pandemic are highlighted and managed through our effective processes, with regular reporting to Elected Members.

7.3 Our assurance arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Head of Internal Audit (2010)

7.4 The Council has designated the Head of Legal & Governance Services as the Senior Information Risk Owner with the Head of Corporate IT and Revenues as Depute. Our information security measures have been reviewed in 2021/22 to ensure continuing compliance with the Public Service Network (PSN) requirements.

7.5 The Chief Internal Auditor is the Council's nominated Money Laundering Reporting Officer. There has been no relevant activity in respect of Council and its group during the year.

7.6 We have structures in place which support constructive challenge and effective scrutiny to our system of internal control and our broader governance arrangements. In particular; -

- Audit Committee
- Scrutiny Committee
- Finance & Resources Committee
- Themed Committees
- Executive Leadership Team / Extended Executive Leadership Team
- Policy & Governance Group
- Transformation Board

- Internal Audit
- External Audit (presently KPMG)

8 Opinion of the Chief Internal Auditor

- 8.1.1 Audit activity and performance will be detailed in the Annual Report by the Chief Internal Auditor for the year 2021/22 when it is presented to the Council's Audit Committee. The draft report contains the Chief Internal Auditor's opinion in respect of the effectiveness of the governance arrangements in place, as follows: -

“In the Chief Internal Auditor’s opinion, reasonable reliance can be placed on the Council’s risk management and governance arrangements, and systems of internal control for 2021/22, subject to management implementation of the agreed actions detailed in Internal Audit reports.”

9 Areas for review /continued improvement action

- 9.1 The last two years have demonstrated our reliance on technology and the way in which technology can shape and influence how we deliver services and work as an organisation in the future. We will therefore review our cyber resilience and information governance arrangements to ensure that they are fit for purpose and robust.
- 9.2 The Council's financial management: governance and reporting arrangements have been assessed against the financial management standards set out within the CIPFA Financial Management Code (2019). The Code is largely based upon the standards set out elsewhere within the Annual Governance Statement and the Council is considered to be compliant with the Code. Improvement actions arising from the review include consideration of how the Council can build upon existing practice in its budget consultation with stakeholders and strengthening existing reporting arrangements through the submission of a Financial Strategy report to Council in June.
- 9.3 The adoption of our Climate Change Strategy in December 2021 will require all strategies and policies to be reviewed for their impact in this area. An Integrated Assessment Tool is being developed which captures these considerations for future reports and existing strategies and policies will be subject to a similar process for ensuring their consistency with the Climate Change Strategy.
- 9.4 In addition to these areas, there are some specific areas which will be held under review:
- Leadership and senior management structure and capacity
 - Capacity and resources to lead, develop and deliver transformation and change programme
 - Development and implementation of a new Financial Strategy to address financial deficits and support transformation activity
 - Our approach to community engagement as we develop the Perth & Kinross Offer
 - Resource implications of ongoing response/ recovery from COVID-19 pandemic
 - Leadership capacity and corporate support to Integration Joint Board

STATEMENT

The Council is legally required to review the effectiveness of its governance arrangements and to publish an Annual Governance Statement, with its Annual Accounts. The governance framework and in particular the system of internal control, has been assessed in accordance with guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA).

The review of the effectiveness of the Council's system of internal control and overall governance framework has been informed by different sources assessing risk and providing assurance: -

- Executive Leadership Team/ Service Management Teams
- Chief Finance Officer
- Monitoring Officer
- Chief Internal Auditor/ Internal Audit
- Data Protection Officer
- Policy & Governance Group
- External Audit
- External agencies and inspectorates.

The Council's Governance Framework is considered robust and effective.

Each Director, who has responsibility within the Scheme of Delegation for the development and maintenance of the system of internal control, has reviewed the current governance arrangements and internal controls within their service area and provided assurance that these are effective.

The Chief Finance Officer has provided assurance that the financial arrangements in place conform to the relevant CIPFA requirements and that our expenditure is lawful. The Monitoring Officer has provided assurance that our governance arrangements ensure compliance with relevant laws, regulations, internal policies and procedures.

The Chief Internal Auditor has provided assurance for the year 2021/22 and an Internal Audit plan will be developed for 2022/23 that will focus on areas which have been identified as corporate or service specific risks in relation to core business and any additional risks which have arisen as a result of the COVID-19 pandemic.

We are satisfied that our governance arrangements and in particular, our system of internal control, continue to be regarded as fit for purpose. Any identified improvement actions will continue to be delivered and monitored through existing improvement plans, audit plans and change programmes to avoid duplication of effort.

We have been reassured by the way in which this Council has adapted to the challenges presented by the COVID-19 pandemic. Our governance framework and understanding of key risks have not only ensured that essential services have been maintained but that innovative arrangements could be implemented to meet new and emerging needs as these arose. As we support our communities to recover from the impact of COVID-19, our governance framework will continue to be reviewed and adapted where necessary to ensure that it remains robust and effective.

Signed:

Signed:

Thomas Glen, Chief Executive
Date

Grant Laing, Leader of the Council
Date

