



Perth & Kinross Council Annual Performance Report

2021/22

everyone The Perth & Kinross Offer
has something to offer



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Welcome

Welcome to our Annual Performance Report for 2021/22, where we set out the work that has been undertaken over the past year, our key achievements and successes, as well as those areas where we seek to improve. As you would expect, it has been a challenging year as we continued to respond to the aftermath of the Covid-19 pandemic and strengthen our recovery through working with our communities in response to the disruption we have all faced over the past two years.

As the size and scope of work undertaken by our many services across Perth and Kinross is significant, we can only highlight key areas of performance, workstreams and projects. However, we have given links to more detailed information in specific areas all throughout this report.

Once again, Council teams and our partners have continued to deliver essential services with and within our communities every day and we have underpinned this approach with our [Perth & Kinross Offer Framework](#) which was approved by full Council in December 2021 . Based on the ethos that everyone has something to offer we can already see many examples of the offer in action with 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.

We are immensely grateful to everyone who has got involved by supporting and assisting their loved ones, friends and neighbours

over the past year. Each and every one is an example of the approach of the Offer in action.

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. 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 and this is set to continue and grow. For example, we have co-ordinated a 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-19 pandemic.

As we move into the future, 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 and set our new corporate vision and priorities for the next five years. As part of this we are looking to grow collaborative working opportunities with other councils and partners to unlock efficiencies, share best practice and allow us to offer services that could otherwise be unachievable in the current financial climate.

We hope you find this report useful in providing an oversight of how we have performed as an organisation in 2021/22.

Thomas Glen
Chief Executive

Councillor Grant Laing
Council Leader



Our Performance Summary

During 2021/22, we shared 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.”

In 2021/22, Perth and Kinross Council had five Strategic Objectives:

1. Giving every child the best start in life;
2. Educated, responsible and informed citizens;
3. Prosperous, sustainable and inclusive economy;
4. Independent, healthy and active lives; and
5. Safe and sustainable places for future generations.

The following pages highlight just some of the work we have undertaken in each objective with our communities and partners across the private, public and third sectors throughout the year.

Performance Highlights

Giving every child the best start in life

- Places have been provided for nearly 3,000 eligible children as the expansion of Early Learning and Childcare (ELC) to 1,140 has continued in 51 Early Learning Centre settings.
- We partnered with Perth College to deliver Forest Kindergarten training across ELC, Schools, Out of School Care and Childminder settings to support staff in providing more frequent play opportunities for children outdoors.

Evaluation activity showed that this had increased frequency and confidence in delivering outdoor experiences.

- To mitigate child poverty, £5.3m of additional financial support for struggling families was gained through the provision of welfare rights advice to 1,309 families with dependent children and 113 minority ethnic families.
- The Scottish Government Health and Wellbeing Census was completed successfully across all schools, with over 7,500 responses received from P5 to S6 pupils. An analysis of results will inform planning at school and authority level, including the development of a refreshed Health and Wellbeing Strategy Action Plan.
- In collaboration with children and young people, "Our Promise to You" - the Perth and Kinross Corporate Parenting Plan 2021-24, was established. This ensures that all children and young people with care experience will have all they need to thrive in their school and home environments.
- Supporting children and young people within the community continues to be effectively managed, with 94% of looked after children in community placements.

Educated, responsible and informed citizens

- 82% of children starting P1 are meeting all expected development milestones.
- Overall attainment remains strong, with the achievement of Curriculum for Excellence levels across P1 to S3 remaining steady in 2021, with an improvement in relation to 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.

- £1.7m was provided through the Pupil Equity Fund to help close the poverty related attainment gap.
- 97% of school leavers moved onto positive destinations.
- 279 adult learners were supported to improve their employability or digital skills through services provided by the Council or commissioned from partners.
- There were 1,062,804 visits to libraries in person and online, with the majority online visits.

Prosperous, sustainable and inclusive economy

- The Perth and Kinross Economic Wellbeing Plan was approved and sets out an ambitious economic development programme that will assist people, businesses, and places to recover from the Covid-19 pandemic and reposition the local economy to respond to other challenges and opportunities.
- In May 2021 we launched the Micro Enterprise Fund to support businesses with ten or fewer employees who are looking to expand and grow their business or individuals looking to set up a business. Through this fund we have supported a diverse range of businesses and similarly a diverse set of ambitions, with 126 applications having already been approved at a value of £115,901.
- The percentage of working age unemployed has reduced from 4.6% to 2.7% and is lower than the Scotland figure. We continue to support people into employment through a range

of initiatives such as the Skills Passport which was launched in December 2021 and assist with funding for training or equipment, distributing £30,000 to date.

- We have continued to progress the Perth Transport Future Project, which is a major infrastructure upgrade programme to improve the road network around the city. We have also delivered the largest roads maintenance programme in recent years, with an investment of £14m of improvements. In 2021/22, we achieved a 3.5% improvement in road condition against a target of 0.5% per annum.
- The City Hall cultural regeneration project is proceeding on time and to budget and we committed a further £90m investment in the visitor attractions of Perth to replace Perth Leisure Pool and the Dewars centre with a major new leisure facility, PH20.

Independent, healthy and active lives

- As part of our Covid-19 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).
- Tenancy sustainment for homeless applicants has seen an improvement from 80.12% in the previous year to 87.54%.
- The average days spent in temporary accommodation remains the lowest in Scotland at 51 days against a national average of 199 days.
- During 2021/2022, we completed 215 minor and 68 major adaptations to council properties and 145 major and 159



minor adaptations in private homes to enable tenants as well as residents to live safely and independently at home.

- There was a slight reduction in the percentage of properties meeting Energy Efficiency in Scottish Social Housing (ESSH) targets from 82.2% to 82.0%. This was due to delays with the internal energy efficient programmes and an inability to refurbish some building elements due to material and labour shortages following Covid-19.
- We exceeded our target of 150 new affordable homes. However, there is work still to be done to improve overcrowding for tenants.

Safe and sustainable places for future generations

- The Council approved its Climate Change Strategy and Action Plan and committed to fund the top-priority actions in the plan.
- We increased the amount of household waste collected that is recycled or composted from 49% in 2020/21 to 50% in 2021/22.
- In November 2021, Blairgowrie and Rattray were named Scotland's first biodiversity town in recognition of efforts to improve biodiversity in the east Perthshire town for the benefit of the community and the environment (Tayside Biodiversity Partnership).
- 11 Cycling Walking Safer Routes projects were delivered during 2021/22 and over 70 20mph speed limits were introduced to encourage active travel and contribute towards a safer environment.

- Through the Community Investment Fund over 141 community-led projects are being funded with a total of around £600,000 of funding dispersed.
- The '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.

2021/22 Performance Indicators

Data demonstrating our progress against key performance indicators, how our performance compares nationally and with other Councils, and any future actions to be taken to address under-performance is available on our [PK Performs](#) portal on our website.

Please note that not all data for 2021/22 is available yet, and PK Performs will be updated as data is published. Details are listed within each strategic objective.



Tackling Challenges and Delivering Improvement Priorities 2022/23

As we continue to meet our corporate objectives and the delivery of effective and efficient services in Perth & Kinross, we are thinking creatively about how we operate not only now but also, in future. Transforming how we do business and working in partnership with our people, communities, businesses and partners will be vital in helping us to meet future demands and make the most of opportunities.

As we face significant challenges such as increasing demands for services, rising costs and the changing needs of our people, we cannot continue delivering the same support and ways of working as we have done in the past. We must quickly rethink how we work together with the commitments of the Perth and Kinross Offer to achieve better outcomes.

To do this, we are currently reviewing our Corporate Plan, setting clear outcomes and objectives for the next five years that will be underpinned by actions that are influenced and shaped by demand on our services and what our communities are telling us they need. We are currently undertaking a comprehensive engagement programme which will ensure everyone who wants to has the opportunity to get involved.

In addition, our [Transformation & Change Programme 2022/23–2027/28](#), approved by full Council in June 2022 has been

developed to support the ambitions, aims and objectives of all of our strategic priorities and sets out a clear implementation programme for transformation workstreams in all areas of our business. The programme is aligned with our [Financial Strategy](#) and the [Perth & Kinross Offer Framework](#) and sets out our vision for everyone who lives, works and visits Perth & Kinross.

Services have produced [Service Joint Business Management and Improvement Plans and Annual Performance Reports](#). Service specific improvement areas and priorities have been identified within these and further details can be found in the full documents.



Strategic Objective: Giving Every Child the Best Start in Life

Children will be cared for and supported to learn in nurturing environments

The implementation of [1,140 hours of Early Learning and Childcare](#) (ELC) has continued to deliver high quality, accessible early learning and childcare for 2,767 three-five year olds and 164 two year olds. A parental survey concluded in 2022, shows that 86% of parents are satisfied that the ELC offer within Perth and Kinross meets the needs of their family. Of the respondents, 82% agreed that provision within their ELC community offers flexible options for accessing their funded entitlement and 81% agreed that they could access their preferred provider and attendance option within their ELC community. The full results of the survey are available on the [PKC Consultation Hub](#).

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 an increase of 5% in developmental milestone outcomes.

To support our staff in providing more frequent play opportunities for children outdoors, we partnered with Perth College to deliver [Forest Kindergarten](#) training to 90 participants from across ELC, Schools, Out of School Care and Childminder settings. An evaluation undertaken since highlights that 89% of respondents felt their confidence had increased with 80% stating they are now delivering outdoor experiences every day.

The [Care Inspectorate](#) continued to conduct inspections across the ELC sector, and during the 2021/22 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.

Case study: Experiences and Spaces

Purpose

To create a Core Provision document that would support high quality experiences and spaces across PKC settings. This resource shows what core provision looks like in practice and supports services to build upon this to provide children with continuous and enhanced provision that is appropriate to their individual needs. Recognising that all ELC settings are unique and individual in terms of design, space, resources and individual children, finding common elements that maximise opportunities for rich learning experiences and interactions.

Activity

A four-month consultation period with practitioners at all levels working in ELC settings across Perth and Kinross fed into developing a shared vision of what constitutes a high-quality learning environment. Following the consultation, an ELC 'Experiences and Spaces' document has been produced.

Result and what's next

Well received by both local authority and funded providers, this collaborative piece of work has resulted in improvement planning appearing as a measure of change in setting improvement plans for 2022/23. Use of the document has been commented on positively by both the Care Inspectorate and Education Scotland. Collaborative conversations planned for 2023 intend to further explore and measure the implementation of the Experiences and Spaces document and respond to feedback as work continues to maintain the relevant and responsive nature of the document.

[Experiences and Spaces launch video](#)

Case Study: Early Years Family Learning Practitioner

Purpose

The Early Learning and Childcare expansion gave us new opportunities to support children to have the best start. Creation of Early Years Family Practitioners provided a link for families to access high quality family learning opportunities during the early years.

Activity

Twenty-five new [Early Years Family Learning Practitioner](#) roles were created to develop and enhance parental engagement and support for parents using a family learning approach.

The Early Years Family Learning Practitioners work directly with parents and families to enable them to support their children's learning and development at home. This develops relationships between families, schools and nurseries and the community; provides access to high quality family learning in early years; offers a consistent approach across all ELC settings and funded providers; and ensures there is protected family learning time.

Result and what's next

The Early Years Family Learning Practitioners have provided key support to families and delivered a range of evidence-based family learning programmes. This has included 25 Bookbug groups, 20 Peep Learning Together groups, seven Eat Well Play Well programmes and 1:1 family support using the sleep awareness toolkit, which has made a real difference to family members individually, and as a whole.



Our children and young people are physically, mentally and emotionally healthy

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.

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

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.

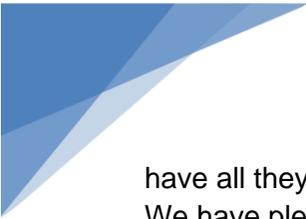
Resources to support the implementation and promotion of the [United Nations Convention on the Rights of the Child](#) (UNCRC) are being shared across the Council. Scotland is set to become the first country in the UK to incorporate the UNCRC into domestic law with

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

Active Schools Co-ordinators work with schools to provide quality opportunities for children and young people to take part in sport and physical activity before school, during lunchtime and after school. During 2021/22, over 5,000 children and young people had participated in physical activity or sport sessions beyond the school curriculum and 84 young people achieved a recognised qualification in sports leadership and/or a coaching qualification from a governing body.

Our children and young people who experience inequalities and disadvantage will achieve comparable health, wellbeing and educational outcomes

We have developed [Our Promise to You](#), the Perth and Kinross Corporate Parenting Plan 2021-24, in collaboration with children and young people. Our Promise to You is closely aligned to [The Promise Scotland](#) and its Change Programme and incorporates three of the five priority areas identified within the Change Programme. 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. 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.

Inclusive practice is being improved in all schools and ELC settings through implementation of the Education Scotland [CIRCLE Framework, the nationally-endorsed programme for Inclusive practice](#). This supports class teachers to enhance the classroom environment and the participation of children and young people in their learning. A survey of leaders and teachers identified that 93% had used the Inclusive Classroom Scale to self-evaluate their practice, and 88% noted an impact on learners as a result, in areas such as self-sufficiency, enthusiasm and motivation, focus and engagement, calmness and improved interactions.

The [Instrumental Music Service](#) (IMS) have prioritised the delivery of tuition to those schools with over 50% of pupils living in areas of deprivation. 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](#). In line with Scottish Government policy, we no longer have charges for the provision of Instrumental Music tuition, nor are there charges for core curriculum resources. This allows us to build upon measures to reduce the cost of the school day and reduce barriers to participation.

In May 2021, we published our latest [Local Child Poverty Action Report](#), which describes the ongoing and planned action we are taking to tackle child poverty within Perth and Kinross. Through co-

ordinated efforts and response, we have supported 1,309 families with dependent children and 113 minority ethnic families in achieving £5.3m of financial gain through the provision of welfare rights advice. We provided £256,000 to support food security across Perth and Kinross, including provision of funding to Perth Food Bank and to the local anti-poverty charity '[Broke not Broken](#)' in Kinross for emergency food provision. Utilising Scottish Government Covid-19 related funding, digital devices were distributed to children and young people within Perth and Kinross since March 2020 on the basis of need and deprivation, and these devices remain with families.

We recognise the transport and cost challenges working parents face due to the rural nature of Perth and Kinross. To assist in tackling these issues we have provided £14,000 of funding for community transport and implemented two demand responsive community transport schemes in West Kinross-shire and Kinloch Rannoch. Following revised legislation in 2021, extending free bus pass provision to under 22-year-olds, we processed 4,000 applications between January and March 2022.

The number of young carers coming forward for support increased during the Covid-19 period which created a waiting list but young carers with significant support needs were prioritised. This waiting list is now reduced and Young Carer Statements are being completed within the 12 weeks of initial referral.

Case Study: Family Mealtime Experience

Purpose

As part of the 1140 hours Expansion to Early Learning and Childcare (ELC), staff in settings were supported to implement a daily 'Family Mealtime Experience' offer to all young children across Perth and Kinross. This pilot was well received by staff, parents and children so implemented across all ELC settings.

Activity

Staff in settings were supported to implement a daily 'Family Mealtime Experience' offer to all young children across Perth and Kinross. Children and staff sit together to enjoy a relaxed meal together similar to what would take place at home. This provides benefits to the children's learning and wellbeing, helping them to develop independence and a wide range of skills, while also providing a breadth of opportunities that staff use to facilitate rich interactions that encourage the development of communication and language skills.

Results and what's next

Care Inspectorate feedback from recent inspections have been positive with specific comments reinforcing the good practice taking place, including: *"This provided opportunities to promote good eating habits and have positive discussions about food"*; *"Children were encouraged sensitively to try new food and to be independent"*; and *"Staff sat with the children and supported conversations and gave the right support at the right time"*.

Since implementation, and based on feedback, the [Family Mealtime Experience](#) has been further enhanced with the introduction of a two choices menu. Early indications show an increase of approximately 10% in ELC meals uptake.

Our children and young people will be safe and protected from harm at home, school and in the community

The provision of Family Group Decision Making (FGDM) has been enhanced with additional staff, helping families to create a plan for their child and 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 and has been used to support over 40 families during the past year.

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.

To help educate young people on the dangers of drug use, we are leading on a new multi-agency initiative launched in 2021. After reviewing what was already available in other areas of Scotland, a pilot has commenced in Crieff High School to support young people to become Peer Mentors. Following completion of an eight week course it is anticipated that some of these Peer Mentors will be able to train and facilitate discussions on drug-related issues with other students and, once established, will also help pilot this in other schools throughout Perth and Kinross.

We have now secured funds through the Alcohol & Drug Partnership to support vulnerable pregnant women's mental health pre-birth. This post is specific to supporting women pre and post birth with issues around mental health.

Case study: Lifelong Links - Sarah's Story

Purpose

Sarah started working with her Lifelong Links Coordinator when she was 15. She had been accommodated at the age of 7, been in kinship care with her grandparent, and through several foster care placements before settling in a residential house. Sarah had ongoing supervised contact with her mother's family and no contact with her father's side since not long after being accommodated. Sarah wanted to reconnect with her father and his side of her family. She also wanted to have a better understanding of her journey through care and the various placements. Prior to meeting with the Lifelong Links coordinator, Sarah identified only three people as being important to her and offering her support through completion of a social connection tool. All three were professionals currently involved in her life.

Activity

Sarah and her Lifelong Links coordinator spent time completing her family tree, piecing together who was who. A timeline supported Sarah to have a better understanding of when and where various moves took place and mobility mapping allowed Sarah to consolidate this, exploring who was around in her life at various times and identifying supportive positive relationships. Sarah was keen to reconnect with as many of these people as possible.

Results and what's next

Sarah's Lifelong Links Coordinator found and connected with over 16 people who often thought about Sarah and were keen to reconnect with her. Sarah was supported to have contact with her father, and they continue to agree and facilitate contact without social work support. Sarah was also supported to have contact with two of her paternal aunts, previous Foster Carer's and two of her teachers from primary school. She also had letters and a birthday card from her previous social worker and the offer of ongoing contact and support from them.

Sarah's Lifelong Links plan involves the ongoing involvement and support of 11 people, and it is hoped that this is the first step in supporting Sarah to have ongoing connections, a network of consistent and supportive people around her as she moves into and through his adult life.

Priorities for 2022/23

Service specific improvement areas and priorities have been identified and we will work with partners to mitigate the impact of the cost of living crisis on our families wherever possible. This will include:

- narrow inequalities gaps, demonstrating a consistent and systematic approach to prevention, early intervention and fairness; and
- taking forward the actions within our Local Child Poverty Action Plan.

We will also support our families and children and young people by:

- continuing to develop quality experiences across ELC setting with a focus on emotional development and regulation;
- further implementation of language and communication support from Speech and Language Therapists within targeted ELC settings;
- continuing to implement the use of the new electronic system to track and monitor children's progress in ELC settings;
- exploring 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;
- strengthening 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); and
- engaging 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 and

provide additional support to pregnant women with perinatal mental health or substance use issues.

2021/22 Key Performance Indicators

Performance against our key performance indicators is available in [PK Performs](#), our online performance dashboard.

- Percentage of children meeting expected developmental milestones when entering primary school
- Percentage of registrations to the Child Protection Register that are re-registrations within 18 months
- Percentage of children being looked after in community placements rather than residential placements
- Percentage of looked after school leavers attaining literacy and numeracy at SCQF Level 4



Strategic Objective: Educated, responsible and informed citizens

High quality learning for all

The Raising Attainment Strategy, has a focus on raising attainment and achievement for all and closing the attainment gap. Progress is monitored by the Raising Attainment 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-19 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.

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.

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 Covid-19 Recovery with contributions from Education and Children's Services and Community and Learning Development services.

Throughout the pandemic and lockdown periods, the Council's delivery partner [Culture Perth & Kinross](#) maintained library services via online borrowing and increasing the level of online/e-reading materials available. Delivery of books to care homes, Click and Collect services and Mobile Libraries to rural and remote communities were all maintained. The total number of E-Library issues significantly increased in 2021/22 to 665,176 from 51,530 in 2019/20.

Case Study: Covid-19 Recovery Teachers in Primary Schools

Purpose

In response to the pandemic, we created a strategic plan to ensure the delivery of evidence-based targeted approaches to ensure best outcomes for learners within the session and beyond.

Activity

National funding was used to establish a group of Covid-19 Recovery Teachers (CRTs), who we then supported with professional learning in research-based interventions. The remit of CRTs included working with groups of learners, releasing class teachers to work with learners and in some cases covering classes due to staff absence.

Schools analysed data to identify gaps in learning and target specific learners who would benefit from additional input and intervention. CRTs were then allocated based on sector and localities and were utilised to support training and implement appropriate interventions to meet the needs of identified learners. A number of CRTs were also required to cover classes for periods of time, ensuring learning across the setting was not disrupted.

Results and what's next

Where CRTs have been able to implement interventions as planned, schools have reported a positive impact on learners' targets such as phonic awareness, fluency, and learner confidence. The CRT approach and model provided learners and schools with targeted, research-based support and has the potential to impact positively on learners and schools across the local authority beyond Covid-19 recovery. This is reflected in

feedback received from Service Users, participants and partners, which includes comments such as those made by a class teacher and headteacher respectively:

"Having a Covid-19 Recovery Teacher in school leading interventions has been an invaluable asset to our school team"; and

"Having a Covid-19 Recovery Teacher two days a week has had a significantly positive impact this year. She has played vital role in delivering targeted support as part of our learning provision. We have regularly reviewed the effectiveness of these interventions and they are having a positive impact on closing gaps in learning."

Case Study: STEM Pilot Numeracy Programme

Purpose

To assist in enhancing knowledge and skill for staff and raising attainment for learners in numeracy utilising Education Scotland's Enhancing Professional Learning in STEM Grants Programme through the Scottish Government STEM Education and Training Strategy.

Activity

We ran a STEM pilot (Science Technology Engineering Mathematics) Numeracy Programme, supported by Education Scotland's Enhancing Professional Learning in STEM Grants Programme. The aims of this pilot included: enhancing knowledge and skills; enhancing consistency in the quality of learning and teaching in Numeracy and Mathematics; and raising attainment for learners in Numeracy, whilst supporting

recommendations from various relevant inspections and reports and increasing capacity to measure improvement.

40 staff members from three primary schools, Coupar Angus Primary School, Royal School of Dunkeld and Methven Primary School, engaged in the pilot. The staff members attended high quality professional learning events, engaged in professional reading and implemented approaches in their own classrooms.

Results and what's next

Staff reported that: they are now more knowledgeable about how concrete resources/manipulatives can support Concrete, Pictorial, Abstract (CPA) learning; their confidence in using CPA approaches has increased; and that there is more consistency in learners' experiences in numeracy and maths. Staff also report that learners' experiences are more varied, differentiated and challenging now and that assessment is used more effectively to build on learners' knowledge and understanding. Feedback received includes:

"It has been a useful programme of training." (participant) and *"Now when we are talking about maths, we don't talk about just the answer, we talk a lot more about how to work it out and different strategies. I think this helps because different people do it in different ways."* (Primary 4 learner).

Read more about the: [STEM Pilot Padlet of Resources](#)

Support our citizens to find and sustain employment

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. We have strengthened 16-plus procedures in schools with focused partnership meetings between Skills Development Scotland staff, school staff, Developing the Young Workforce co-ordinators and youth services staff now taking place on a monthly basis.

The [Perth and Kinross Economic Wellbeing Plan](#) outlines a programme of actions of support for People, Business and Place. Throughout 2021/22 we have progressed actions under the heading of 'Employment Support for People'. This includes the 'Futures for Families' Programme, launched in March 2021 and funded by [Parental Employment Support Fund](#). The programme offers a tailored package of support to eligible parents, whether in or out of work, with assistance to progress and secure well paid, highly skilled employment. We have supported the 37 participants who have registered to date. Through this, we have provided 'Elev8' training grants to 11 clients to support progression in work. Examples of this include Teacher Training Diploma course, office equipment for studies and professional memberships to allow clients to progress personally and professionally.

Throughout the past year, we have worked with our adult learning delivery partners to develop a blended learning model for adults focused on digital and wider job skills. As part of this, we commissioned seven partner organisations to deliver accredited learning opportunities which support adults into positive destinations and engaged with 197 adults through this. The seven partner organisations delivered a variety of courses with adult learners, including ESOL (English for speakers of other languages), literacy and learners achieving SQA qualifications in Communications, ICT (Information and Communications Technology) and numeracy, along with achievements in [ASDAN](#), including literacy and history.

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, ASDAN and Food Hygiene Certificates. So far, 82 learners have engaged in on-line learning with the PKC Hub. The 82 learners who participated in courses via our on-line Adult learning hub gained confidence in their language skills, progressed to employment and gained confidence. Next steps are to deliver a blended approach to adult learning. So adult learners will retain the opportunity to learn on-line but also have the option to participate in courses face to face with staff in localities.

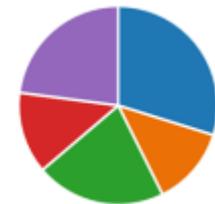
Community benefits help provide a wide range of opportunities to communities, neighbourhoods and disadvantaged groups and secure real economic and social benefits for local people. We have engaged with partners to deliver community benefits through training, employability skills and work placements as a requirement of contracts awarded as part of our capital investment programme.

An example of this is the project to redevelop Perth City Hall, which is delivering several social benefits through its contractual relationship with the main construction contractor BAM. Community benefits of this contract include construction jobs and training opportunities for young people; support for two Graduate Trainee roles; and a schools engagement programme led by BAM to support wider STEM (Science, Technology, Engineering & Mathematics) objectives. Our website contains a [map of the community benefits](#) already delivered by suppliers through contracts providing goods, service or works in Perth and Kinross.

Enable communities to participate

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:

Perth City	65
Highland & Strathtay	28
Kinross-shire, Almond & Earn	46
Strathearn & Strathallan	29
Eastern Perthshire	50



The most common themes are: Sports (Coaching qualifications); First Aid; Mental Health First Aid; and Counselling Courses.



The [Perth & Kinross Offer Framework](#) was approved in December 2021 and, through the implementation of the five year plan, we will continue to work with local communities to encourage and enable local decision making. This includes developing our approach to enable communities to influence how resources are allocated in line with the 1% Participatory Budgeting target.

[Participation Requests](#) provide an opportunity for people and groups to play a greater and more direct role in their community through requesting to participate in a process to improve an outcome within the community, such as the quality of greenspaces or access to facilities. Whilst no Participation Requests were received in 2021/22, we are continuing to promote these as one of the many ways in which our communities can become involved in public service improvements and redesign.

Case Study: Community Capacity Gardening for Health Crieff

Purpose

The Gardening for Health project was developed in response to an identified need recognised by the Social Prescriber for the Strathearn area for local gardening opportunities in Crieff, ideally in a safe, 'sheltered' environment.

Activity

Through liaison with a local gardener, the idea of starting a local gardening project focused on positive health and well-being outcomes was borne. To turn this idea into action, support was provided from across the Council, including identifying potential funding sources and a site for use at Crieff Community Hospital, where gardens had been laid out several years ago but had not

been maintained or developed since. This location also had the additional benefit of improving the hospital environment whilst supporting vulnerable people in the process.

A feasibility study was carried out in August 2021, supported by Growbiz, consulting with Local GP surgeries, community mental health services, local community projects, social prescribers and others, who all overwhelmingly supported the development of the project.

Results and what's next

Volunteers completed an ASDAN (Award Scheme Development and Accreditation Network) qualification in gardening and further funding was secured from the Friends of Crieff Community Hospital. The Gardening for Health Project commenced in spring 2022 and, as of July 2022, 10 volunteers regularly attend the group which runs twice weekly.

Case Study: Community Capacity Building - The Blue Door Foodbank Auchterarder

Purpose

During the first national lockdown food supplies were low, and communities were under significant pressure. As a result, Auchterarder Parish Church worked with the local community, with our support, to establish a Foodbank in the town.

Activity

The Blue Door Foodbank became operational within 6 months, opening in mid-2020. Significant support in relation to financial

systems, food supply, funding, health and safety, safeguarding and volunteer management was required to develop the foodbank. However, this has continued after lockdown and The Blue Door Foodbank has made a positive impact on the community in many ways.

Results and what's next

Some of the achievements to date include:

- supported around 400 individuals and families with food;
- provided 1,325 children's packed lunches;
- supplied surplus fresh food to Local Care Homes, Nurseries, schools, and other foodbanks to reduce food waste;
- distributed 60 Christmas hampers in December 2021;
- recruited 25 volunteers from the local area aged between 16 and 80 and used our Upskilling Fund to train in Manual Handling and Food Hygiene; and
- provided breakfast support at Auchterarder Community School and packed lunches during school holidays.

In addition, the Foodbank has worked in partnership with the local Co-Op and Fareshare to supply food and reduce food waste. Over 100 children have visited the Blue Door to understand what the Foodbank does and to give them hands-on experience.

Priorities for 2022/23

Service specific improvement areas and priorities have been identified and we 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;
- provide tutoring and mentoring opportunities to care experienced children;
- review and update the Health and Wellbeing Strategy in line with the Raising Attainment Plan;
- develop a programme of social and emotional supports and training to ensure sustainable good practice across schools;
- establish an Outreach Team of support teachers to provide targeted support for children with social, emotional, behavioural or communications needs in Primary Schools;
- 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; and
- 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.



2021/22 Key Performance Indicators

Performance against our key performance indicators is available in [PK Performs](#), our online performance dashboard.

- Percentage of pupils (P1, P4 & P7 combined) achieving expected levels in literacy
- Percentage of pupils (P1, P4 & P7 combined) achieving expected levels in numeracy
- Percentage of school-leavers attaining literacy and numeracy at SCQF Level 4
- Overall average total tariff
- Average educational tariff score for pupils within deprivation areas (SIMD Deciles 1 & 2)
- Percentage of school-leavers achieving 5 or more SQA subjects at SCQF Level 5
- Percentage of school-leavers achieving 5 or more SQA subjects at SCQF Level 6
- Percentage of school-leavers living in the 20% most deprived areas achieving 5 or more SQA subjects at SCQF Level 5
- Percentage of school-leavers living in the 20% most deprived areas achieving 5 or more SQA subjects at SCQF Level 6
- School attendance rates – Primary
- School attendance rates – Secondary
- School exclusion rates (per 1,000 pupils) – Primary
- School exclusion rates (per 1,000 pupils) – Secondary
- Number of young people gaining achievement awards
- Percentage of school-leavers moving onto positive destinations
- Participation measure for 16-19 year olds
- Number of adult learners supported to achieve their outcomes



Strategic Objective: Prosperous, sustainable and inclusive economy

Support businesses to grow and attract investment and higher value jobs

In recognition of the challenges created by the Covid-19 pandemic and consequential lockdowns, in March 2021 we approved the [Perth & Kinross Economic Wellbeing Plan](#). This plan set out a proposed set of actions to assist economic recovery and support growth over time, recognising that economic recovery will take many months, probably years, and that some businesses may not survive. Detailed below is some of the action we have taken to support businesses and people through this plan.

In May 2021 we launched the [Micro Enterprise Fund](#) to support businesses with ten or fewer employees who are looking to expand and grow their business or individuals looking to set up a business. Through this fund we have supported a diverse range of businesses and similarly a diverse set of ambitions, with 126 applications having already been approved at a value of £115,901. This has seen us funding a wide range of industries including indoor climbing centres, drystone masons, beauty salons, restaurants and has

allowed local businesses to expand and grow and benefited them when most needed following the pandemic.

In January 2022, we teamed up with Crowdfunder to launch the £150,000 [Crowdfund Perth and Kinross Business Fund](#). 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.

As part of its on-going focus to improve the appeal, performance and economic success of city and town centres, we set up an [Adapt Your Property Grant Fund](#) to assist business and property owners to upgrade and re-purpose vacant commercial properties. This was to bring them back into use as commercial, community or residential premises to help implement sustainable economic growth. During 2021/22, 13 Adapt Your Property Grants (funding of £350,000) was fully committed with eight commercial properties coming back into use and five premises converted to residential use.

The [Open for Business Fund](#) aims to encourage small city and town centre businesses to invest in premises frontages to ensure they are welcoming thereby encouraging local and visitor expenditure. Funding of £200,000 was fully committed during 2021/22, with 51 retail, hospitality and customer facing business premises receiving support.

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.

Delivery of the £1.9m Town Centre Fund assisted projects such as:

- Drummond Arms, Crieff planned strip out and making safe, works have now been completed and the developer also purchased the adjoining former RBS;
- public Wi-Fi - work is on-going to finalise the connections to Kinross, Alyth, Comrie, Scone & Coupar Angus;
- local Full Fibre Network - project was completed in November 2021 with 136 Council buildings connected;
- Crieff Hotel - now purchased by Community Arts organisation and further plans subject to securing planning permission and further funding; and
- Strathearn Hotel, Crieff - demolition completed and site is cleared.

Case Study: Rural Tourism - Improving facilities for Loch Leven Heritage Trail users

Purpose

To make the Loch Leven Visitor Centre, which is the gateway to the Loch Leven Heritage Trail, more accessible for all through infrastructure improvements, including new toilets, improved

parking and other changes which in turn will offer a better visitor experience of the reserve and Loch Leven.

Activity

We applied to the [Rural Tourism Infrastructure Fund](#) (RTIF) Round 4 for £305,000 towards visitor infrastructure improvements and were successful in securing the full funding award. This was a partnership project between us, Royal Society for the Protection of Birds (RSPB) Scotland at the RSPB Reserve at Loch Leven.

Result and what's next

The Loch Leven Heritage Trail is now complete with newly reconfigured car park with a new accessible visitor centre.

The RSPB Reserve has become a hub for the Loch Leven Heritage Trail and the Sleeping Giant Path, which connects the Reserve with Lochore Meadows Country Park, resulting in visitor numbers increasing from 50,000 to 200,000 per annum.

[Loch Leven Visitor Centre video](#)

Improve the public realm and infrastructure and transform our cultural offer

Throughout the past year, we have continued to progress the [Perth Transport Futures Project](#), which is a major infrastructure upgrade programme to improve the road network around the city. The project will address the long-term transportation needs of the area, promote economic growth and address issues of congestion and pollution within the city centre. The Cross Tay Link Road is a key activity within this and is the biggest infrastructure project we have



ever undertaken. Stage one of the contract (Early Contractor Involvement and Advance Work) was awarded in August 2021 and is progressing well. Stage Two (Construction) will be awarded in August 2022. Further information on the project can be found on the [Perth Transport Futures Project](#) website where newsletters can also be accessed.

We delivered the largest roads maintenance programme in recent years, with an investment of £14m of improvements to the roads network. In 2021/22, we achieved a 3.5% improvement in road condition against a targeted improvement of 0.5% per annum. This has been achieved through 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.

Work to deliver the [City Hall project](#) has been progressing throughout 2021/22 and is on track for completion in early 2024. This major new attraction funded by the UK Government from the Tay Cities Deal will tell the story of Perth's place in Scotland's ancient roots and provide a new home for the Stone of Destiny which will move from Edinburgh Castle to Perth. Community engagement programmes are underway prior to City Hall opening, including [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. Twenty two community groups are involved, learning and researching the women who lived and worked in their localities.

Throughout 2021/22, we have been planning and preparing to host the [Royal National Mòd](#) which returns to Perth in October 2022 for the first time in 18 years. The Mòd is an eight-day festival celebrating Gaelic language and culture and 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 Commun Gaidhealach](#) and 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.

Case Study: Gigabit Connected Perth

Purpose

To futureproof businesses in the area and the region against the ever-growing demands of the digital economy.

Activity

Public and private investment via funding from the Department for Digital, Culture, Media, and Sport (DCMS) Local Full Fibre Network programme and the Tay Cities Deal (TCD) was used to enhance Perth and Kinross's local Gigabit digital infrastructure. Spanning 19.5km, Perth's new, end-to-end full fibre network underpins significant digital infrastructure within the region.

The network is fully installed and ready for operation. It facilitates next generation technologies such as 5G and Internet of Things (IoT), crucial to futureproofing businesses in the area and the region against the ever-growing demands of the digital economy.

Results and what's next

Through the project, completed in November 2021, 136 public buildings were connected and many thousands more residential & business premises can now be connected to Full Fibre.

Peter Asman, Managing Director for Public Sector & Enterprise at Neos Networks, said: “*Working in conjunction with Perth and Kinross Council has been outstanding and is a prime example of how public sector bodies and service providers can work in partnership to transform society and secure a gigabit-capable digital future for the community.*”

A similar contract has been deployed by BT Telecoms across Perth and Kinross area focusing on our towns and rural communities.

Deliver new investment to the Tay Cities Region

We worked closely with local and national partners to progress a funding solution to enable the [Perth Eco-Innovation Park](#). We agreed to utilise borrowing to take forward Phase 1 of the project. This funding would be used alongside Tay Cities Deal funding already awarded to lever further public and private funding, including developer contributions.

We have been marketing sites at the [Perth Food and Drink Park](#) now that all the small manufacturing units are let.

Develop the workforce and retain and attract young people to the area

We have delivered on several of the actions outlined within the [Perth and Kinross Economic Wellbeing Plan](#) aimed at providing employment support. Since its official launch in December 2021, we have awarded 22 individuals grant funding to access training and/or equipment to enhance their chances of gaining sustainable employment through Skills Passport. We engaged with 273 individuals through the Young Persons Guarantee and No-one Left Behind. These initiatives encourage employers to provide young people with meaningful and sustainable job opportunities and support unemployed people aged between 16 and 24 with additional barriers to: study; take up an apprenticeship jobs; or work experience; or participate in formal volunteering.

During 2021/22, the Young Persons Guarantee: created 62 new job opportunities for young residents; through Education partners @ Scott St 22 new young people were engaged, supporting them towards goals in training/education/volunteering and employment; and a further 14 young people were supported into employment and a further 17 young people were supported into further education/training outcomes. We also established five Skills Academies in Hospitality, Digital and Green Skills, HGV and LGV Licenses for the haulage industry.



Priorities for 2022/23

Service specific improvement areas and priorities have been identified and 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; and
- a particular focus on city and town regeneration as well as employability and skills to support income equality.

2021/22 Key Performance Indicators

Performance against our key performance indicators is available in [PK Performs](#), our online performance dashboard.

- Economic impact of events supported by the Council
- Percentage of vacant retail units in Perth City Centre
- Number of new businesses started up with the support from Business Gateway
- Percentage of Scottish average monthly earnings
- Percentage of working-age population unemployed based on Jobseeker's Allowance claimant count
- Number of unemployed people assisted into work annually as a result of Council funded employability and skills programmes
- Number of library visits, in person and online

- Number of visits to museums that are funded, or part funded, by the council

Information is not yet available for the following PIs and will be published in due course:

- Perth City Centre footfall % above national average
- Area of available Serviced Business Land
- Percentage of residents satisfied with local libraries
- Percentage of residents satisfied with local museums and galleries



Strategic Objective: Independent, healthy and active lives

The Council's Adult Social Work and Social Care services are delegated to the Perth and Kinross Integrated Joint Board (IJB) and managed by the Health and Social Care Partnership (HSCP). There is a statutory requirement for the HSCP to produce an Annual Performance Report and this is reported to the Audit and Performance Committee of the IJB and will be available September. The report will highlight progress against the strategic ambition of the IJB to improve and transform how health and social care is planned, delivered and experienced across Perth and Kinross. It will report on performance which relates to Council statutory functions in relation to social work and social care and in particular:

- support for unpaid carers;
- complex care;
- adult support and protection;
- social care - care homes, care at home, day services; and
- commissioned services.

Support and design services around prevention and early intervention

Working with key partners and communities we remain focussed on early intervention to prevent homelessness and tenancy breakdown. We provide targeted housing support, use of budgets and funding to enhance tenancy sustainment and avoid crisis situations through working closely with housing association partners, hospitals and prisons.

In 2021/22, we provided housing support to over 2,300 people within the community who are at risk of losing their home to live independently, maximise their independence, and ultimately sustain their tenancy. The support provided ranged from advice and assistance, linking in with key services, weekly check-ins to providing intensive person-centred support.

We have used funds such as the Property Ready Fund, which enables households to turn a house into a home and enhance tenancy sustainment, and the Think Yes budget, which empowers officers to implement solutions that could avoid crisis situations.

To ensure our sustained successes in tackling homelessness, we continue to deliver the actions within our [Rapid Rehousing Transition Plan](#) (RRTP) and have seen some notable successes in this area including:

- further reduced homelessness by 5% during 2021/22 as a result of our fully matured [Home First](#) model;

- 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;
- 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;
- 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; and
- we developed and launched a new self-serve, online Housing Options service, making it easier for people to access a range of housing options.

Case Study: Rent Arrears

This [short video](#) describes one Tenant's story and his experience of interactions with and help provided by the Council when he was in a situation where he had built up rent arrears.

Reduce inequalities and unequal health and social outcomes

In collaboration with the Health and Social Care Partnership (HSCP), we have continued to develop and progress the actions

within the Housing Contribution Statement and [Local Housing Strategy](#) to provide appropriate models of accommodation and support for our older and vulnerable tenants.

The [Independent Living Panel](#) has continued to meet and evolve 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 these projects were completed in 2021/22, providing 20 units of bespoke accommodation.

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 to 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 continued to deliver on the outcomes detailed within our [Equalities Performance Report](#) and provide support to specific communities to enable them to be sustainable and self-sufficient. This included allocation of funding to community groups, such as Pink Saltire, Perthshire Welfare Society and Perth Chinese



Community Association, who worked closely with us during the pandemic to support communities. Through working with on-site residents, we have agreed options regarding improvements at our gypsy/travelling site and enhancements to the environment and have provided £20,000 of funding for a gypsy/traveller community empowerment project.

The Scottish Government has set out a vision that by 2025, Scotland will be "a Good Food Nation, where people from every walk of life take pride and pleasure in, and benefit from, the food they produce, buy, cook, serve, and eat each day." To support this, we are working 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.' In 2021, a Good Food Partnership was established, including Tayside Contracts, Perth Leadership Forum and NHS Tayside. The Partnership has successfully joined [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 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-19.

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.

Financial hardship has a major impact on people's wellbeing, many people struggle to heat their homes, pay their utility bills, meet housing costs, clothe and feed their children and pay for essential products. Our "[Feeling the Pinch](#)" campaign raises awareness of the wide variety and range of support available in Perth and Kinross and nationally. We used a variety of channels and targeted methods of communication to reach the widest audience possible.

Case Study: Support with Cost of Living

This [short video](#) provides an example of the information that we have created for Council tenants impacted by the cost of living crisis.

Support people to live active and independent lives

In order to sustain and enhance leisure provision in the area, we are progressing the PH20 leisure development project. An Outline Business Case has been approved and capital funding was allocated to this project in February 2022. Work is now underway to procure and deliver PH20 via a Design and Build contract and a Joint Project Board will be established. We are also reviewing our commissioning arrangements with Live Active Leisure (LAL) within a new Sport and Activity Strategy, and with the Health & Social Care Partnership. This work will be taken forward in 2022/23 as the continued impact of Covid-19 on Live Active Leisure (LAL) venues and services limited progress in 2021/22.



Live Active Leisure were only able to offer limited services early in 2021/22. This included: the Active Schools Team providing support to pupils returning to schools; the Wellbeing team supporting activity to tackle social isolation by staying active at home; over 150 classes were delivered online, Buddy Walks, Care at Home and re-engagement with local Community Sports Clubs. As restrictions continued to ease, the All Ability Bikes and Stride for Life Walks were then able to recommence at the tail end of the summer.

Reduce social isolation

Social isolation can have a significant impact on a person's health and wellbeing, and we have been working on ways to reduce social isolation through digital inclusion and increasing digital skills. We established a Digital Participation Working Group to increase levels of digital participation. Key milestones included:

- commissioned research to develop a baseline of digital participation and produce an Action Plan to increase levels;
- provided £20,000 to support wi-fi enabled printing across our Culture Perth and Kinross (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; and
- 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:
 - 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; and
- volunteer recruitment for supporting digital skills initiatives.

In addition, 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.

Affordable quality housing for all

We work in partnership with local, national developers, housing associations and the Health and Social Care Partnership. This is to extend the supply of affordable mainstream and social housing to design and build homes that meet the needs of people now, and in the future, so that people can live as independently as possible and live life well.

We increased the quality and number of affordable houses in both urban and rural areas through delivery of 310 affordable homes within Perth and Kinross during 2021/22. Of these:

- 227 were Social Rent (Council and Housing Association) (73%), 32 (10%) were Buyback properties, 51 were MMR (Mid-Market Rent) (16%);
- all 51 MMR Homes were delivered within the Perth Housing Market Area;

- We brought back 28 properties back into use through the Empty Homes Initiative; and
- We exceeded our Local Housing Strategy Target of 150 Affordable Homes by 160.

We are revising our Local Housing Strategy (LHS) in line with the key National Priorities within [Housing to 2040](#). Due to the significant impacts of the Covid-19 pandemic, Committee agreement was given for the review of 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 revised LHS will be available in late 2022.

Priorities for 2022/23

Service specific improvement areas and priorities have been identified and 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; and

- 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.

We will also 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; and
- taking forward the PH20 project to redevelop Perth Leisure Pool and Dewars Centre.

2021/22 Key Performance Indicators

Performance against our key performance indicators is available in [PK Performs](#), our online performance dashboard.

- Percentage of adults supported at home who agree that they are supported to live as independently as possible
- Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided
- Percentage of adults supported at home who agree that their health and care services seemed to be well co-ordinated
- Percentage of adults receiving any care or support who rate it as excellent or good

- 
- Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life
 - Percentage of carers who feel supported to continue in their caring role
 - Percentage of adults supported at home who agreed they felt safe
 - Proportion of last 6 months of life spent at home or in a community setting
 - Proportion of care and care services rated 'good' (4) or better in Care Inspectorate inspections
 - Percentage 18+ with intensive social care needs receiving care at home
 - Number of days people aged 75+ spend in hospital when they are ready to be discharged, per 1,000 population
 - Percentage of properties meeting the Energy Efficiency Standard for Social Housing (EESH)
 - Percentage of tenants satisfied with the overall service provided
 - Percentage of tenants satisfied with opportunities given to them to participate in the landlord's decision making
 - Number of attendances to pools, indoor and outdoor sport and leisure facilities
 - Total number of households who have presented to the Council as homeless
 - Number of applicants assessed as homeless
 - Percentage of allocations to homeless households in permanent settled accommodation

Information is not yet available for the following PIs and will be published in due course:

- Percentage of residents satisfied with local leisure facilities



Strategic Objective: Safe and sustainable places for future generations

Protect our outstanding area

Following approval from Council on 30 August 2021, we have established a Perth and Kinross Climate Change Commission with an external expert panel. This Commission will provide scrutiny and oversight and champion and connect with businesses and communities around climate change matters. 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 and the Commission has been operational since late-Spring 2022.

We have developed a [Climate Change Strategy and Action Plan](#) which sets out our plans and actions to lower our carbon usage, reduce our costs, and meet our obligations on upcoming regulatory requirements. This was approved at the Council meeting on 15 December 2021 and, at the meeting in February 2022, elected members committed to fund the top-priority actions in the plan.

We continue to further reduce, reuse, and recycle municipal waste, to meet national targets. Targets include 70% recycling/composting of all waste by 2025, ambitious emission reductions targets, a ban on biodegradable waste to landfill by 2025 and ensuring a more rapid transition to a fully circular economy.

Case Study: Climate Change

Purpose

Feedback from our communities was that they wanted a one-stop shop for climate change information and advice.

Activity

Using feedback, a [Perth and Kinross Climate Action Website](#) was built and launched in February 2022.

Results and what's next

Since being launched the site has been visited by more than 3,000 people with more than 10,000 page views. Over 2,200 of these views have been of [Perth & Kinross Community Projects and Groups page](#) which maps out the work undertaken by the 280+ climate groups and projects across Perth and Kinross.

To support us in these ambitions, an application was made to the Scottish Government [Recycling Improvement Fund](#) for £2.3m to enable us to transition to a new twin stream recycling service across the area. The roll out of a twin stream service will assist with improving the recycling rate and quality and manage climate related impacts of waste, as well as allowing residents to recycle a wider range of materials. It will also support consistency of collection across Scotland.

As part of the commitments under the [Climate Change Strategy and 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.



We have carried out various pieces of work to improve Community Greenspaces and biodiversity in Perth and Kinross. This includes:

- modifying our grounds maintenance regimes and grass cutting on 31 selected sites, this was done with the aim of making longer term changes to contribute to tackling climate change, improvements for biodiversity and pollinators and a reduction of chemical use and CO2;
- allocation of £0.5m towards a new 3G pitch in Rattray, this was a partnership project between us and Blairgowrie & Rattray Community Football Club, with involvement from the Scottish Football Association and Sport Scotland, the project was delivered on time and budget and opened in January 2022; and
- employing seven seasonal Visitor Rangers and chairing the multi-agency P&K Visitor Management Group to coordinate resources and activities, this was to welcome responsible visitors to the area and manage some of the impacts on communities in the hotspot areas.

Case Study: Nature Restoration at Perth Crematorium

Purpose

Over the years many of the trees at Perth Crematorium have fallen as a result of the increase in storms and high winds and flooding, a direct result of Climate Change.

Activity

Using Scottish Government funding, given to all Local Authorities to restore woodland, habitat and improve biodiversity through the [Nature Restoration Fund](#), we carried out a restoration project at Perth Crematorium.

Results and what's next

Funding was used to replenish the tree cover, with some mature and some smaller trees and over 1,000 trees were planted. Native species were planted and will provide a habitat for wildlife, improve biodiversity and provide valuable carbon capture. Wildflower areas were sown with nectar rich mixes, providing a sea of colour as well as a haven for bees. Pollinators and sunflowers were planted providing food not just for insects, but for birds too.

We have 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. Work also has continued on the Comrie Flood Scheme.

Build a sustainable future with smarter connections

We are continually working towards the Government's vision to free Scotland from harmful emissions arising from petrol and diesel fuelled vehicles, by increasing convenience of accessibility and availability of chargers, and promoting the use of electric cars and other modes of zero emission transports. Following two years of Covid-19 restrictions there is re-established momentum of transition from fossil fuel to low emission. We are buying new electric vehicles



and installing new chargers around the council area, with funding assistance from Transport Scotland.

The continuing investment in energy efficiency improvements (such as installation of new central heating systems, renewable technologies, and wall insulation) is helping people lower energy bills and increase the energy efficiency of our housing stock. During 2021/22, we installed 2,024 properties with external wall insulation and 65 properties with internal wall insulation to improve the condition and energy efficiency levels of both council and private homes. Through our Energy Efficiency Programme and HEAT, 148 visits and 410 remote interventions were carried out, providing a range of energy advice and assistance including support with maximising incomes by saving on fuel costs, through various grants and schemes.

We have continued 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 also 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 in Perth providing intelligent management of waste and alerts when waste bins and recycling bells need to be emptied; and
- the [Open Data](#) platform has been made available and further data on transport, the environment, population and society, energy and the economy and finance are being added.

Support communities to feel safe

We have progressed road safety projects which underpin the [Road Safety Framework to 2030](#), which sets out a long-term road safety ambition for Scotland to have the best road safety performance in the world by 2030. We have continued with our ongoing programme of Route Action Plan activities identifying road safety issues and undertaking remedial measures along the routes. In addition, based on feedback and concerns raised by local communities, a Road Safety and Sustainable Transport Co-ordinator was appointed to promote, lead and work with communities on road safety issues.

We are 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 cycling to be the most popular mode of travel for short everyday journeys. As part of this, 11 Cycling Walking Safer Routes projects were delivered during 2021/22 and over 70 20mph speed limits were introduced to encourage active travel and contribute towards a safer environment.

Case Study: Road Safety

Purpose

Congestion and road safety are a common complaint outside most school gates and immediate surrounding streets throughout the country. Blairgowrie Community Campus was identified as a site with a long history of road safety concerns and clear congestion problems in the vicinity of the school.

Activity

Following a previous successful trial at sites across the Perth and Kinross area and a consultation period, three [School Exclusion Zones](#) (SEZ) were introduced around Blairgowrie Community Campus in September 2021. The primary role of the exclusion zone is to relieve congestion on the residential streets nearest to the school by discouraging un-necessary vehicle movements.

Results and what's next

Initial results show a positive response. The SEZ would appear to be delivering the desired effect with a large reduction in unnecessary traffic entering the immediate vicinity of the school and school gates.

Further studies will be carried out and a full report will be provided later in 2022 with a view to retaining or otherwise the SEZ.

Case Study: Partnership Approach to Anti-Social Behaviour and Risk in Crieff

Purpose

Through multi-agency working, a number of issues affecting the community, and risk to young people were identified.

Activity

Through a multi-agency approach, three workstreams were developed to tackle areas related to anti-social behaviour and violence, drugs and exploitation and young people at specific risk.

Interventions included:

- additional resources being deployed from partners to support a high-profile engagement/patrol and follow up visits to specific young people;
- partners working together with the prison authorities to disrupt any ongoing influence on young people in the community by drug dealers currently in prison;
- a specialist risk management meeting aimed at effective coordination of services in relation to certain young people who had been identified at specific risk (drugs crime, violence, sexual exploitation).

Results and what's next

This approach has led to a number of successful outcomes including:

- warrants to search for drugs being executed;
- numbers of young people at risk reduced;
- prevalence of serious crime and violence reduced;
- programme of work agreed to deal with equalities issues at Crieff High and feeder primaries;
- drugs peer mentoring project introduced;
- partnership relationships and communication significantly improved;
- CCTV is being installed at James Square.

Work with communities to create, strong sustainable places

The [Community Investment Fund](#) (CIF) was established in February 2018 to provide funding for community-led projects across Perth and Kinross with a focus on tackling local inequalities and improving



quality of life. In the last year, we have overseen delivery of around £600,000 to local community groups through this fund, supporting over 141 community-led projects. A further £410,000 will be distributed in 2022/23.

We have continued to work with [Local Action Partnerships](#) to identify equalities priorities, needs and allocate funding to key community projects which address these locally. Three Local Action Partnerships developed new Locality Action Plans (LAP), to improve outcomes for people living in areas which have been identified as having higher levels of inequality. These LAPs have been aligned with the revised strategic priorities of the Local Outcomes Improvement Plan, which is focused on strengthening equality across Perth and Kinross. Throughout 2021/22, LAPs have distributed funding to support grassroots priorities including:

- 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; and
- start-up costs for a community food larder.

The [Community Learning Development Plan](#) (CLDP) was published in March 2021, setting out key actions to support the recovery and renewal of communities. As part of this, we have distributed over £168,000 to 21 community groups to support community-based food initiatives and run the 'Share the Square' project, engaging with over 50 community members to reduce social isolation, improve mental health and creating working links with new partners including the Scottish Refugee Council.

Using Local Place Plans and Community Action Plans, we have worked with communities to identify priorities and needs for local infrastructure and the economy. Through commissioned funding, [LEADER](#) and [STAR Development Group](#) have supported the creation of Community Action Plans for Crieff, Meigle & Ardler, Blairgowrie & Rattray and Dunkeld & Birnam. Dunkeld & Birnam are looking to establish a Development Trust to deliver the Plan. Crieff are establishing a Uniting Crieff Forum to deliver the plan and engage partners.

Reduce offending

A new service for men in the Justice System, called Evolve has been established. The service aims to address the causes of offending behaviour and promote positive life choices. It is 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. A groupwork programme has been developed for men who are ready to make positive change, and a trauma-informed pathway is also in development

In Perth and Kinross we already provide bail supervision for 16-26 year-olds with previous, 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. We 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



We have co-ordinated support across our Safer Communities Team, Housing and Community Justice Partners to develop protocols to support prisoners when they return to communities, to reduce reoffending and the potential impact on communities. Our Safer Communities staff consult with the Scottish Prison Service to identify people who are about to be released and to ensure they have the right supports in place. These supports are provided by a cross section of agencies and 3rd Sector organisations.

Whilst the situation has improved, there is recognition that longer term work will be required, and some of the key future activities required have already been identified.

Priorities for 2022/23

Service specific improvement areas and priorities have been identified and 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.

In keeping our residents safe we will also:

- further development work to standardise bail supervision across all Local authorities; and

- redesign Drug and Alcohol Treatment options available to the Court, in partnership with Drug and Alcohol Services

2021/22 Key Performance Indicators

Performance against our key performance indicators is available in [PK Performs](#), our online performance dashboard.

- Emissions from Council buildings (tonnes CO2)
- Percentage of household waste collected that is recycled or composted
- Total number of houses built in Perth and Kinross
- Number of new publicly available social housing units including buybacks, conversions and empty homes conversions
- Average calendar days to re-let properties
- Vacant residential/commercial premises brought into use
- Percentage of anti-social behaviour complaints resolved within locally agreed timescales
- Total number of new Community Payback Orders issued by Court



Organised To Deliver

Vision and leadership

We are an organisation of people delivering services for, with and to people in our communities. To do this, our staff are our most important asset, so we recognise that investing in them to deliver the transformation, improvement and change we need, is a key priority.

Positive and productive relationships are at the core of our culture and our staff need to feel empowered to do the right thing, have freedom to “think yes” and focus on solutions for the people they are serving. This year, we have continued to build upon the P&K Offer through existing good practice and our Cultural Change programme, developing our organisation as one where innovation is encouraged, staff are trusted to make the right decisions and everyone’s contribution is valued.

Organisational culture is about the behaviour and values that we all bring and contribute to our environment, who we are and how we behave and how this brings our organisation to life. We have experienced a positive shift in our organisational culture, learning through staff engagement and feedback, where people are already thinking positively, being more solution focused, accepting greater responsibility, and working outside of normal ‘comfort zones’. In continuing to do this, we will build on our strengths and develop better relationships by listening, learning and working together with our partners and service users, adopting a more informal style.

Our new Chief Executive has also built upon this work since taking up post in November 2021, by establishing new leadership forums as a priority, supporting the delivery of our [Perth & Kinross Offer](#). We have reconfigured our Executive and Extended Executive Leadership Team meeting structure to ensure greater partnership working with each other and more importantly, with our communities with meetings taking place in venues across Perth and Kinross and being open to people in the area. We have also expanded our internal reach by introducing our Leadership Forum which includes a wide range of line managers across all services in the organisation. This forum meets quarterly to engage, influence, and consult on strategic areas of work that are currently underway.

In addition, we have also increased our engagement opportunities for our workforce through the Cultural Change programme with Chief Executive Sessions, Employee Offer Experience sessions we are offering opportunities for everyone in our organisation to engage with senior managers, exchange ideas, offer feedback and suggestions for improvement.

Effective Use of Resources

Staff

People continue to be our most important asset and remain at the heart of everything we do. Throughout the past year 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. On 17 November 2021, a new Employee Assistance Programme called PAM (People Assist Management) Assist was introduced. It provides confidential counselling for employees, with 24/7 access to qualified counsellors for any psychological problems. To date, 2% of the workforce have accessed this service since it was launched.

The sickness absence rate for 2021/22 has returned to that seen in 2019/20 (pre-covid). Sickness absence for non-teaching employees has increased from an average of 8.3 days in 2020/21 to 10.9 days in 2021/22. The Teaching sickness absence has risen from an average of 4.2 days in 2020/21 to 7 days in 2021/22. This excludes Covid-related absences. The requirement for significant numbers of staff to work from home at some point during the pandemic changed the way we work and meant resources, systems, processes, tools, and technology being deployed very differently. Working digitally and from home as well as recording COVID-19 absences differently saw reductions in sickness absence in 2020/21, in line with other organisations. However, sickness absence levels have returned to pre-pandemic levels and these are being closely monitored. Mental health related conditions continue to be the highest reason for sickness absence. Absences related to colds/flu/infections started to increase when public health measures were eased throughout society contributing to the increased absences. We consider any trends and insights to shape our wellbeing support for employees, including advice and support for managers.

As public health restrictions eased, we supported staff to pilot hybrid working, to enhance their digital skills, and to adapt our work practices which ensure the health, safety and wellbeing of

everyone. We have adopted a 'Working Smarter' approach which has meant being more flexible about what we do, how we work, who we work with, when and where employees work. This is being done to ensure we optimise the 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.

The [Corporate Workforce Plan \(2021 – 2023\)](#) was approved in June 2021. Together with the [Organisational Development Plan](#) and Health & Wellbeing Plan, they set the direction for how we develop and prepare our workforce for the future. We will continue to review these plans, with engagement and consultation with employees and trade unions, so that they evolve to support and enable the Transformation and Change Programme.

We are 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. Our procurement strategy underpins our work with partner providers and commissioned services and requires Fair Work practices, including the Living Wage.

Asset Management

Our considerable property estate needs to be maintained to high standards to address the condition of assets, as well as the challenges relating to climate change, Net Zero and emerging technology and legislation. In 2021/22 demand for maintenance increased and it is anticipated that this demand will continue to exceed previous levels of activity throughout the next year. 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.

In October 2021, the Council approved the [Investment Blueprint and Delivery Plan](#) and Delivery Plan which will ensure investment decisions support corporate objectives and priority outcomes. Enabling activities include 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.

Delivery of our capital programme supports key outcomes such as tackling climate change, cultural transformation, and improving the school estate.

Examples of improvements and activity within 2021/22:

- 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;
- we have been working closely with the Unpaid Work Team and communities 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;
- we undertook works to improve ventilation arrangements within our buildings, this was based on survey information and we used Integrated Environmental Solutions 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, we were identified as one of the leading Councils with a well-developed strategy to mitigate the impact of Covid -19 within its operational buildings.

Case Study: Upgrade of Building Management Systems (BMS)

Purpose

To improve the management and monitoring of energy consumption within our buildings.

Activity

In 2020, we instructed works to over 70 sites through Building Management Systems (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.

Results and what's next

Savings and key success factors 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); and

- 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.

Information

Our 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. In mid-2021, Covid-19 case numbers started rising rapidly again, and there was a need for fast and easy access to the most accurate case figures to aid our response and resilience planning. A Microsoft Power BI report was developed to provide both daily headline case figures and a series of interactive visualisations which was used to understand and analyse case numbers by neighbourhood, demographics, and time.

We successfully implemented 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 which resulted 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 our 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 \(PRSA 2011\)](#). On receipt of our progress update review, the Keeper's team commended us on continued compliance with both the spirit and letter of the PRSA obligations. The Keeper's team was especially pleased that we have not only implemented EDMS but had approved records retention across the Microsoft 365 platform. EDMS supported the delivery of services during the pandemic by enabling access to files from remote work locations and will be integral to the success of new hybrid working models.

Financial Management and Planning

We continue 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.

We have developed a long-term funding strategy to enable us to approve a 6-year funded Capital delivery programme for 2022/23 - 2027/28. This includes 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 our borrowing for Capital investment. Our [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.

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.

Partnership and Collaborative Working

Partnership working happens at all levels in Perth and Kinross. Council officers will regularly seek to bring partners on board, or work together where collective effort can lead to better outcomes.

Perth and Kinross has a well-established Community Planning Partnership (CPP) and a number of other statutory and non-statutory partnerships which are committed to delivering against a broad common agenda, or a specific set of issues that can best be tackled collectively in order to achieve shared strategic objectives. This can involve the pooling and sharing of resources, or joint bids for additional resources where appropriate and, due to the range of services which we deliver, we will often lead these partnerships.

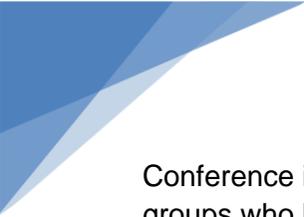
Following a review of the impact of Covid-19 on communities, the CPP have been updating the Local Outcomes Improvement Plan (LOIP). The CPPs overarching and shared vision for Perth and Kinross remains “*Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here.*” The LOIP is the CPPs shared strategy for tackling inequalities across Perth and Kinross and is being updated to provide a sharper focus on five strategic priorities:

1. Poverty (including child poverty, food insecurity and fuel poverty)
2. Mental and physical wellbeing
3. Digital participation
4. Skills, learning and development
5. Employability

Once the revised document is approved, the CPP will review and update governance arrangements in order to facilitate effective delivery of the LOIP.

Working with Communities

In developing the new Local Outcomes Improvement Plan (LOIP), the CPP has drawn on various data sources, including Community Impact Assessments. These were completed by a number of community groups, focussing on the impact of Covid-19 and lockdown on communities as restrictions began to ease. These were supplemented by a series of Ward Meetings, involving officers, elected members for that ward and a broad selection of community groups to talk about the issues in more detail. Part of the LOIP review involved an online Community Planning



Conference in April 2021. This had direct input from community groups who had experience of supporting their communities around one or more of the strategic objectives during the Covid-19 pandemic.

In Perth and Kinross local Community Planning is delivered through [Local Action Partnerships](#) (LAPs), which are composed of elected members, service representatives and local community members. There are currently seven LAPs in Perth and Kinross, covering different combinations of multi-member wards. Each LAP has a Locality Action Plan, which outlines the key local inequalities that their communities face and the actions the LAP wishes to take to tackle them. These Locality Action Plans are currently being reviewed to reflect the significant changes that have impacted our communities since the original plans were developed around 5 years ago. We have historically provided significant officer and financial support to LAPs to help them to deliver their Locality Action Plans.

The Community Planning Partnership is planning an accelerated approach to locality working, bringing a focus to much smaller geographic areas. Coupar Angus and South Crieff have been identified as communities which experience poorer outcomes but have not previously been the focus of concerted CPP activity. A series of locally based actions have been identified and are included in the new LOIP.

We support the Community Empowerment agenda, with a series of locally based Stronger Communities Networks, where Council officers and other partners collaborate to offer the most effective capacity building support to community groups and individuals. This forms part of the overall [Community Learning and Development](#)

[Strategy](#), which the Council has approved, and sets out how community groups and individuals will be supported to ultimately achieve more for themselves. This local approach is further reinforced by central support to help community groups exercise the rights given to them under the provisions of the [Community Empowerment \(Scotland\) Act 2015](#). This includes support for communities around Community Asset Transfer, Participation Requests and community-led decision making.

Throughout 2021/22, we have worked with community groups interested in managing their own assets through the [Community Asset Transfer](#) process of the [Community Empowerment \(Scotland\) Act](#). Within this time, we received eight expressions of interest and have worked with applicants to help them find the best solution. To provide further support, we have also developed and published a simple self-assessment tool for community groups to consider their own capacity to take on an asset at the beginning of the asset transfer process.

Case Study: Community Asset Transfer of Ropemakers Close Toilet Block

Purpose

[PLUSPerth](#) is a community-led mental health charity working with community members who are struggling with their mental wellbeing, whilst also promoting a change in public attitudes to reduce stigma around mental health and wellbeing. PLUSPerth submitted an expression of interest in the former public toilet block on Ropemakers Close in Perth at the end of September 2020 and proposed to create a multipurpose space offering quiet space for meeting and receiving support in the city centre;

ongoing provision of toilets; a workshop for clients to use, with the products being sold in an adjoining shop; and selling on produce from community gardens and other similar projects

Activity

We met with PLUSPerth to discuss their proposals and options in more detail and this was followed up with a series of one-to-one meetings to develop their proposals more fully. Following an independent valuation, PLUSPerth were supported to pursue a purchase of the toilet block (the asset).

Results and what's next

The legal terms and conditions were agreed between the Council and PLUSPerth in May 2022 and as of July 2022, the asset is now owned by PLUSPerth, who are now bringing forward their proposals for redevelopment.

Sustainable Development

The [United Nations Sustainable Development Goals](#) (SDGs) set out an internationally recognised performance framework for achieving sustainable development. These are represented in the [Scottish Government's National Performance Framework](#). Our strategic objectives and priorities (including addressing poverty, improving social care, and climate change) align with individual SDGs and contribute towards delivering sustainable development.

A number of cross-service working groups are currently working on initiatives to reduce resource use and lower our carbon emissions from Council's operations and services, covering areas including transport, business and industry, land-use, waste and energy and buildings.

We have maintained and reported a set of [Quality of Life](#) indicators to monitor sustainable development performance and progress for several years, and have recently expanded the indicators to include performance information across all 17 SDGs.

Sustainable development screening has been embedded as part of the committee reporting assessment process for several years, through the use of the Integrated Appraisal Toolkit (IAT). The IAT helps to assess proposals for likely economic, environmental and social impacts and highlights when more detailed assessments, such as full Equality Impact Assessment and Strategic Environmental Assessment (SEA), are required. We are currently refreshing the IAT, to improve the level of screening, account for more detailed sustainability impacts, such as climate change, biodiversity and sustainable procurement and to enhance planning and decision making. This refresh will also allow for a new key performance indicator which can report the sustainable development contributions of proposals submitted to committees.

In 2021, we strengthened governance arrangements and Sustainable development is now represented at the corporate Policy and Governance Group. In addition, a Climate Change and Sustainability Committee was set up and will play a significant role in ensuring sustainable development performance is scrutinised to shape future corporate priority setting and decision-making.

We recognise, however, that sustainable development is not a standalone priority and there is potential to enhance arrangements to ensure it is a key principle upon which all Council activities are based.



Fairness and Equality

We continue to work with a range of different partner organisations and community groups to support the delivery of our equalities programme. Many of those organisations are experts in a specific area of equalities and it is vital that we learn from their expertise to ensure our services remain inclusive and fair for all. This partnership approach has helped us to continue to foster good relations between communities and ensured a cohesive approach for different groups wishing to access and find out about services appropriate to their needs. It has also helped the wider community learn more about our diverse communities and the contribution they make to our local community. We want everyone living here regardless of their background to feel safe, welcome and included. Our annual [Equalities Report](#) was presented to Council in October 2021.

During 2021/22, we continued to arrange delivery of an extensive and popular multi-cultural events and community lunch club programme with our communities and partner organisations in the third sector, celebrating significant events virtually including use of Sway newsletters, lighting of buildings and social media coverage. The first physical events we were able to arrange included the Chinese Autumn Mooncake Festival and hosting a small St. Andrews Day Multi-Cultural Event.

In addition, we created a total of seven [Equalities Newsletters](#) between April 2021 and March 2022 which were shared widely with our community groups, staff and elected members. Some other examples of work undertaken during 2021/22 included:

- revised our Equality Outcomes and published our [Mainstreaming Report](#);
- continued to host PK Offer Equality Conversations;
- commissioned next stage of consultations on Shared Equalities Space and LGBT+ Hub;
- continued to support and monitor uptake of EU Settlement Scheme;
- continued to deliver Equalities Learning Programme;
- continued to hold our equalities governance meetings (virtually): Equalities Strategic Forum, CEAG and Equalities Operational Group;
- accessed funding for new equality initiatives (Pink Saltire, Perth Welfare Society, Perth Chinese Association, Gypsy/Traveller Project);
- launched the British Sign Language D-Code Project for local cultural attractions;
- supported the welcome of new Afghan families and new group of people seeking asylum to the area;
- supported the community vaccination programme;
- received confirmation of the Armed Forces Covenant Gold Award;
- supported multi-cultural food deliveries; and
- supported the safe return of the Golf Memories Group

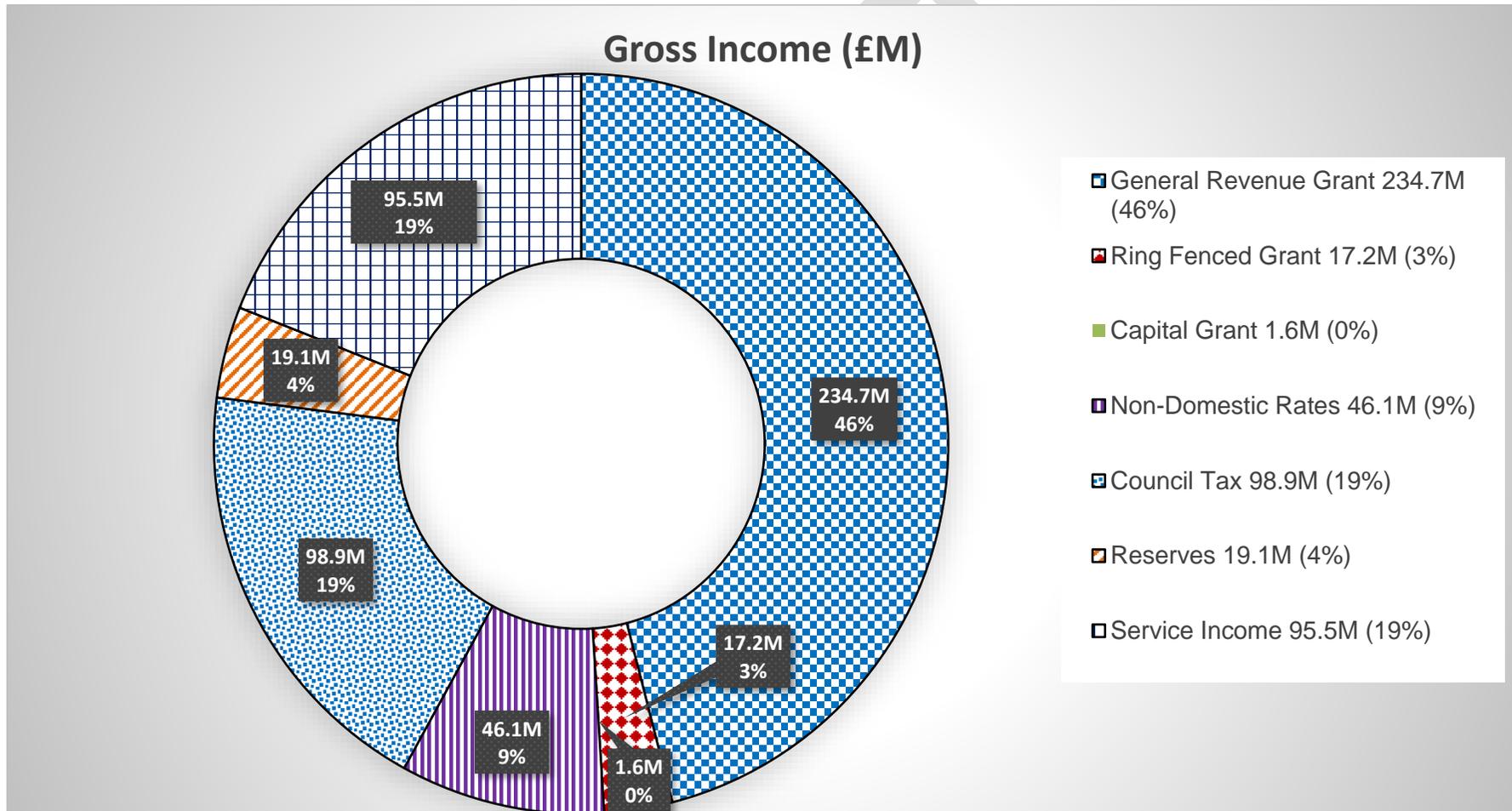
2021/22 Key Performance Indicators

Performance against our key performance indicators is available in [PK Performs](#), our online performance dashboard.

- 
- Sickness absence for employees (non-teaching) – average number of days
 - Sickness absence for teachers – average number of days
 - Gender Pay Gap
 - Proportion of the highest paid 5% employees who are women
 - Percentage of income due from Council Tax received by the end of the year
 - Proportion of operational buildings that are suitable for their current use
 - Percentage of internal floor area of operational buildings in satisfactory condition
- DRAFT

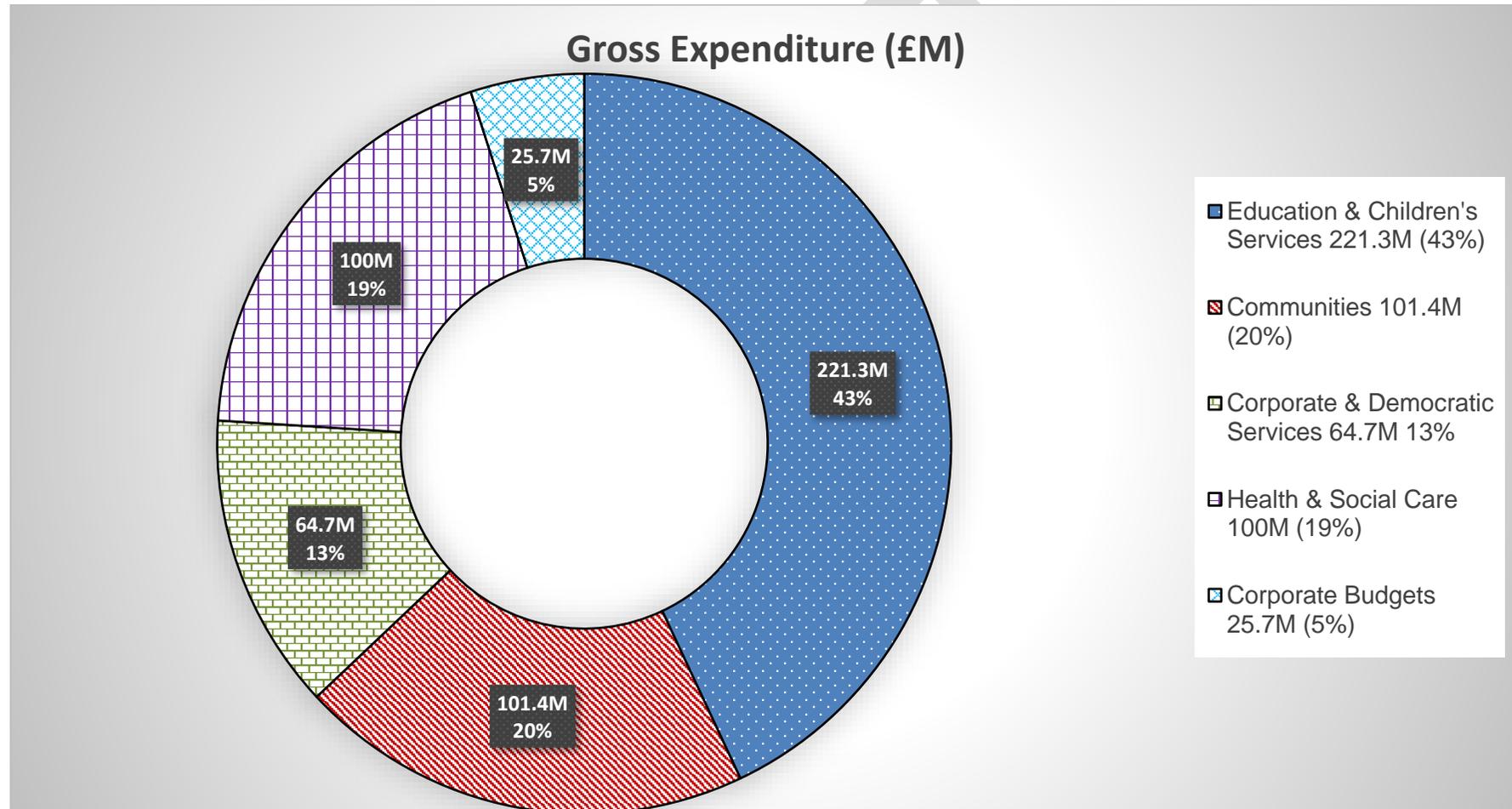
Where the Council gets its money from

Gross Income 2021/22



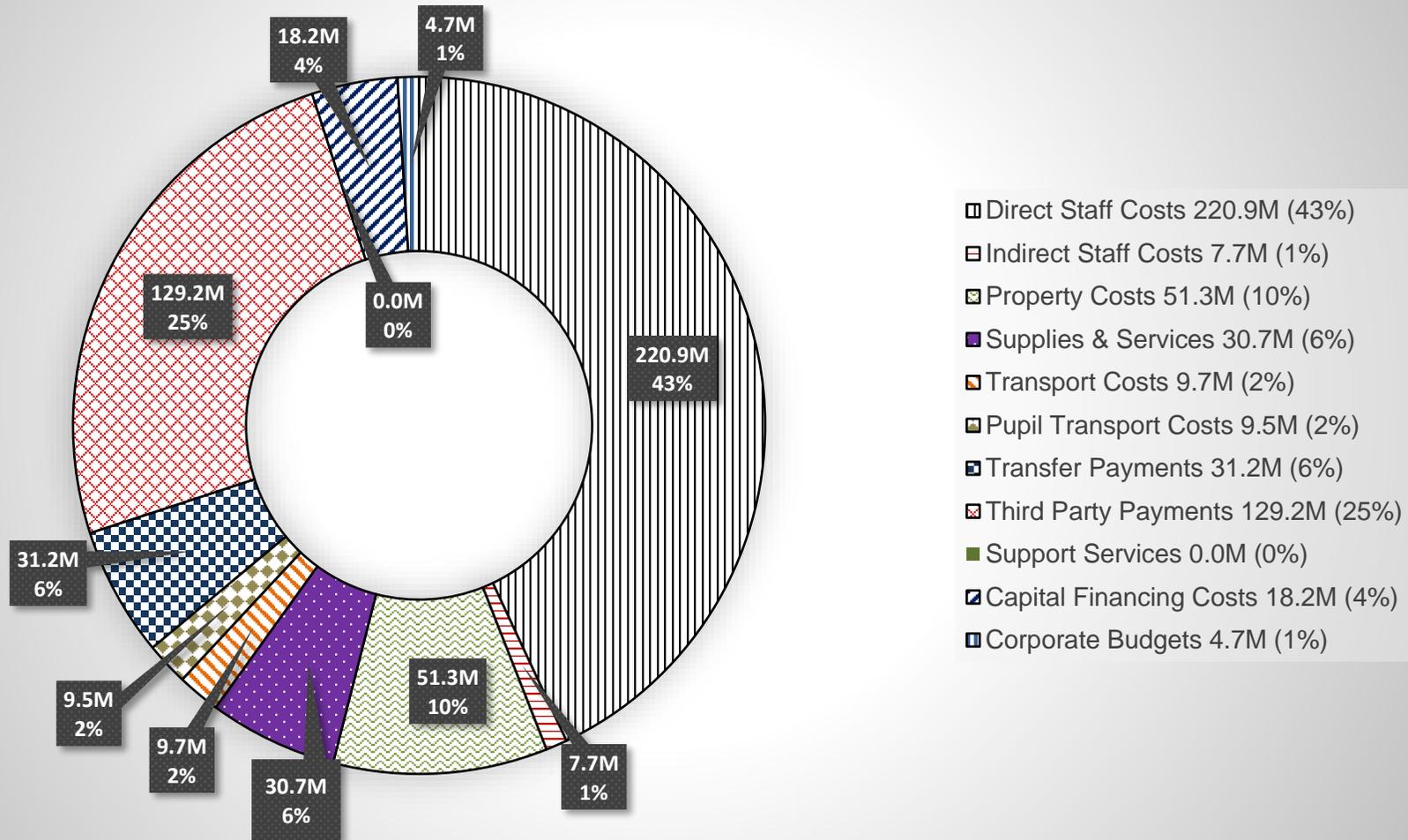
How we spend public money

Gross Expenditure 2021/22



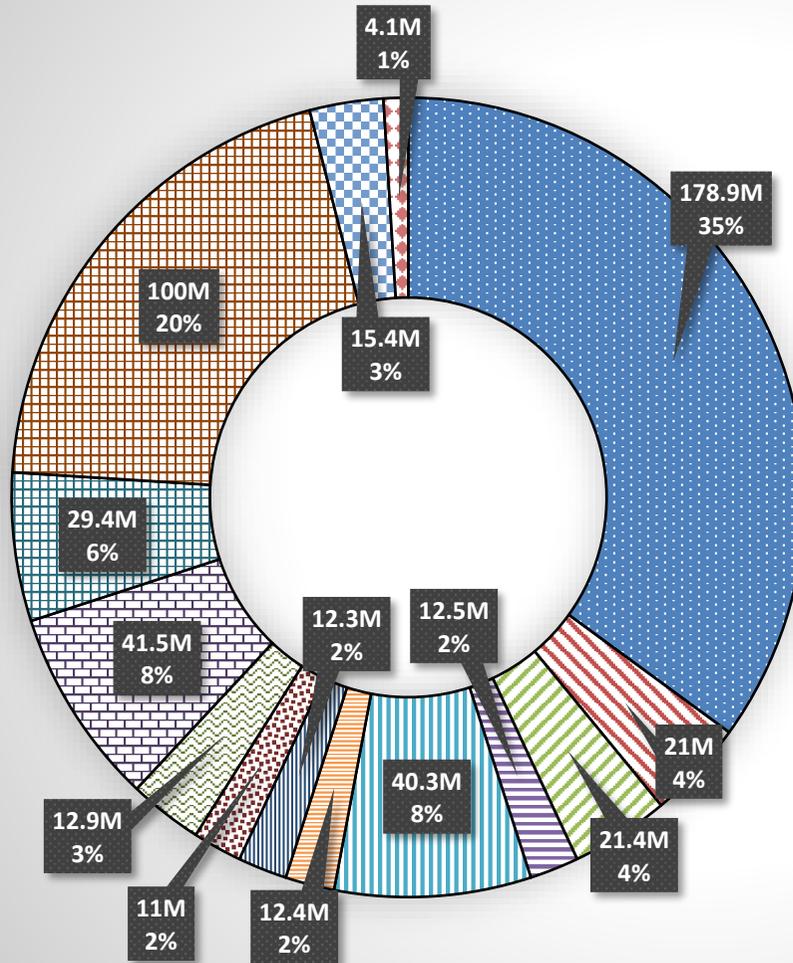
What the Council pays for

Costs (£M)



What activities/functions cost

Costs (£M)



- Nursery, Primary, Secondary & Special Schools 178.9M (35%)
- Children, Young People & Families 21M (4%)
- Other Education 21.4M (4%)
- Roads 12.5M (2%)
- Operations, Fleet, Regulation, Waste & Community Greenspace 40.3M (8%)
- Culture & Communities (including ALEOs) 12.4M (2%)
- Planning & Development 12.3M 2%
- Housing 11M (2%)
- Other Communities 12.9M (3%)
- Corporate functions 41.5M (8%)
- Housing Benefits/ Council Tax Reduction 29.4M (6%)
- Health & Social Care 100M (20%)
- Borrowing Costs 15.4M (3%)
- Other Corporate Budgets 4.1M (1%)



Key Contact

For further information on any area of this report please contact: Louisa Dott, Strategic Planning & Improvement Team Leader, corporateperformance@pkc.gov.uk.

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