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Council Building
2 High Street
Perth
PH1 5PH

31/05/2023

A hybrid meeting of the **Scrutiny and Performance Committee** will be held in the **Council Chamber** on **Wednesday, 07 June 2023** at **10:00**.

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

THOMAS GLEN
Chief Executive

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

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

Members:

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

Scrutiny and Performance Committee

Wednesday, 07 June 2023

AGENDA

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

- 1 WELCOME AND APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTE OF MEETING OF SCRUTINY AND PERFORMANCE COMMITTEE OF 26 APRIL 2023 FOR APPROVAL** **5 - 8**
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- 4 OUTSTANDING BUSINESS STATEMENT (OBS)** **9 - 12**
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- 5 SERVICE ANNUAL PERFORMANCE REPORT 2022/23** **13 - 48**
CORPORATE AND DEMOCRATIC SERVICES
Report by Chief Operating Officer (copy herewith 23/175)
- 6 COMMUNITIES SERVICE ANNUAL PERFORMANCE REPORT 2022/23** **49 - 86**
Report by Executive Director (Communities) (copy herewith 23/168)
- 7 EDUCATION AND CHILDREN'S SERVICES ANNUAL PERFORMANCE REPORT 2022/23**
Report by Executive Director (Education and Children's Services)
(copy to follow)
- 8 ANNUAL GOVERNANCE STATEMENT**
(copy to follow)
- 9 PERTH AND KINROSS HEALTH AND SOCIAL CARE PARTNERSHIP CLINICAL AND CARE GOVERNANCE ASSURANCE REPORT** **87 - 90**
(copy herewith 23/179)

IT IS RECOMMENDED THAT THE PUBLIC AND PRESS SHOULD BE EXCLUDED DURING CONSIDERATION OF THE FOLLOWING ITEM(S) IN ORDER TO AVOID THE DISCLOSURE OF INFORMATION WHICH IS EXEMPT – NOT FOR PUBLICATION BY VIRTUE OF S30 OF THE FREEDOM OF INFORMATION (S) ACT 2002

P1 ANNUAL REVIEW OF CYBER SECURITY

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SCRUTINY AND PERFORMANCE COMMITTEE

Minute of hybrid meeting of the Scrutiny and Performance Committee held in the Council Chambers, 2 High Street, Perth, on Wednesday 26 April 2023 at 14:00pm.

Present: Councillor C Stewart, Bailie A Bailey, Councillors K Allan, B Brawn (substituting for Councillor C Shiers), S Carr, E Drysdale, A Forbes, M Frampton, I Massie, W Robertson, and F Smith.

In Attendance: T Glen (Chief Executive), B Renton (Executive Director, Communities); S Devlin (Executive Director, Education and Children's Services); A Day, C Guild, K Johnston, F Robertson and D Stokoe (Communities), J Chiles, S Johnston, B Scott and H Robertson (Education and Children's Services), M Dickson and K Ogilvy (Health and Social Care Partnership); and L Simpson, K Molley, A Brown and M Pasternak (all Corporate and Democratic Services).

Also in Attendance: H Smout and J Findlay, Culture Perth and Kinross; P Cromwell and D McElhose, Live Active Leisure; and N Williams and C Hood, Perth Theatre and Concert Hall.

Apology: Councillor C Shiers

Councillor C Stewart, Convener, Presiding.

1. WELCOME AND APOLOGIES

The Convener welcomed all those present to the meeting and an apology was noted above.

2. DECLARATIONS OF INTEREST

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

3. MINUTE OF MEETING OF THE SCRUTINY AND PERFORMANCE COMMITTEE OF 1 FEBRUARY 2022

The minute of meeting of the Scrutiny and Performance Committee of 1 February 2023 was submitted and approved as a correct record.

4. OUTSTANDING BUSINESS STATEMENT

Resolved:

The status of actions in the Outstanding Business Statement, be noted and completed actions removed accordingly.

5. UPDATE BY ARM'S LENGTH EXTERNAL ORGANISATIONS

(i) Culture P&K

H Smout, Chief Executive and J Findlay, Board Member delivered a seven-minute slide-based presentation on Culture Perth & Kinross developing engagement.

(ii) Live Active Leisure Ltd

P Cromwell, Chief Executive and D McElhose, Chairman, Live Active Leisure delivered a seven-minute slide-based presentation on Live Active Leisure's vision and developing the community offer.

(iii) Perth Theatre and Concert Hall

N Williams, Chief Executive and C Hood, Chairman delivered a seven-minute side-based presentation on Perth Theatre and Concert Hall community engagement.

Members questions were answered. Councillor C Stewart thanked members from the three ALEO's for their attendance and they left the meeting.

THERE WAS A 10 MINUTE RECESS AND THE MEETING RECONVENED AT 11.45am.

6. SUMMARY REPORT ON CARE INSPECTORATE AND EDUCATION SCOTLAND INSPECTIONS

There was submitted a report by Executive Director (Education and Children's Services) (23/117) providing an overview of the performance of Education and Children's Services inspected and reported over the past year by the Care Inspectorate and Education Scotland, since the previous report of this type in 2022, and sets out the Service's approach to implementing improvement actions arising out of inspections, as well as the wider school improvement framework.

In response to a question from Councillor A Forbes regarding expectations from Care Inspectorate Inspections and the introduction of the National Standard for ELC, S Johnston advised that there had been review of the care inspectorate inspection frameworks due to changes in the early year landscape. B Scott added that as well as the new inspection framework, through the expansion of early learning and childcare there are ten national standards that must be followed which had led to higher expectations.

In response to a question from Councillor I Massie regarding support to school headteachers, S Johnston advised that through the local authority performance framework, engagement occurs with schools in Perth and Kinross throughout the year to ensure that schools are producing an improvement plan with contributions from school communities, parents, partners, and pupils. Schools are also asked to deliver a standards and quality report at the end of every year with support from Quality

Improvement Officers. S Johnston added that a range of other data that can be made available to alert headteachers and quality improvement officers to the types of support that are required, by highlighting the areas of strength and improvement.

In response to a question from Councillor I Massie on the Solihull Approach referred to in the Education Service Improvement Plan 2022-23, S Johnston advised that the Solihull Approach helps parents and carers improve relationships and communication with their children. B Scott added that as part of the expansion of early years and childcare, positive family relationships have been made a key priority. Four hundred members of staff have been trained under the Solihull Approach and training continues to be rolled out. B Scott confirmed that plans for next year include introducing the Solihull Approach to staff working in primary schools and targeted secondary schools. B Scott added that Education and Children's Services plan to invest in a school programme where staff teams can learn and develop together on working with parents to support children.

In response to a question from Councillor C Stewart regarding the number of school inspections over the next academic year, S Johnston advised that following the pandemic, Education Scotland have stated that they are resuming their normal regime of inspections at around 200-250 schools across Scotland, but it is uncertain at this stage how many would be undertaken throughout Perth and Kinross.

In response to a question from Councillor E Drysdale regarding assurance around support offered to school leaders who may receive a negative inspection result, S Johnston advised that Education Scotland have made significant changes to how they undertake inspections over the years. Education Scotland liaise closely with the Local Authority prior to an inspection to make them aware of any issues. S Johnston confirmed that Quality Improvement Officers would also be available for additional support throughout the process. Headteachers have advised that they feel more supported due to recent changes made by Education Scotland.

Members thanked officers for their work in supporting schools across Perth and Kinross.

Resolved:

The contents of Report 23/117, be scrutinised.

7. PERTH AND KINROSS HEALTH & SOCIAL CARE PARTNERSHIP (HSCP) CLINICAL AND CARE GOVERNANCE ASSURANCE REPORT

There was submitted a report by Chief Officer (HSCP) (23/118) providing assurance to Perth and Kinross Council's Scrutiny and Performance Committee on the Clinical Care and Professional Governance of the Perth and Kinross HSCP.

In response to a question from Councillor W Robertson regarding workforce issues in several areas, K Ogilvy advised that there had been an increase in the number of agency workers across the partnership, especially in areas of nursing and social care to help reduce the gap but the Health and Social Care Partnership hoped that the use of agency workers would be a short-term solution. In response to a similar question from Councillor Brawn regarding the reasoning for staff shortages, K Ogilvy advised that workforce shortages are a national issue across Scotland which could be

due to competition with neighbouring areas for staff in the medical sector. K Ogilvy advised that a workforce plan will be implemented to analyse key issues. It is important to ensure terms and conditions are competitive and clear career structures are in place.

In response to a question from Councillor A Forbes regarding the reduction in drug deaths in Perth and Kinross, K Ogilvy advised that there had been significant investment in substance use services. The Health and Social Care Partnership have also made several improvements, including implementing a non-fatal overdoses pathway, integrating the substance use team and implementing a multi-agency assessment and triage clinic which includes health, social work and the third sector. K Ogilvy added that as well as the redesign of services, there had been an increase in capacity due to additional funding from the Scottish Government. K Ogilvy confirmed that good practice had been shared with other Local Authorities.

In response to a question from Councillor E Drysdale regarding the increase in the number of unregistered patients trying to access the public dental service for unregistered care, K Ogilvy advised that public dental service covers the whole of Tayside and issues are more severe in other areas than Perth and Kinross. He added that work had been looked at nationally to help improve access to NHS dentists by increasing capacity. Locally, M Dickson highlighted the importance of making NHS Tayside aware of the risk around capacity. If dental practices decide to go private, patients would be entitled to temporarily access to the public dental service.

In response to a question from Councillor A Forbes regarding ongoing challenges with regards to the Lloyds pharmacy contract and issues with medication deliveries in prisons throughout Tayside, K Ogilvy advised that the issue had now been resolved and a preferred provider for the national contract had been provided which would be implemented shortly. K Ogilvy added that staff's time could have been better utilised, but no risk was involved in delivering services across Tayside.

The Convener suggested a briefing session be arranged on how the Health and Social Care operates for all members. Members thanked officers for their work.

Resolved:

- (i) The contents of Report 23/118, be scrutinised.
- (ii) The Committee agreed to the level of reasonable assurance provided.
- (ii) The level of reasonable assurance agreed by the Scrutiny and Performance Committee be reported to the IJB Audit and Performance Committee.

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## SCRUTINY AND PERFORMANCE COMMITTEE

### OUTSTANDING BUSINESS STATEMENT (OBS)

(Report No. 23/177)

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

| No | Minute Reference             | Subject Title                                               | Outstanding Action                                                                                                                                     | Update                                                                                                                                                                                                                     | Lead Officer /Service             | Action due  | Action Expected |
|----|------------------------------|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-------------|-----------------|
| 6. | 6 June 2022.<br>Item 6(d).   | Closing out of Improvement Actions from BMIPS.              | Methodology to be constructed in terms of closing out of Improvement Actions raised in BMIPS.                                                          | Development Session was arranged in May 2023 for members on the new Improvement Service Local Government Benchmarking Framework dashboard.<br><br>Diagram to be produced on closing off BMIPS.<br><br><b>NOT COMPLETED</b> | All services                      | 7 June 2023 | 7 June 2023     |
| 9. | 21 September 2022.<br>Item 8 | Perth and Kinross Council Annual Performance Report 2021/22 | A slide-based presentation to be delivered to members on the different types of support that are available to young people regarding mental wellbeing. | A briefing session was arranged with elected members on 9 May 2023.<br><br><b>COMPLETED</b>                                                                                                                                | Education and Children's Services | May 2023    | May 2023        |

| No  | Minute Reference        | Subject Title                                                                                             | Outstanding Action                                                                                       | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Lead Officer /Service                                                                               | Action due | Action Expected |
|-----|-------------------------|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|------------|-----------------|
| 14. | 26 April 2023<br>Item 7 | Perth and Kinross Health and Social Care Partnership (HSCP) Clinical and Care Governance Assurance Report | A briefing session to be arranged for all members on how the Health and Social Care Partnership Operates | <b>NOT COMPLETED</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Jacquie Pepper/Lisa Simpson                                                                         | TBC        | TBC             |
| 15. | February 2023           | Scrutiny Review Topics                                                                                    | Progress with discussions on Additional Support Needs Provision in Perth and Kinross                     | <p>Initial meeting was held with officers and Convener/Vice-Convener.</p> <p>Education and Children's Services will present the scope of the Additional Support Needs Transformation Programme to the Transformation Board in early June 2023.</p> <p>A presentation to be delivered to members on how ECS support Additional Support Needs in Perth and Kinross.</p> <p>A follow up meeting to be arranged in due course with Officers and the Convener/Vice-Convener.</p> | <p>Education and Children's Services/ Legal and Governance Services</p> <p><b>NOT COMPLETED</b></p> | TBC        | TBC             |





## PERTH AND KINROSS COUNCIL

Scrutiny & Performance Committee - 7 June 2023  
Finance & Resource Committee- 7 June 2023

### SERVICE ANNUAL PERFORMANCE REPORT 2022/23 CORPORATE & DEMOCRATIC SERVICES

Report by the Chief Operating Officer  
(Report No. 23/175)

#### 1. PURPOSE

- 1.1 This report presents the Service Annual Performance Report 2022/23 for Corporate and Democratic Services (CDS). It details progress over the last year against improvement actions contained within the [2022/23 Service Business Management Improvement Plan](#).

#### 2. RECOMMENDATION

- 2.1 It is recommended that the Scrutiny & Performance Committee:

- scrutinises and comments, as appropriate, on the Corporate and Democratic Services' Annual Performance Report 2022/23.

It is recommended that the Finance & Resources Committee:

- approves the Corporate and Democratic Services' Annual Performance Report 2022/23.

#### 3. STRUCTURE OF REPORT

- 3.1 This report is structured over the following sections:

- Section 4: Background
- Section 5: Proposals
- Section 6: Further Considerations
- Section 7: Conclusion
- Appendix

#### 4. BACKGROUND

- 4.1 In previous years, Council Services have produced a Joint Service Business Management and Improvement Plan (BMIP) and Annual Performance Report (APR) on an annual basis. This year, however, as we transition to new performance reporting and strategic planning arrangements, we are presenting a Service Annual Performance report on its own which will provide a final report on last year's BMIP. Details of in-year improvement actions are included, with a refocussing of improvement actions around the

new Corporate Plan priorities later in the year through the Corporate Annual Performance Report and Delivery and Improvement Plan.

## **5. PROPOSALS**

- 5.1 The Corporate and Democratic Services' (CDS) Annual Performance Report, set out in tabular form for ease of reference, shows improvement actions, activity undertaken for 2022/23 along with performance highlights and impacts and, where improvements did not proceed as intended, reasons and our learning.
- 5.2 Future reporting will be aligned to our new Corporate Plan, which was approved by Council on 21 December 2022, and covers the period from 2022/23 to 2027/28.
- 5.3 As part of our transformation programme, we are also reviewing our strategic planning and performance reporting arrangements across the Council. The Council is rolling out a new performance management software system in 2023 which will change the way in which performance information is captured, managed and presented.
- 5.4 The improvement activity underway for 2023/24 will be outlined within the Corporate Annual Performance Report and Delivery and Improvement Plan. This will be reported to Scrutiny and Performance Committee and then Council in September and October, respectively.

## **6. FURTHER CONSIDERATIONS**

- 6.1 CDS provide a broad range of professional and technical knowledge, skills and expertise to support the Council to achieve its corporate objectives and deliver high quality operational services. We also deliver important front-line services, including the provision of vital advice and support in relation to welfare rights, grants, benefits and local taxes; registration, licensing and information rights services, customer contact and corporate complaints.
- 6.2 The public sector landscape remains challenging; demand for our services is increasing at a time when the Council and our communities are dealing with significant financial pressures. Escalating costs due to inflation and unprecedented increases in energy costs due to the volatility of the global energy market have presented key financial and strategic challenges for CDS and the wider Council. Putting increased energy costs alone into perspective, based on 21/22 levels, gas and electricity increased by **231% and 61%** respectively for 22/23, illustrating that the need for effective governance and internal control has never been more important or necessary.
- 6.3 During 2022/23 we also played a significant role in transitioning a new Council and new political administration following the Local Government Elections in May 2022; working closely with elected members to design and implement a new decision-making structure to better align with their identified strategic priorities.

- 6.4 The professional and technical advice and support provided by CDS are integral to the delivery of the Council's frontline services in Education & Children's Services, Communities and the Health & Social Care Partnership. We continue to work closely with our colleagues across the Council and the Partnership to protect and care for our most vulnerable people and support and promote physical and mental wellbeing. From maintaining and developing the school estate to recruiting staff to providing professional advice and support, we enable children and young people to achieve their full potential. We also help create a vibrant and inclusive economy through the negotiation, contracting and construction of significant capital investment projects such as the new Perth High School, Blairgowrie Recreation Centre, the various phases of the Cross Tay Link Road and the new Perth Museum.
- 6.5 Tackling poverty is a strategic priority of the Council. As people across Perth and Kinross are affected by the current cost of living crisis, our Revenues and Benefits team have played a direct role in mitigating the impact; supporting individuals and local businesses through the provision of expert welfare rights support and representations to maximise income, and the processing and distribution of grants and payments to support local businesses.

Statistics for 2022/23 show the teams: -

- helped local people access approximately **£6.5million** in benefits (**22% increase** on 2021/22 figures)
  - processed and paid:
    - **6539** crisis grants (**£574k**)
    - **8235** local low-income support payments (**£997k**)
    - **1321** community care grants (no final figure yet as amounts accrue)
    - **2790** discretionary housing payments (**£994k**)
    - **719** self-isolation grants (**£256k**)
    - **1029** Energy Bills Support Scheme payments (**£294k** since late 2022)
    - **44,299** cost of living payments paid to council tax accounts (**£6,644,850**)
    - **662** cost of living payments paid directly to bank accounts (**£99,300**)
- 6.6 Aligned to our corporate priority to tackle climate change and support sustainable places, Property Services have been working with teams to reduce energy consumption across the Council's property estate. A combination of good practice, effective data monitoring and energy management, energy audits and savings projects and proactive end-user engagement delivered impressive results. Figures for 2022/23 show:
- Energy consumption reduced by **6,817 MWh (12%)** compared to previous year.
  - Reduction of **1,535 tonnes (14%)** CO2 compared to previous year.
  - Annual energy costs projected in July 2022 for year 22/23 was **£6M**. Actual energy costs for 22/23 were **£5.4M (10% reduction)**.

- 6.7 As our communities' needs increase and become more complex in nature, the Council is looking to redesign and transform services. CDS are leading the consolidation and redesign of key corporate functions i.e., human resources and organisational development, finance, property, customer services, and procurement and commissioning. These projects will ensure we have the most efficient and effective models of delivery to best support the Council to deliver better outcomes for the communities that we serve, to make financial savings and to make best use of talent across our teams.
- 6.8 CDS are also key advisors and enablers for the design and implementation of the wider organisational transformation and change programme; working with frontline services to provide professional advice and support in relation to legislative requirements, workforce resource and capacity, property, digital transformation, budget and best value.
- 6.9 Customer and employee expectations are evolving rapidly and increasingly both expect a seamless experience across digital and other channels. Technology is fundamental to enhancing customer and employee experience and delivery of effective operations. It drives efficiency, improves services, empowers customers and enables data-driven decision-making. We are reviewing business systems and processes to facilitate improvements.
- 6.10 As well as building skills and capability to manage automation, we are developing fresh approaches to address the longer-term skill shortages in Scotland and the UK. A continued focus on workforce planning, upskilling, learning and culture will also ensure that we create a compassionate organisation where everyone is supported and can thrive.

## **7. CONCLUSION**

- 7.1 Corporate & Democratic Services provides strategic management of corporate resources – people, finances, property, ICT and digital and information assets – and touches every part of the organisation through professional and technical advice and support. 2022/23 has been a year of continuous change and improvement for CDS – moving beyond the pandemic and harnessing the opportunities it presented for how we work, where we work and when we work. And responding to the increasing and changing needs of our communities as they too recover from the pandemic and deal with the cost-of-living crisis.
- 7.2 There has never been a more important time to ensure that corporate functions are working in a cohesive, integrated and effective manner and are taking a dynamic and adaptable leadership role across the organisation. The transformation projects for corporate functions will bring new models of delivery to support wider transformation and change to public services in Perth and Kinross.



**Authors**

| <b>Name</b>     | <b>Designation</b>                                      | <b>Contact Details</b> |
|-----------------|---------------------------------------------------------|------------------------|
| Lisa Simpson    | Head of Legal and Governance Services                   | 01738 475000           |
| Karen Donaldson | Chief Operating Officer Corporate & Democratic Services |                        |

**Approved**

| <b>Name</b>     | <b>Designation</b>      | <b>Date</b> |
|-----------------|-------------------------|-------------|
| Karen Donaldson | Chief Operating Officer | 26 May 2023 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan/Corporate Plan

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

### 2. Resource Implications

#### Financial

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

#### Workforce

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

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

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

### 3. Assessments

#### Equality Impact Assessment

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

#### Strategic Environmental Assessment

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

#### Sustainability

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

#### Legal and Governance

- 3.6 Not applicable.

#### Risk

- 3.7 Not applicable.

#### **4. Consultation**

##### Internal

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

##### External

- 4.2 Not applicable.

#### **5. Communication**

- 5.1 Not applicable.

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

- 2.1 The background papers referred to within the report are:

- [Corporate & Democratic Services Business Management Improvement Plan 2022/23 and Annual Performance Report 2021/22](#)

#### **3. APPENDICES**

- Corporate & Democratic Services Annual Performance Report 2022/23



# Service APR 2022/23



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| <b>Key Performance Indicators</b>                         | <b>23-27</b> |

# INTRODUCTION

## Introduction

Corporate and Democratic Services (CDS) provides the broad range of professional and technical knowledge, skills, and expertise to support the Council and ensure that it does the right things, at the right time, in an open, fair and transparent way. This includes ensuring that the Council acts lawfully and ethically and that our strategic resources are managed effectively. We maintain and provide assurance that our corporate governance framework, (which includes our organisational culture, decision-making, resource management, policies, processes, systems, and internal controls), is robust and effective, and supports the Council to achieve its strategic objectives to help make life better for people across Perth and Kinross. We also deliver important front-line services, including the provision of vital advice and support in relation to welfare rights, grants, benefits and local taxes, registration, licensing and information rights services, customer contact and complaints.

We recognise that the environment in which we are operating is increasingly challenging; demand for services is increasing and needs are becoming more complex, at a time when both the Council and individuals face increasing financial pressures. A key priority for CDS therefore is to ensure that our financial, human, property, digital and information resources are optimised, aligned appropriately, and deliver best value; and to provide the professional and technical support to enable the Council to change and transform services to better meet the needs of our communities.

## Purpose

This report provides an overview of the performance of CDS in relation to our defined priority areas for action and improvement, as set out in our Business Management and Improvement Plan 2022-23.

Our priority actions and improvements are grouped under the following headings: -

- **Getting the basics right:** supporting and providing assurance in relation to corporate governance and the Council's system of internal control, strategic resource management, compliance, and accountability
- **Developing people, skills, and capacity**
- **Exploiting digital opportunities and data insight**
- **Protecting our physical and information assets**
- **Improving our customers' experience**
- **Working smarter**

# CORPORATE & DEMOCRATIC SERVICES

## ANNUAL PERFORMANCE REPORT 2022/23

### SUMMARY

| <b><i>Getting the Basics Right</i></b>                                                                                                                                                                                                                                                                                                                                                               | <b><i>What we did</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b><i>Impact/Learning</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <p>This means ensuring that we support and maintain:</p> <ul style="list-style-type: none"> <li>❖ effective corporate governance</li> <li>❖ robust system of internal control</li> <li>❖ effective strategic resource management and stewardship</li> <li>❖ legal and regulatory compliance</li> <li>❖ open, fair, and transparent decision-making</li> <li>❖ scrutiny and accountability</li> </ul> | <p><u>Corporate Governance Framework</u></p> <ul style="list-style-type: none"> <li>➤ Assessed, evaluated, and provided assurance as to the adequacy and effectiveness of the Council's governance and control arrangements through the Annual Governance Statement.</li> </ul> <p><u>Democratic Decision-making</u></p> <ul style="list-style-type: none"> <li>➤ Supported transition, election, and induction of a new Council.</li> <li>➤ Developed and delivered a programme of learning and development for Councillors.</li> <li>➤ Implemented a new decision-making structure.</li> <li>➤ Revised the Council's Scheme of Administration.</li> <li>➤ Revised the Perth and Kinross Integration Scheme for Health and Social Care.</li> <li>➤ Implemented devolved decision-making pilot for the Kinross-shire area.</li> </ul> | <p><u>Kinross-shire Pilot</u></p> <ul style="list-style-type: none"> <li>➤ Awaiting independent evaluation of the Kinross-shire pilot to determine shape, scope and remit of model for devolved decision-making.</li> <li>➤ Key challenge in designing a model which adds value to communities and to the decision-making process. Learning suggests that the structural model may need further development, providing an opportunity to review scope/remit/format/ membership, etc as we explore options for devolved decision-making in three further areas in 2024/25, as agreed by Council.</li> </ul> |



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|  | <p><u>Financial Stewardship</u></p> <ul style="list-style-type: none"> <li>➤ Statutory accounts for 2021-22 completed to high standard with positive assessment from external auditors.</li> <li>➤ Developed a new Financial Strategy and Principles to support effective decision-making.</li> <li>➤ Implemented a robust programme of revenue and capital monitoring.</li> <li>➤ In partnership with Senior Leadership Team and elected members, set balanced Revenue Budget for 2023-24 and Provisional Revenue Budgets for 2024-25 and 2025-26.</li> <li>➤ Reviewed strategic investment decisions to set Capital Budget for 2023/24 – 2027/28</li> <li>➤ Developed Medium Term Financial Plan for 2023-2029.</li> <li>➤ Developed Service Concessions Strategy to manage immediate budgetary pressures and support the Council move to new models of service delivery through the Transformation &amp; Change Programme.</li> <li>➤ Exceeded expectations in relation to in-year collection for both Council Tax and Non-Domestic Rates with collection levels in 2022-23 anticipated to be amongst the highest in Scotland.</li> <li>➤ Planned and implemented significant update of core financial systems with minimal disruption to operations as a basis for improving future system functionality.</li> </ul> | <p><u>Budget Monitoring/Reporting</u></p> <ul style="list-style-type: none"> <li>➤ In response to elected member feedback, have revised format of Capital monitoring report to include summary of progress on major projects.</li> <li>➤ Due to the complexity of and the level of detail in financial monitoring reports, they are viewed as “impenetrable” to the average non technically qualified reader. We will therefore review and revise the format of Revenue &amp; Capital monitoring reports to focus more on strategic issues and exceptions reporting.</li> </ul> <p><u>Budget Setting Process</u></p> <ul style="list-style-type: none"> <li>➤ Re-established forward year budgeting at a detailed level linked to the delivery of strategic priorities and the identification of the first phase of Transformation savings. Budget process, however, remains resource intensive with known limitations in respect of data analysis.</li> <li>➤ It is recognised that the budget preparation process is particularly labour intensive for both officers and elected members. Consultation exercise being undertaken to identify opportunities to improve/streamline the process. This will also link into the Finance transformation workstream and through the “big conversation” we aim to develop and improve community engagement on the budget and Council approach to participatory budgeting.</li> </ul> <p><u>Capital Investment</u></p> <ul style="list-style-type: none"> <li>➤ Ongoing challenges in deliverability and affordability recognised through review of elements of existing programme.</li> <li>➤ Ongoing review and update of scale of financial challenge and risks.</li> </ul> |
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|  |  | <ul style="list-style-type: none"> <li>➤ Acknowledgement of need to strengthen asset management approach and reinvest in existing assets.</li> <li>➤ New Corporate Asset Management Plan to be developed and submitted to Council in December to strengthen evidence base for Council consideration of long-term Investment Blueprint and funding strategy in setting budget in February / March 2024.</li> <li>➤ Development of roadmap for future financial systems improvements together with business case for investment.</li> </ul> <p><u>Medium Term financial planning</u></p> <ul style="list-style-type: none"> <li>➤ Risk /challenge is the significant reliance on non-recurring funding (common across Scottish authorities) which underlines importance of adopting a robust approach to implementing the Financial Strategy and Principles.</li> <li>➤ Service concession strategy provides additional short-term funding to support Council services but requires the reconfiguration and transformation of service delivery to achieve long term financial sustainability.</li> <li>➤ Improved performance - In year collection at 31 March 2023: Council Tax 97.95% (+0.78% on previous year); Non-Domestic Rates 97.91% (+3.62% on previous year). Council Tax income c £200k more than budget. Continue to review and monitor the collection levels, payment behaviour and maximise entitlement to statutory reductions.</li> </ul> |
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|  | <p><u>Systems of Internal control</u></p> <ul style="list-style-type: none"> <li>➤ Ensured implementation and provided assurance as regards the effectiveness of the organisational arrangements in place for: - <ul style="list-style-type: none"> <li>○ the management of risk</li> <li>○ the processing of personal data</li> <li>○ cyber security &amp; resilience</li> <li>○ access to public information</li> <li>○ complaints handling</li> <li>○ procurement compliance</li> </ul> </li> <li>➤ Secured continuing Public Sector Network accreditation.</li> <li>➤ Developed and implemented policy and procedural framework for the licensing of short term lets in compliance with new statutory requirements.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Continue to test, assess, review control measures in each area to maintain and provide assurance as to their effectiveness.</li> <li>➤ Annual Governance Statement and specific annual reports provided assurance as to the effectiveness of the arrangements in place in relation to Corporate Complaints, Procurement, Cyber Security, Data Protection Compliance, FOI, and Registrars</li> </ul> <p><u>Risk Management</u></p> <ul style="list-style-type: none"> <li>➤ The Council procured a new performance and risk management system which has provided the opportunity to review and update the risk management framework. This has highlighted the need to develop the organisational risk appetite profile to ensure that our risk management activity is aligned to the achievement of the new corporate plan objectives.</li> </ul> |
|  | <p><u>Records Management</u></p> <ul style="list-style-type: none"> <li>➤ Successfully developed a corporate electronic document management system (EDMS) as part of our compliance requirements under public records management legislation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>➤ Challenges relate to the sheer scale, diversity, and complexity of the data which the organisation holds and the multiple systems and various media in which it is held.</li> <li>➤ The Council still holds several thousand storage boxes of paper files which require to be digitised/archived/destroyed in accordance with the Records Management Policy</li> <li>➤ This element of a much wider organisational EDMS programme has enabled services to move from legacy shared drives and has ensured ready availability of information from any device or location where staff are working from and has helped to improve information asset management.</li> </ul>                                                                                                                                                                           |

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|  |  | <p>➤ We will build on learning from Phase 1 to further extend the work done on EDMS to Line of Business Systems (LoB). The purpose of the wider programme is not only to ensure legal compliance but also to enhance the value of our data as a corporate business asset to enable the Council to achieve its desired strategic outcomes.</p> |
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| <b><i>Developing People, Skills and Capacity</i></b>                                                                                                                      | <b><i>What we did</i></b>                                                                                                                                                                                                                                                | <b><i>Impact/Learning</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| <p>Continue to work proactively with all Services to enable them to make informed decisions about their workforce requirements to ensure they are fit for the future.</p> | <ul style="list-style-type: none"> <li>➤ Revised and updated the Workforce Management Plan.</li> <li>➤ Revised Framework for Managing Workforce Changes.</li> <li>➤ Vacancy &amp; Post Management provisions refreshed to mitigate impact of budget position.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Budget pressures continue to pose the greatest challenge.</li> <li>➤ There are recruitment challenges in the areas of health and social care. A targeted recruitment campaign for social care role took place, the impact of which was reported to the IJB and the situation continues to be closely monitored. Competition for certain professional and technical skills makes recruitment and retention challenging. Growing our own, improved advertising and promotion of vacancies are among our approaches.</li> <li>➤ Given the changing nature of Local Government work we need to ensure that we have the right skillset and behaviours within the organisation. We will look to nurture and develop talent by growing our own and refreshing the MA/Graduate arrangement.</li> <li>➤ The Corporate Workforce Plan 21-23 is being refreshed to ensure that we can deliver the Corporate Plan priorities, budget decisions, improve mobility, retention and talent management and focus efforts on delivering transformation and change.</li> <li>➤ Changes to the Framework for Managing Workforce Change to ensure it remained fit for purpose and provisions were affordable and support improved flexibility, adaptability and movement of staff across the Council to facilitate change and transformation.</li> <li>➤ We will continue to promote and apply the vacancy and post management provisions to manage savings in years 2 and 3 of budget.</li> </ul> |

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| <p>Support the health and wellbeing of our employees as the organisation continues to adapt and incorporate the lessons of the pandemic to ensure the effective delivery of services to the people of Perth and Kinross.</p> | <p>➤ Efforts are made to maintain health and wellbeing across staff groups and teams, including:</p> <ul style="list-style-type: none"> <li>○ Promotion and delivery of H&amp;WB content through a variety of mediums e.g., monthly newsletter/slides.</li> <li>○ Employee Assistance Provision and the Access to Mental Health Support Service promoted via comms and invitation for individuals, managers and/or teams to be provided with a brief on the service and wellbeing hub.</li> <li>○ A wellbeing podcast series focused on a range of related topics e.g., Drug and Alcohol, mental wellbeing. Signposting to PKC Scottish Mental Health First Aider course for men.</li> <li>○ Promoted financial wellbeing hints and tips, offered courses and events and sign-posted to sources of support in payslips and via other mediums.</li> <li>○ Signed up to the Menopause Workforce Pledge which the Council is actively supporting and informing employees affected by the menopause.</li> </ul> | <p>➤ Absence within CDS remains below the corporate and national average for local government. HR meet regularly with senior management to provide timely and proactive support when staff are absent, and to identify potential trends and hotspots.</p> <p>➤ Risks are low in most CDS work settings however we continuously review and/or refresh safe systems of work and conduct generic risk assessments to ensure that we are proactively managing health, safety and wellbeing risks.</p> <p>Corporate Absence levels – <a href="#">see commentary in Key Performance Indicators section</a></p> |
| <p>Engage in the Equally Safe at Work Programme (part of the Scottish Government's strategy to eradicate violence against women and girls)</p>                                                                               | <p>➤ Council has signed up to the Development stage of the Equally Safe at Work programme.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>➤ Undertaken a diversity survey to increase uptake of disclosure around disability and ethnicity. Promotion of information on Equally Safe to improve disclosure, working with unions to support and sign-post staff.</p> <p>➤ Promoted the 16 Days of Activism programme organised by The Violence Against Women Partnership.</p> <p>➤ Working group has been developed to manage actions.</p>                                                                                                                                                                                                       |

| <b><i>Exploiting Digital Opportunities and Data Insight</i></b>                                                                                                                                                     | <b><i>What did we do</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b><i>Impact/Learning</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| A fresh, fit for the future Digital Strategy continues to be developed, against the backdrop of post-COVID remobilization; the maturing Perth & Kinross Offer and the emerging Transformation and Change Programme. | <ul style="list-style-type: none"> <li>➤ Digital Perth and Kinross - Digital Strategy 2023-2027 and Delivery Plan to 31 December 2024 approved by the Finance &amp; Resources Committee on 1 February 2023, and published.</li> <li>➤ Digital Perth &amp; Kinross being woven into the Transformation &amp; Change programme initiatives, including Business Systems Review workstream.</li> <li>➤ Elected Member Digital Champion appointed.</li> </ul>                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>➤ Strategy sets out principles and clearly articulates our ambition for delivering positive sustained digital change and better outcomes for our people and places.</li> <li>➤ Need to ensure that the Strategy is visible and implemented consistently.</li> <li>➤ Resource challenges: volume of work being generated by Transformation and Change / Smarter Working programmes requires to be managed concurrently with Strategy Delivery Plan.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Implement Mosaic as the Council's new social care platform working towards a potential go-live date in September/October 2023.                                                                                      | <ul style="list-style-type: none"> <li>➤ The original suppliers Project Plan was reviewed and a new "Go Live" date of Feb/Mar 2024 was agreed between the supplier and PKC.</li> <li>➤ Collaborated with the supplier and established a detailed workplan to support an Agile delivery model for implementation.</li> <li>➤ Collaborated with all service areas in the design and development of the new social care workflows and forms that will be available on "Go Live" within Mosaic.</li> <li>➤ Commenced data migration testing from SWIFT to Mosaic to validate the accurate and safe transfer of all client data.</li> <li>➤ Commenced the development of the training materials that will support the intensive training period leading up to "Go Live".</li> </ul> | <ul style="list-style-type: none"> <li>➤ The impact of the adjusted timeframe has been mitigated to ensure that the product is supported during the first year after "Go Live", and that during that post "Go Live" period we can continue to implement other key areas of the product such as the Citizen and the Provider Portals.</li> <li>➤ Agile working is enabling the services, the project team and the supplier to work collaboratively in small increments to rapidly design, evaluate, and test a complex social care process to find the most appropriate and effective way of carrying out that process using all the features of Mosaic, before moving on to the next one.</li> <li>➤ Working collaboratively with services has ensured that the social care processes are designed and owned by the practitioners and are user-friendly, streamlined, efficient, remove duplication and capture all the key information.</li> </ul> |

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|                                                                                                                          |                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>➤ Data migration testing is ensuring the ongoing and continuing support and safety of our service users on the transfer from SWIFT to Mosaic at the moment of “Go Live”.</li> <li>➤ Critical to a competent and safe “Go Live” start for Mosaic, and for our service users, it is essential that all practitioners and users of Mosaic are familiarised with the product and receive training in the use of the new processes and workflows immediately prior to “Go Live”. This timing will ensure there is no “skill fade” experienced by users when they access the new Mosaic system.</li> </ul>                                                                                           |
| Move HR and Payroll system ‘ResourceLink’ to a cloud-based solution. This is due to be migrated over the summer of 2022. | <ul style="list-style-type: none"> <li>➤ This was not achieved within the anticipated timeframe due to systems issues to be resolved by the supplier and is now planned for June 2023. We continue to work with the provider to ensure effective implementation.</li> </ul> | <ul style="list-style-type: none"> <li>➤ We have been testing the speed and functionality in the background and will move over to the Cloud in June 2023. This will create improved functionality within the HR and Payroll system and facilitate efficiencies.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Use data analytics to build the capacity and create the capabilities necessary for introducing new technologies.         | <ul style="list-style-type: none"> <li>➤ Developed a Strategic Data and Analytics (D&amp;A) Programme.</li> <li>➤ Continued to progress implementation of a PKC Data and Analytics platform.</li> <li>➤ Data literacy training programme launched.</li> </ul>               | <ul style="list-style-type: none"> <li>➤ These tools are starting to be used effectively and delivering benefit: - <ul style="list-style-type: none"> <li>○ Enterprise business intelligence tools (PowerBI and ArcGIS) now implemented and being used to deliver reports/dashboards.</li> <li>○ PKC data warehouse capabilities continuing to mature and corporate data platform implemented / onboarding of data in progress.</li> </ul> </li> <li>➤ Going forward the focus needs to be on: - <ul style="list-style-type: none"> <li>○ Governance and collaboration: continue to evolve a holistic One Council D&amp;A environment.</li> <li>○ growing awareness of available tools to accelerate adoption.</li> </ul> </li> </ul> |



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|  |  | <ul style="list-style-type: none"> <li>○ building capacity: grow skills and expertise / embed new operating model, aligned to appropriate roles / business need.</li> <li>○ demand management: embed approach for prioritising run the business / change the business demands on finite D&amp;A programme resources.</li> </ul> |
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| <i><b>Protecting our Physical and Information Assets</b></i>                                                                                                                    | <i><b>What did we do</b></i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <i><b>Impact/Learning</b></i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| <b>Property Assets</b>                                                                                                                                                          | <ul style="list-style-type: none"> <li>➤ Property Services has full statutory and planned preventative maintenance programmes in place to provide safe and compliant accommodation to staff, pupils and public across all buildings.</li> <li>➤ In 22/23 maintenance arrangements in place mitigated any material unplanned loss of service due to building fabric or element failure.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>➤ Property Services delivered £5m of reactive and planned maintenance activities across the estate with contractor partners including the main statutory maintenance concerning gas, fire risk assessments, electrical and asbestos systems.</li> <li>➤ Given the financial pressures facing all local authorities we have developed a Test of Change project with Angus and Dundee Councils to identify potential efficiencies and improvements via collaborative procurement.</li> <li>➤ In 23/24 a Property Asset Management Strategy and plan will be presented to Council for approval which will help make better informed decisions in relation to future investment.</li> </ul>                                                                                                                                                                                                                              |
| Influence and facilitate the necessary changes in practice to enable the Council to achieve Scottish Government targets of net zero by 2045 and intermediate reduction targets. | <ul style="list-style-type: none"> <li>➤ The Council like other organisations and individuals faced unprecedented increases in energy costs due to the volatility of the global energy market. Putting these increased energy costs into perspective based on 21/22 levels, gas and electricity increased by 231% and 61% respectively for 22/23.</li> <li>➤ To mitigate the impact of increased energy costs and continue to work towards the Scottish Government's Net Zero targets it is essential the Energy and Engineering team within Property Services: <ul style="list-style-type: none"> <li>○ Continue the good work undertaken in previous years.</li> <li>○ Extend our commitment to increase energy efficiency measures in accordance with the PKC Climate Change Action Plan.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>➤ The building level interventions included upgrades to Building Management Systems (BMS), rationalising hot water systems, installing LED lighting, and replacing inefficient heating equipment.</li> <li>➤ These measures have also been undertaken alongside increased energy awareness to change behaviours throughout the estate in conjunction with building users and the Climate Change Team.</li> <li>➤ All these actions have resulted in the following <b>reductions</b> from 21/22 levels: <ul style="list-style-type: none"> <li>• Energy Consumption - 6000 MWh (<b>12%</b>)</li> <li>• Carbon Emissions - 1325 TCo2e (<b>14%</b>)</li> <li>• Costs - £500k (<b>8%</b>)</li> </ul> </li> <li>➤ As an example, some of the greatest reductions from above were achieved in one of the IIL School Campuses. Upgrading of the BMS system at this site achieved cost reductions of <b>£60k</b>.</li> </ul> |

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|                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>➤ Capital Investment of circa £500k is planned / scheduled for 2023/24 and an additional £2m of capital funding was added into the Council budget on 1 March 2023 for decarbonisation.</li> <li>➤ Staff are concurrently working up the detail behind the Climate Change Strategy Action Plan to move towards decarbonising the estate by 2045.</li> </ul>                                                                                                         |
| The focus for 2022/23 is managing the increasing demand for maintenance within available budgets. An escalation in contract costs tied to CPI (Consumer Prices Index) combined with national supply chain difficulties with materials and resource supply will also bring significant challenges. | <ul style="list-style-type: none"> <li>➤ Financial outturn is included in projections provided to F&amp;R Committee. Inflationary and demand pressures have been recognised within 23/24 budgets.</li> </ul>                                                                                                                                                                      | <ul style="list-style-type: none"> <li>➤ Management of demand levels for maintenance are reflective of the condition of the estate. These are monitored monthly and material changes reported to F&amp;R Committee.</li> <li>➤ The property consolidation transformation review should lead to a reduction in the cost of maintaining the estate.</li> <li>➤ Proposals will be developed via the future Property Asset Management Strategy and Plan and will provide options for future years.</li> </ul> |
| <b>Information Assets</b><br><br>Increase cyber security talent pool to eliminate single points of failure and increase resilience                                                                                                                                                                | <ul style="list-style-type: none"> <li>➤ Along with a member of the Records and Information Security team, a new Graduate Apprentice is undertaking a BSc in Cyber Security at Napier University alongside their operational role within the team. This is building and developing greater in-house knowledge, skills, and expertise.</li> </ul>                                  | <ul style="list-style-type: none"> <li>➤ Given that human error/action poses the greatest risk within the organisation, the graduate apprentice role will be developed to support all areas of Information Security, but with a focus on user awareness, passwords, and threat intelligence.</li> </ul>                                                                                                                                                                                                   |
| Deliver Cyber tabletop exercises to increase level of cyber awareness and increase resilience                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>➤ Given the sensitive and diverse nature of the information held within these services and interaction with other systems, to date, exercises have been undertaken within <ul style="list-style-type: none"> <li>○ HR</li> <li>○ Legal &amp; Governance</li> <li>○ Safer Communities</li> <li>○ Live Active Leisure</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>➤ Additional exercises are scheduled for other teams to raise awareness and increase preparedness.</li> <li>➤ Externally led exercise is scheduled for senior leadership and the cyber incident response team.</li> <li>➤ This ongoing programme of work will build on experience with exercises and testing being rolled out across the organisation and repeated as required.</li> </ul>                                                                         |

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| Develop and Implement Cyber Incident Response Plan (CiRP)                                                                                                      | <ul style="list-style-type: none"> <li>➤ Cyber Incident Response Plan has been developed, approved and is now being implemented.</li> </ul>                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>➤ This plan has been tested through several tabletop exercises. Sessions have been very well received and are highly recommended by previous participants. Teams have commended the collaborative effort of Legal and Governance and the IT Service in delivering Cyber sessions which cover all areas not just the technical elements.</li> <li>➤ Building on the tabletop exercises, the Plan will be independently tested by external parties as part of a leadership cyber exercise.</li> </ul>                                                                                                                                                                                                                                     |
| Partner with external specialists to implement a managed 24/7 Cyber Security Operations Centre (SOC).                                                          | <ul style="list-style-type: none"> <li>➤ Cyber Security Operations Centre (CSOC) / 24/7 external monitoring in place and operating effectively.</li> </ul>                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>➤ This significantly enhances our security capacity and capabilities for early threat detection, containment, response, and remediation. Therefore, we are better equipped to manage/mitigate external risks to the accessibility and integrity of our data which is key to delivery of vital services and the achievement of the Council's aims and objectives.</li> </ul>                                                                                                                                                                                                                                                                                                                                                             |
| Ensure that our IT infrastructure and networks protect our systems with up-to-date cybersecurity measures and have PSN (Public Service Network) accreditation. | <ul style="list-style-type: none"> <li>➤ Achieved annual PSN accreditation. The Council must re-accredit to the PSN annually and provide assurance that the Council network is well run and presents no onward risk to central government services.</li> <li>➤ Phishing simulation tool being implemented/onboarded.</li> <li>➤ Cyber Security Response Plan and Team in place.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Phishing simulation exercises are resulting in greater awareness and understanding (and a recognition) that our own people pose the most likely cyber security threat to our systems and data. By continuing with a programme of training and testing we will continue to reduce that risk.</li> <li>➤ To mitigate against constantly evolving cyber threats, there will always be a need to continually invest in and improve our cyber defences. Strategic plans for securing and accessing our information assets include: redesigning the Council's IT network model to deliver a fit for the future digital environment; optimising current investment in cyber defences and implementing enhanced security features.</li> </ul> |

| <b><i>Improving our Customers' Experience</i></b>                                           | <b><i>What did we do</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b><i>Impact/Learning</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Contributed to key priorities (Child Poverty, Economic Wellbeing and Fairness and Equality) | <ul style="list-style-type: none"> <li>➤ Welfare Rights Team achieved Benefit Gains of £6.5m (£5.3m in 2021/22). Continued to administer and review PKC's Financial Insecurity Fund; getting £567k of assistance to those on low incomes (including assistance with priority debt) and ensuring that the scheme covers those with No Recourse to Public Funds.</li> <li>➤ Created the Local Low Income Support Payment which distributed £997k to 8235 low-income households and care leavers.</li> <li>➤ Completed administration of Scottish Government's Cost of Living Awards and Self Isolation Support Grants. Undertook delivery of the UK Governments two latest Energy Schemes.</li> <li>➤ Augmented Scottish Welfare Fund budget which enabled better outcomes from applications for Crisis Grants</li> <li>➤ Following successful inspection of Welfare Rights (August 2022), retained accreditation at the highest level in respect of benefit representation at Courts and Tribunals.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Positive Customer Feedback – 100% satisfaction (Welfare Rights)</li> <li>➤ Using financial assistance schemes are recognised as a highly effective gateway to encourage contacts with Welfare Rights, which enables us to maximise statutory entitlements and identify other assistance required by customers.</li> <li>➤ Continue to ensure that people who need our help can be identified at the earliest opportunity; maximising use of data, ensure information we provide is clear and easily accessible to all and ensure that the public and frontline in all sectors are aware of how to contact and refer to us.</li> <li>➤ This enables Welfare Rights to continue to advise and represent our customers at court and tribunal with regards to benefits at the highest standard.</li> <li>➤ Continue to ensure that the necessary culture, plans, and procedures are in place and continuous improvement can be demonstrated. Also ensure that the necessary knowledge and skills can be demonstrated. This is required to meet the increasing standards for retention of accreditation.</li> </ul> |
| Develop an ambitious Customer Service Strategy.                                             | <ul style="list-style-type: none"> <li>➤ Webchat rolled out across all Council web pages.</li> <li>➤ This commitment links to the Transformation &amp; Change workstream on Customer Services.</li> <li>➤ A new customer services strategy will optimise use of digital transformation and ensure customer insight and intelligence are used to develop and improve customer standards and services.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>➤ Adding the webchat channel has had a positive impact on our customer services performance.</li> <li>➤ Continue to look at ways of improving end to end digital service delivery.</li> <li>➤ Reviewing all our customer channels, looking for ways to improve access to information and improve online uptake.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

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|                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>➤ Pullar House opened for “walk ins” in October 2022 after operating an appointment only system during the pandemic. The system for “walk ins” has been operating in tandem with the more efficient and effective appointment system also being offered to customers.</li> <li>➤ Customer numbers and reasons for in-person visits at both Pullar House and 2 High Street receptions are being monitored to inform future strategy.</li> </ul>                                            |
| Continue to promote digital channels and make sure no citizen is excluded.                                             | <ul style="list-style-type: none"> <li>➤ New high-volume processes designed, developed, and implemented: <ul style="list-style-type: none"> <li>○ General Enquiries (Redesign).</li> <li>○ EAP Change of Circumstances (staffing changes)</li> <li>○ Short Term Lets Licences.</li> <li>○ Green Recovery Capital Grant Enhancement Package.</li> </ul> </li> <li>➤ Gold Silver and Bronze prioritisation model now being used by Digital Board to endorse priority Online Services work packages for the next period.</li> <li>➤ External Digital Participation Research Report commissioned, resulting in Digital Participation Action Plan for Perth and Kinross.</li> </ul> | <ul style="list-style-type: none"> <li>➤ 122 customer facing online processes have been developed (96 of which are active).</li> <li>➤ 27 internal online processes have been developed (20 of which are active).</li> <li>➤ 24/7, 365 days per annum availability to our citizens, relieving the pressure on other channels (F2F and telephone) for those who do not or cannot engage with us digitally.</li> <li>➤ Continue “One Council” development of the corporate mobile working and online service platforms.</li> </ul> |
| Investigate opportunities for new and emerging technologies including webchat to improve service operation and design. | <ul style="list-style-type: none"> <li>➤ Microsoft ChatBot being piloted with HR as part of the Digital Employee Experience Programme.</li> <li>➤ PKC use of Microsoft Power Apps pioneered to create / publish an “always available” Offline Working Guide for staff.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>➤ Sensors being deployed across our Social Housing estate to proactively monitor property condition to better allocate resources to support tenants and avoid costly repairs.</li> <li>➤ Initial HR ChatBot pilot is generating significant Service interest. Future priorities/use cases will require to be identified, to optimise value from our investment in this technology.</li> </ul>                                                                                             |

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|  | <p>➤ Internet of Things (IoT) pilots under way as proof of concept for implementation of an enterprise IoT platform, which encompasses multi-disciplinary deployment of sensors linked in with corporate platforms such as Building Management, Data Warehouse and Mobile Working platform.</p> | <p>➤ Opportunities for exploring the Microsoft PowerPlatform tools in which we already invest need to be investigated to avoid investment in alternative third-party products.</p> |
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| <b><i>Working Smarter</i></b>                                                                                                                                                                                                                                                | <b><i>What did we do</i></b>                                                                                                                                                                                                                                                                                                   | <b><i>Impact/Learning</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| Undertaken council wide engagement to review workspace requirements based on how we are using hybrid working to determine overall space requirements and consider the need for quiet spaces, collaboration spaces, bookable rooms with and without hybrid meeting equipment. | <ul style="list-style-type: none"> <li>➤ Working Smarter Project Scope approved by the Transformation &amp; Change Board.</li> <li>➤ 18 rooms available with hybrid meeting facilities (16 available in central Perth offices and two in secondary schools).</li> </ul>                                                        | <ul style="list-style-type: none"> <li>➤ Hybrid working continues to operate successfully across teams throughout PKC.</li> <li>➤ Flexible Working Framework developed for hybrid and remote working.</li> <li>➤ Guidance for managers and staff continues to be updated and promoted to reflect best use of how, where and when we work.</li> <li>➤ A project team has been established that will deliver an action plan to take working smarter forward, reviewing, and optimising use of Perth office accommodation, and exploring options for One Public Estate.</li> <li>➤ Programme for rollout of hybrid meeting equipment to other work locations across Perth and Kinross.</li> </ul> |
| Work to digitise paper records for services to ensure that they are available to the right people at the right time to support effective remote and hybrid working.                                                                                                          | <ul style="list-style-type: none"> <li>➤ Engaged in a large-scale operation to digitise records for a number of services.</li> </ul>                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>➤ Information is more readily available and accessible and supports effective remote and hybrid working.</li> <li>➤ This will contribute towards a reduction in physical storage requirements whilst improving the Council's understanding of what data it holds.</li> <li>➤ This is an extensive, ongoing programme of work.</li> </ul>                                                                                                                                                                                                                                                                                                                |
| Transformation & Change – Finance Review.                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>➤ Project scope agreed.</li> <li>➤ Engagement with finance teams across the Council</li> <li>➤ Reviewed current operational finance structures across the organisation to develop options to consolidate teams, review systems, streamline processes and improve efficiency.</li> </ul> | <ul style="list-style-type: none"> <li>➤ New service delivery model will be developed based on bringing all finance teams together and business partnering principles.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |




|                                                                                         |                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| Transformation & Change – Redesign of Strategic Procurement and Commissioning function. | <ul style="list-style-type: none"> <li>➤ Extensive programme of initial engagement with internal stakeholders.</li> <li>➤ Project Scope established.</li> <li>➤ Data analytics work underway.</li> <li>➤ Regular consultation and engagement sessions scheduled.</li> <li>➤ Small scale test of change pilots underway in relation to certain supplies.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Taking time to meet 1-1 with key stakeholders at the start of the project has ensured buy-in and closer collaboration across the organisation.</li> <li>➤ Data is extensive and dispersed across different services but is failing to provide the necessary business intelligence to help drive savings and efficiencies. Data analysis exercise is underway to inform next steps.</li> <li>➤ In response to the stakeholder engagement, a new procurement and commissioning strategy will be developed, test of change pilots will be evaluated and the development of integrated purchase to pay functionality will be further explored.</li> </ul> |
| Transformation & Change- Human Resources and Organisational Development.                | <ul style="list-style-type: none"> <li>➤ Project Scope agreed.</li> <li>➤ Options appraisal developed.</li> </ul>                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>➤ Engagement sessions with key stakeholders held in-person and online. Survey issued to inform the options appraisal.</li> <li>➤ Systems mapping and benchmarking undertaken to inform future operating model of a consolidated HR and OD function.</li> <li>➤ Further work required for Learning &amp; Development options.</li> </ul>                                                                                                                                                                                                                                                                                                                 |
| Transformation & Change – Property function consolidation.                              | <ul style="list-style-type: none"> <li>➤ Project Scope agreed.</li> <li>➤ Options appraisal developed.</li> </ul>                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>➤ Engagement sessions with all staff held in person in late 2022.</li> <li>➤ New corporate landlord model of service delivery which brings together all property teams is being developed.</li> <li>➤ Work is ongoing to develop a consolidated programme for all property activities, including general fund and Housing Revenue Account new build, to ensure corporate prioritisation and delivery resources are aligned.</li> <li>➤ Corporate Property Asset Management Strategy and Plan is being drafted.</li> </ul>                                                                                                                               |

|                                                         |                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <p>Transformation &amp; Change – Customer Services.</p> | <ul style="list-style-type: none"> <li>➤ Project scope agreed.</li> <li>➤ High level option appraisal for Customer Services transformation developed.</li> </ul> | <ul style="list-style-type: none"> <li>➤ There is genuine cross-Council appetite to streamline, modernise and standardise our approach to customer service delivery.</li> <li>➤ Engagement with our customers, businesses, and elected members.</li> <li>➤ Continue to work collectively across teams to develop plans to deliver on new 2 hub model for Customer Services.</li> <li>➤ Ensure digital transformation within customer services, making best use of customer data, building capacity and capability with a view to improving customer service.</li> </ul> |
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## KEY PERFORMANCE INDICATORS

| Financial Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |             |         |         |         |                                                                                     |
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| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Performance |         |         | Target  | Trend                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2020/21     | 2021/22 | 2022/23 | 2022/23 |                                                                                     |
| <b>Percentage of income due from council tax received by the end of the year</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 96.6%       | 97.7%   | 98.4%   | 97.5%   |  |
| <b>Comments on performance during 2022/23 and target:</b><br>Despite the significant ongoing financial challenges facing many households, the level of Council Tax collected during 2022/23 exceeded all expectations. A joined-up approach, with focus on maximising income for the Council, and also identifying customers who require assistance and providing targeted help/advice, has been key to this success. The Revenues and Benefits Service constantly review and improve its practices to ensure that they are fit for purpose and that continual improvement takes place. |             |         |         |         |                                                                                     |
| <b>Percentage of invoices sampled that were paid within 30 days</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 89.7%       | 94.0%   | 93.7%   | 94%     |  |
| <b>Comments on performance during 2022/23 and target:</b><br>Payment performance has returned to pre covid-19 levels with the target for 2022/23 almost achieved.                                                                                                                                                                                                                                                                                                                                                                                                                       |             |         |         |         |                                                                                     |
| <b>Support services as a percentage of total gross expenditure</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 3.8%        | 3.7%    | TBC     | 3.7%    | <b>Not available</b>                                                                |
| <b>Comments on performance during 2022/23 and target:</b><br>2022/23 information not available until publication of Improvement Service data later in 2023.                                                                                                                                                                                                                                                                                                                                                                                                                             |             |         |         |         |                                                                                     |

| Staffing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |         |         |                                                          |                                                                                     |
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| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Performance |         |         | Target                                                   | Trend                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2020/21     | 2021/22 | 2022/23 | 2022/23                                                  |                                                                                     |
| <b>Sickness absence for employees (non teaching) – average number of days</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 8.3         | 10.9    | 13.0    | No target – intention is to manage and mitigate absences |  |
| <b>Comments on performance during 2022/23 and target:</b><br>Sickness absence for employees (non-teaching) has increased by 2.1 days. Short term sickness has increased by 3.93%, medium term sickness has increased by 0.83% and long-term sickness has reduced by 4.83%.<br>A return to pre-Covid recording methodology along with wider societal increase in ill health figures has contributed to this increase. The HR team continue to provide detailed analysis of sickness information to explore information by absence reasons, numbers of occasions and days lost. More detailed work is required to determine if there are any trends or patterns for the increase in short term sickness. The data is monitored by service managers on a regular basis.<br>Learning opportunities and support continue to be offered to managers with monthly wellbeing slides shared. We are intending to promote new tools to improve accessibility of information in 23/24. A suite of guidance with signposting to support with an increased focus on financial wellbeing due to the increase in cost of living has been developed. The recent launch of a new Employee Assistance Programme and proactive wellbeing platform will also support. |             |         |         |                                                          |                                                                                     |

| Staffing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |             |         |         |                                                          |       |
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| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Performance |         |         | Target                                                   | Trend |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2020/21     | 2021/22 | 2022/23 | 2022/23                                                  |       |
| Sickness absence for teachers – average number of days                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 4.2         | 7.0     | 8.9     | No target – intention is to manage and mitigate absences | ↓     |
| <p><b>Comments on performance during 2022/23 and target:</b></p> <p>Sickness absence for teachers has increased by 1.9 days. Short term sickness has increased by 3.23% medium term sickness has reduced by 1.8% and long-term sickness by 1.43%.</p> <p>As noted above the increases are due in part to a return to pre-Covid recording methodology but also reflective of the wider societal increase in ill health figures. The HR team continue to provide detailed analysis of sickness information to explore information by absence reasons, numbers of occasions and days lost. More detailed work is required to determine if there are any trends or patterns for the increase in short term sickness. The data and commentary on trends is monitored by Head Teachers on a regular basis and regular updates on trends and hotspots shared at Headteacher meetings. Targeted action and support have been provided by HR as appropriate.</p> <p>Learning opportunities and support continue to be offered to managers with monthly wellbeing slides shared. We are intending to promote new tools to improve accessibility of information in 23/24. A suite of guidance with signposting to support with an increased focus on financial wellbeing due to the increase in cost of living has been developed. The recent launch of a new Employee Assistance Programme and proactive wellbeing platform will also support.</p> |             |         |         |                                                          |       |

| Staffing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |             |         |         |                                        |       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|----------------------------------------|-------|
| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Performance |         |         | Target                                 | Trend |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2020/21     | 2021/22 | 2022/23 | 2022/23                                |       |
| <b>Gender Pay Gap</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | -1.2        | -1.1    | -2.35%  | To be as close to balanced as possible | ↑     |
| <b>Comments on performance during 2022/23 and target:</b><br>The figure calculated using the average base hourly rate for males and females indicates a widening pay gap in favour of females. The median gap is sitting at 0%.<br>We ensure a consistent application of salary on appointment and progression rules which are designed to support a fair and consistent base pay environment. The slightly increasing gap is influenced by the higher pay settlements received by colleagues in lower grades (reducing the gap between them and those in the next grade) many of whom are women in caring/pupil support roles and augmented by the increase in the proportion of women in the higher earners as noted below.                                                                                                                                               |             |         |         |                                        |       |
| <b>Proportion of the highest paid 5% employees who are women</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 53.8%       | 54.0%   | 55.9%   | No target is set                       | ↑     |
| <b>Comments on performance during 2022/23 and target:</b><br>There is an increase in the top 5% of earner from 226 to 229 and an increase in the total number of female staff in the top 5% up from 122 to 128.<br>The figure continues to increase based on recent pay awards and established good recruitment practice with improved personal and career development opportunities. It may also have been influenced by increased flexibility in working hours and attendance. It does not yet reflect the overall workforce distribution between men and women (women = 73% of the workforce).<br>Going forward the introduction of the Leadership Competency Framework and associated development activity will provide further support for staff to develop their careers and investigation into a specific mentoring/development programme for women is taking place. |             |         |         |                                        |       |

| Asset Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |             |         |         |         |       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|-------|
| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Performance |         |         | Target  | Trend |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2020/21     | 2021/22 | 2022/23 | 2022/23 |       |
| <b>Proportion of operational buildings that are suitable for their current use</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 90.9%       | 93.4%   | 96.15%  | 95%     | ↑     |
| <b>Comments on performance during 2022/23 and target:</b><br>Additional data regarding Public Conveniences and depot sites added to scoring of suitability. Investment by Education and Children services on Perth Academy (£9m), Perth Grammar School (£5m), Letham PS (£5.3m) and Milnathort PS (£2.3m). Target for 2023/24 remains 96.15%, which is based on proposed planned investment at Riverside PS and Perth Museum, disposal of Balhousie PS and North Muirton PS but these don't have a major effect on suitability scoring. |             |         |         |         |       |
| <b>Percentage of internal floor area of operational buildings in satisfactory condition</b>                                                                                                                                                                                                                                                                                                                                                                                                                                             | 85.4%       | 89.8%   | 90.75%  | 90%     | ↑     |
| <b>Comments on performance during 2022/23 and target:</b><br>75% of GIFA of operational buildings for Condition surveys now complete. Investment on Perth Academy (£9m), Perth Grammar School (£5m), Letham PS (£5.3m) and Milnathort PS (£2.3m). Target for 2023/24 is 91%, which is based on planned investment at Riverside PS and Perth Museum, disposal of Balhousie PS and North Muirton PS.                                                                                                                                      |             |         |         |         |       |

**Key:**

| Performance indicators                                                      |          |                 |
|-----------------------------------------------------------------------------|----------|-----------------|
| (Arrow indicates whether performance has improved/declined/stayed the same) |          |                 |
| Improved                                                                    | Declined | Stayed the Same |
| ↑                                                                           | ↓        | ↔               |





## **PERTH AND KINROSS COUNCIL**

**Environment, Infrastructure and Economic Development Committee – 31 May 2023**

**Climate Change and Sustainability Committee – 31 May 2023**

**Scrutiny and Performance Committee – 7 June 2023**

**Housing and Social Wellbeing Committee – 21 June 2023**

### **COMMUNITIES SERVICE ANNUAL PERFORMANCE REPORT 2022/23**

**Report by the Executive Director, Communities  
(Report No. 23/168)**

#### **1. PURPOSE**

- 1.1 This report presents the Service Annual Performance Report 2022/23 for Communities. It details progress against targets and improvement actions over the last year against the 2022/23 Service Business Management Improvement Plan.

#### **2. RECOMMENDATIONS**

- 2.1 It is recommended that the Environment, Infrastructure and Economic Development Committee:
- approves the Communities Service Annual Performance Report 2022/23 for the areas which fall within their remit.
- 2.2 It is recommended that the Climate Change and Sustainability Committee:
- approves the Communities Service Annual Performance Report 2022/23 for the areas which fall within their remit.
- 2.3 It is recommended that the Scrutiny and Performance Committee:
- scrutinises and comments as appropriate on the Communities Service Annual Performance Report 2022/23.
- 2.4 It is recommended that the Housing and Social Wellbeing Committee:
- approves the Communities Service Annual Performance Report 2022/23 for the areas which fall within their remit.

#### **3. STRUCTURE OF REPORT**

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

## **4. BACKGROUND**

- 4.1 In previous years, Council Services have produced a Joint Service Business Management and Improvement Plan (BMIP) and Annual Performance Report (APR) on an annual basis. This year, however, as we transition to new performance reporting and strategic planning arrangements, we are presenting a Service Annual Performance report on its own. Detail on improvement actions will follow later in the year through the Corporate Annual Performance Report and Delivery and Improvement Plan.
- 4.2 During the course of 2022/23, organisational changes were undertaken which moved the responsibility for key actions such as anti-poverty into the Chief Executive's Service. However, rather than create another Annual Performance Report for these, updates on performance are still included within the APR for Communities, given that was where the actions were originally proposed.

## **5. PROPOSALS**

- 5.1 The report includes performance summaries and end of year data, where currently available. Where relevant benchmarking data, self evaluation, inspection and audit results have been included.
- 5.2 Future reporting will be aligned to our new Corporate Plan, which was approved by Council on 21 December 2022, and covers the period from 2022/23 to 2027/28.
- 5.3 The Council is continuing to roll out a new performance management software system in 2023, which will change the way in which performance information is managed and presented.
- 5.4 Strategic planning and performance reporting arrangements are being reviewed across the Council, taking into account revisions to key strategic documents and new performance management software. For 2023, planned improvement activity will be outlined within a Corporate Annual Performance Report and Delivery and Improvement Plan. This will be reported to Scrutiny and Performance Committee and then Council in September and October respectively.
- 5.5 **Key Highlights**
- We support business to grow and attract investment and higher value jobs into Perth & Kinross as outlined within the Economic Wellbeing Plan. We have supported the deployment and use of the digital fibre network to support business innovation and growth. (Environment, Infrastructure and Economic Development Committee)
  - We continue to deliver the Climate Change Strategy for Perth and Kinross, which sets out our plans and actions to lower our carbon usage and meet our obligations on upcoming regulatory requirements – with a particular

focus on transport and food this year. The Strategy and the establishment of the Climate Commission ensure that we are acting now to protect the environment for future generations. (Climate Change and Sustainability Committee)

- We have worked with other services and partners to mitigate the impact of the cost-of-living crisis on our residents, including preventing homelessness wherever possible. We have played a key role in helping to protect people from escalating costs, and as you can read in this report, we have already started a wide range of work to support people who are finding themselves in financial difficulty. (Housing and Social Wellbeing Committee)
- We have worked with partners to develop a new Town Centre Action Plan for Coupar Angus to address the priority issues including, health and wellbeing, poverty, social isolation and employability. (Housing and Social Wellbeing Committee)
- We continue with major key infrastructure to support the local economy including the Cross Tay Link Road which is due for completion in 2025 and the redevelopment of the Perth City Hall as a cultural attraction due to be opened in 2024. (Environment, Infrastructure and Economic Development Committee)

## 6. FURTHER CONSIDERATIONS

- 6.1 This report provides a high level summary on the delivery of actions approved within the previous Communities Business Management and Improvement Plan.

### Authors

| Name          | Designation                              | Contact Details                                                                                      |
|---------------|------------------------------------------|------------------------------------------------------------------------------------------------------|
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### Approved

| Name           | Designation                      | Date        |
|----------------|----------------------------------|-------------|
| Barbara Renton | Executive Director (Communities) | 19 May 2023 |

## APPENDIX 1

- **Communities Service Annual Performance Report 2022/23**

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.

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

All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan / Corporate Plan

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

### 2. Resource Implications

#### Financial

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

#### Workforce

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

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

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

### 3. Assessments

#### Equality Impact Assessment

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

#### Strategic Environmental Assessment

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

#### Sustainability

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

#### Legal and Governance

- 3.6 Not applicable.

#### Risk

- 3.7 Not applicable.

#### **4. Consultation**

##### Internal

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

##### External

- 4.2 Not applicable.

#### **5. Communication**

- 5.1 Not applicable.

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

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

# Communities



Service Annual Performance Report 2022/23

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## INTRODUCTION

We are pleased to present the Annual Performance Report 2022/23 for Communities. As you would expect, the last 12 months have again been challenging for our Service as we continued to respond to the cost-of-living crisis and recovered from the huge disruption caused by Covid-19.

As we emerge from the pandemic, we have found ourselves presented with a new set of equally challenging circumstances. The significant rise in the cost-of-living affects everyone in Perth and Kinross but in particular by the most vulnerable people in our communities. We have played a key role in helping to protect people from escalating costs, and as you can read in this report, we have already started a wide range of work to support people who are finding themselves in financial hardship.

We allocated £171,000 of Warm Spaces funding, provided by the Council, for 85 groups across Perth and Kinross, these have offered a range of welcoming and supportive venues for people to make use of throughout the winter.

Our Housing Service has worked with Perth Citizens Advice Bureau to provide financial assistance to 926 of our tenants who found themselves in financial hardship, minimising the impact of the cost-of-living crisis on these people and their families.

We have continued to co-ordinate the response to child poverty across Perth and Kinross through our Local [Child Poverty Action Plan](#). This highlights the major partnership effort across Perth and Kinross to help and support families facing poverty. Our Anti-

Poverty Task Force was set up following Council approval in September 2022 and comprises of members from the Third Sector, Police Scotland, NHS Tayside, elected members, the Chief Executive and Senior Officers.

Through the Scottish Government Parental Employment Support Fund (PESF), we have also created a small team to support parents into work, and with support if they are currently in low paid employment.

The Cross Tay Link Road (CTLR) is the central element of the Perth Transport Futures Project and is the biggest infrastructure project ever undertaken by Perth & Kinross Council. The Cross Tay Link Road will address the long-term transportation needs of the area, promote economic growth and address issues of congestion and pollution in Perth city centre. The project will facilitate investment of £174 million in new commercial space in the area and bring the prospect of more than 5,000 new jobs to the area. Phase 2 of the project is already underway, including the new 3-span bridge across the River Tay, and is due to be completed in 2025. In addition, there are a number of community benefits in place, with a range of activities already undertaken.

Council approved our Physical Activity and Sports Strategy in December 2022, and the one-year Action Plan focuses on increasing participation in physical activity and sport to help the positive mental and physical wellbeing of residents of Perth and Kinross.

Perth & Kinross Council was one of the first local authorities in Scotland to support the Scottish Government's declaration of a Climate Emergency. The Service plays a lead role in supporting the Council's climate change strategy. We produced our first annual report to Council in September 2022, and it was noted that there has been significant progress across the eight climate action themes. This includes the establishment of a Climate Change Commission which has 25% of its membership made up of young people. We have expanded the range of energy advice services available to residents through our partners [Save Cash and Reduce Fuel](#) (SCARF) and also completed the Electric A9 Project. The Council is already investing resources in its revenue and capital budgets to adapt its estate to meet the demands of the climate change agenda.

**Barbara Renton - Executive Director**

**Clare Mailer - Executive Lead Strategic Planning and Transformation**

All local authorities will continue to face financial challenges in the future, and so one of our priorities will be to grow collaborative working opportunities with other Councils and partners to unlock efficiencies, share best practice and allow us to offer services to our communities that could otherwise be unachievable in the current financial climate. The Service will continue to play a key role in taking this agenda forward.

Despite the major challenges ahead, we continue to look to the future, confident that our dedicated and skilled staff will continue to offer high-quality services that will make Perth and Kinross the best place it can be within the resources at our disposal.

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

## Performance Summary for 2022-23

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

## Update on Priority Actions 2022-23

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

**(Housing & Social Wellbeing Committee)**

A partnership approach involving Perth and Kinross Council (PKC)'s employability and welfare rights teams, Perth Citizens Advice Bureau (CAB), other third sector and community-based organisations, and private sector employers has resulted in the delivery of employability skills training and support packages, incentivised work placements, employment support including access to childcare, housing, and income maximisation. In addition, an Anti-Poverty Task Force has been set up involving PKC, third and private sector partners to champion the reduction of poverty and associated stigma in Perth and Kinross.

Increased focus on supporting parents into work to lift families out of poverty by removing the barriers to employment and maximising income for struggling families. This approach has resulted in

- 817 people receiving employability support, and 290 finding or sustaining employment as a result.
- The delivery of 6394 childcare places across the public and third sector.
- Securing client financial gain of £5.3m by promoting income maximisation and cash first approaches.

Members of the Task Force also expanded the use of the Perth Gift Card to Local Supermarkets allowing those eligible the same choice and access to food without stigma in line with the Cash First principles.

Since its introduction in April 2018, the Housing Service has spent over £950k and supported 1,725 council tenants through the Tenancy Sustainment Fund. This has helped tenants keep their home and better deal with the cost-of-living pressures. Through the Think Yes budget of £30k, frontline housing staff have been empowered to respond quickly and effectively to support 167 tenants who faced a situation which could impact on their ability to keep their tenancy.

A dedicated financial hardship project with CAB has supported 926 tenants in financial difficulties or facing financial hardship to access specialist money advice and to minimise the impact of the cost of living and prevent some from losing their home.

The Rattray Community Group was formed as a small post-covid recovery initiative project that encouraged community members to get together in a safe environment after the long months of social isolation due to Lockdown.

Support and assistance through SCARF have helped 495 households and residents be better informed about energy efficiency measures and provided support to help reduce in reducing their energy bills.

We have maintained our rents at affordable levels, 9% lower than neighbouring authorities and 23% lower than local Housing Associations. This ensures that 85% of residents can afford the rent based on their income, without taking into account any housing benefit they may receive.

We are recognised as sector leading in supporting tenants against mould and damp which has become an issue nationwide due to the cost-of-living crisis.

**Taking forward the actions within our Local Child Poverty Action Plan**

**(Housing and Social Wellbeing Committee)**

An anti-poverty task force has been set up following Council approval in September 2022 and has a remit to champion the reduction in poverty levels and associated stigma in Perth and Kinross. The task force comprises of members from the third sector, local business, Police Scotland, NHS Tayside, elected members, the Chief Executive and Senior Council Officers.

To date, there have been a number of actions including the mapping of poverty across Perth and Kinross landscape, development of a communications plan, and building relationships to improve collaboration with CAB, Welfare Rights and the third sector. Moving forward, the task force will influence across all sectors and communities to drive activity to address challenges highlighted within the agreed key themes and focus on employability based on clear actions.

Through the Scottish Government Parental Employment Support Fund (PESF), we have created a small team of 2 key workers to support parents into work and with progression if they are currently in low paid employment. We provide support with training, skills and job search, and signpost clients to other relevant support including childcare, housing, and welfare rights.

We have supported 78 clients who are seeking work, and 30 who are currently in work, with 10 receiving our new Elev8 training grant. Parents can also access other programmes and funding including Skills academies and the Skills Passport.

**Delivering on the actions within our Rapid Rehousing Transition Plan to ensure our continued success in tackling homelessness**

**(Housing and Social Wellbeing Committee)**

2022/23 presented challenging conditions for delivering homelessness services. There was a 21% increase in all homeless presentations. This was due to the demand associated with post-pandemic conditions, cost of living pressures and a reduction in housing supply with less new-build completions and significantly reduced turnover of existing stock. However, despite the ongoing challenges:

- Through Home First, we have minimised the number of children living in temporary accommodation and continue to be one of the leading authorities in Scotland in this area.
- We have minimised the impact of the increase in homeless presentations on the average duration of homelessness through the continued use of targeted prevention measures.
- To support households to quickly move into their new homes, we increased our starter and furniture packs, spending around £50,000 of our allocation of Scottish Government Rapid Rehousing Transition Plan (RRTP) funding to provide essential goods.

- Through our 'Property Ready' and 'Prevention' Funds, we assisted around 300 people with essential goods to enable them to successfully move into their new home.

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

Void management including the allocation, preparation and relet of our housing stock is a cross service process. To improve our performance and ensure applicants and tenants are rehoused quickly, we have introduced a project planning approach for each individual void property.

**Tackle inequalities in Coupar Angus. The Community Planning Partnership (CPP) identified Coupar Angus as a pilot for new ways of working which addressed inequalities in the town. (Additional focus area)**

**(Housing and Social Wellbeing Committee)**

We worked with Community Planning Partners and commissioned Iconic Consulting to develop a new Town Centre Action Plan for Coupar Angus to address priority issues including health and wellbeing, poverty, social isolation, and employability. We also supported Forward Coupar Angus to stabilise its governance and financial position and secure/protect community assets for the future.

Through the Place Based Investment Fund, we have supported the creation of the new Strathmore Community Hub which is proving to be a popular asset for the local community. Since opening in September 2022, it has already hosted over 90 events, with over 300 hours of bookings secured, including weekly soup lunches and a community fridge.

**Provide adult learning opportunities to increase employability and participation (Additional focus area)**

**(Housing and Social Wellbeing Committee)**

Culture and Communities service and the Adult Learning Partnership engaged with 569 learners from April – December 2022, including refugees and people seeking asylum and those experiencing substance misuse or mental health issues.

**Thematic Review of Community Learning and Development by Education Scotland**

**(Housing and Social Wellbeing Committee)**

In Spring 2022, Education Scotland conducted a thematic review of the role played by Community Learning and Development (CLD) in Perth and Kinross to support post-Covid recovery in communities and how partnership practice was evolving in response.

The review highlighted significant strengths in relation to supporting/ growing volunteer capacity, continued through the PKC Volunteer Upskilling Fund which enabled volunteers and community groups to access a wide range of training opportunities.

An area highlighted for improvement was our approach to volunteering. As such, we have progressed this and are currently working on developing a consistent approach to volunteering across Perth and Kinross Council.

PROMOTING A PROSPEROUS, SUSTAINABLE, AND IN INCLUSIVE ECONOMY

Performance Summary for 2022-23

The impact of our work during 2022/23 has been to sustain businesses and communities through the provision of timely, comprehensive advice, guidance, and financial support by mitigating as far as possible the continuing impacts of the pandemic, addressing the equalities gap, maximising income, and keeping rents affordable in order to support both individuals and the local economy.

Update on Priority Actions 2022-23

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

**(Environment, Infrastructure & Economic Development Committee)**

We developed the Outline Business Case for Perth Eco-Innovation Park at Perth West to attract Scottish and UK Government’s funding and lever private investment. The Project aims to support place based and business innovation within the Clean Growth sector to create higher value jobs. The Project is part of Tay Cities Clean Growth cluster initiative. Council has approved funding of £10 million towards the cost of delivering enabling works for Phase 1 of the Perth Eco Innovation Park.

We supported the deployment and use of digital fibre network to support business innovation and growth.

We have also worked with the Business Gateway contractor, Elevator, to deliver a series of business accelerators with a focus on sustainable growth

and resilience, “Winter Warmers” and “Build, Run, Scale,” and “Big Ideas,” a programme of entrepreneurial challenges in conjunction with Perth College UHI. We delivered financial assistance schemes to businesses including the Market Development Grant aimed at internationalising businesses, the Micro Enterprise Fund, the Green Capital Recovery Fund, and Business Crowdfunder.

**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**

**(Environment, Infrastructure & Economic Development Committee)**

Stage One of the Cross Tay Road Link (CTRL) was successfully completed in September 2022, enabling Stage Two of the contract to proceed. Works are progressing well with completion estimated at Spring 2025 as per the current programme. A programme of community benefits is also in place with a significant number of activities already undertaken.

The Broxden – Low Carbon Transport Hub project started on site at the Broxden Park & Ride site in October 2022. Once fully completed there will be 41 EV charging spaces available offering a mix of charging speeds to suit the diverse usage patterns of EV users. The EV chargers will be supported by on-site solar renewable energy generation and battery system, managed, and controlled by a smart energy management system to provide a sustainable EV charging hub that will reduce carbon emissions and energy costs for the council.

We continued to deliver the new Perth Museum project scheduled to open in spring 2024.

The long-term vision for active travel is to make walking or cycling the most popular choice for shorter everyday journeys, by making it safer, easier, and available to everyone. During 2022/23 we invested £1,012,000 in



active travel infrastructure to encourage residents and visitors to walk and cycle in Perth and Kinross.

Scotland's Road Safety Framework to 2030 sets out a long-term vision for road safety where there are zero fatalities and injuries on Scotland's roads. During 2022/23 we invested over £200,000 in Vehicle Activated Signs to encourage drivers to reduce their speed on the roads in Perth and Kinross.

Through additional Council investment the road condition continues to improve year on year. Since 2019, 159km of road is in a better condition than previously, a net improvement of 6.4%.

**A particular focus on city and town regeneration as well as employability and skills to support income equality**  
**(Environment, Infrastructure & Economic Development Committee)**

36 grants were approved for city and town centre retail/hospitality premises improvements through the Open for Business Fund, typically for façade enhancements. Additionally, 13 projects were approved through the Adapt Your Property Fund to repurpose vacant premises into other commercial or residential use, and the Vacant Property Feasibility Fund has provided support to 20 projects.

Through the Scottish Government funded Place Based Improvement Programme grant support was approved for Civic Space at Ropemakers' Close in Perth, Rannoch Hub, River Tay Way hub at Aberfeldy, demolition of the Clachan and Quality Café in Perth. Ongoing support is being provided to the Tayside YMCA for the Y Centre regeneration project including management of Regeneration Capital Grant Fund (RCGF) funding, additional Council revenue funding and sourcing of further funding support to bridge the remaining shortfall.

The Vacant Property Team were able to support the £1.5m project for 23-31 South Methven Street which has brought approximately 900m<sup>2</sup> of disused commercial space back into use, whilst directly creating 32 high skilled jobs.

Employability & Skills Actions delivered include:

- Employer Recruitment Incentives – creating 86 jobs (over last 2 years 136 places created with nearly 80% of individuals moving into permanent employment).
- 38 Long term unemployed clients supported into 6 month paid work placements.
- Created an £800K Employability Challenge Fund – 8 projects delivering across a wide range of skills initiatives and employability support.
- A pilot CodeClan Youth Academy in March 2023 – supported 6 young people to develop coding and software development skills.

We co-ordinated the delivery of the Volunteer Upskilling Fund, enabling 593 volunteers to access training and learning to build their individual and groups' capacity.

We worked in partnership with Jupiter Artland to regenerate a city centre space that was visited by 8000 people over 10 weeks, including 425 school children who were given the opportunity to follow a creative career path.

## **SUPPORTING PEOPLE TO LIVE INDEPENDENT, HEALTHY AND ACTIVE LIVES**

### **Performance Summary for 2022-23**

We have supported people to live independent healthy lives by working together with our partners and communities across a range of activities to improve and prioritise what matters most to our communities. We continue to minimise the impact and stigma of homelessness as well as listening to seldom heard voices to inform how we develop and improve our services.

### **Update on Priority Actions 2022-23**

**Work with other services and partners to mitigate the impact of the cost-of-living crisis on our residents, including preventing homelessness wherever possible**

**(Housing & Social Wellbeing Committee)**

We have continued to support people from Ukraine to settle into accommodation and people seeking asylum. To date:

- We continue to work with our communities to welcome over 450 people from Ukraine.
- 116 children have enrolled in our local schools and English for Speakers of Other Languages (ESOL) provision has been expanded to provide additional capacity to meet growing demand.

We continue to work with the third sector and community groups to provide support to 109 people seeking asylum.

A dedicated Central Arrears Team was formed in March 2023 to take a person-centred approach to supporting tenants in financial difficulties. The Team will not solely pursue or clear arrears, but to work with the tenant to look at all the ways to maximise their finances and ensure they are getting all the support they require to help them sustain their tenancy.

**Delivering the good food strategy to support the activities involved in producing, processing, transporting and consuming food**

**(Housing & Social Wellbeing Committee)**

In Spring 2022, our Good Food Partnership achieved Sustainable Food Places membership and a funding application for a Sustainable Food Places Coordinator Grant was successful. In February 2023, a regional meeting was held to advance the opportunities to collaborate on Good Food across the Tayside region.

Work will take place throughout 2023 in conjunction with communities and partners to developing a vision and scope for the Good Food Strategy & Action Plan including a Good Food Charter for Perth & Kinross.

**Increasing the quality and quantity of affordable houses and housing options in both urban and rural areas**

**(Housing & Social Wellbeing Committee)**

We delivered 203 affordable homes within Perth and Kinross during 2022/23. Of these:

- 130 Social Rent (Council and Housing Association)
- 49 Mid-Market Rent (MMR)
- 24 Low-Cost Home Ownership (LCHO)

We met our Local Housing Strategy (LHS) target of 200 Affordable Homes this year. Over the past 5 years, 1,185 affordable homes have been delivered in Perth and Kinross.

Through the Empty Homes Initiative, 32 properties were assessed and grant funding of over £208,000 was provided. This resulted in 18 long-term empty properties being brought back into use as affordable housing with the rent fixed at the Local Housing Allowance rate for 5 years as part of the

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grant conditions. These properties have been let to people who may otherwise be reliant on social housing including two families fleeing the conflict in Ukraine. We also rehoused 158 households through the Rent Bond Guarantee Scheme (RBGS) by providing a Bond Guarantee in lieu of a deposit and therefore removing one of the key barriers to entry to the private-rented sector.

**Revise our Local Housing Strategy in line with the key national priorities within Housing to 2040**

**(Housing & Social Wellbeing Committee)**

Through close partnership working and consultation with local and national housing stakeholders, communities and partner organisations over the last two years, the Local Housing Strategy has been revised, updated, and approved by Committee on 15 March 2023. Work to progress the key outcomes of the strategy are currently being monitored through a local multi-agency delivery group.

**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**

**(Housing & Social Wellbeing Committee)**

Our successful Independent Living Panel ensures 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 independent living accommodation projects were progressed for people with particular housing and support needs. A further two projects have completed, providing 12 units of bespoke accommodation with communal facilities in Rattray.

Through our Older Persons Wellbeing Project, older people living in the community are 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. Work is underway to expand the Project to other areas of Perth and Kinross.

**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**

**(Housing & Social Wellbeing Committee)**

Following extensive community consultation, a new Physical Activity and Sports Strategy produced, and draft approved by Full Council Dec 2022. This strategy and 1 year action plan focuses on increasing participation in physical activity and sport to support positive mental and physical wellbeing. Final approval of the Strategy will be sought from Council in May 2023.

Children and young people who play outdoors often have better social networks, are more confident and are more involved in their local communities. During 2022/23 over £350k was invested in 3 upgrades of playparks and designs and consultation were under way for a further four upgrades with joint funding from community groups, the Council, and Scottish Government. The Council manages 146 play parks throughout Perth and Kinross and has a 15-year rolling refurbishment plan working in

partnership with communities wherever possible to develop the designs and raise funding

processes was undertaken by Food Standards Scotland which identified that these are undertaken to a high standard.

**Food Inspections and sample visits**  
**(Housing & Social Wellbeing Committee)**

Officers conducted food law inspections to ensure that Perthshire food businesses handle, store and produce food hygienically and in line with National Food Law. Inspections also cover compliance with labelling, presentation, composition of food and the provision of correct allergen information to customers and an opportunity to provide advice and support to businesses.

During 2022/23, the Food Team conducted 1,059 inspections, visits, and sample visits to food establishments in Perth and Kinross. An audit of our

## CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

### Performance Summary for 2022-23

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

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

### Update on Priority Actions 2022-23

**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**  
**(Climate Change and Sustainability Committee)**

We improved our Climate Change governance by creating the Climate Change and Sustainability Committee and the Climate Change Commission with over 25% membership of the latter being by young people.

We engaged widely with residents, communities, young people/schools, and businesses and launched a dedicated website that is a one-stop shop for climate change information. This has already received over 14,000 views as well as launching dedicated social media channels; Perth and Kinross Youth Climate Conference in November 2022, was a first step in meaningfully engaging with school pupils. Successful engagement with large employers Scottish and Southern Energy (SSE), Aviva, Stagecoach, Highland Spring and Binn Group has identified key areas of collaboration (transport, energy, waste, skills, and jobs).

Through continued delivery of Flood Risk Management Cycle 1 projects, we are reducing the flood risk to our communities and infrastructure, a new bridge scour assessment programme has started, focused on helping to proactively reduce the risk of future bridge damage and the associated impact to our communities.

During 2022/23, the Heat Energy Advice Team (HEAT), in partnership with SCARF received 1,104 enquiries, carried out 246 home visits and 752 telephone consultations. As a result of these contacts, residents and tenants were provided with information on ways to save money on fuel bills and advice on how to reduce their carbon footprint.

Good progress is being made to ensure the Council remains on track to ensure all council properties meet an EPC (Energy Performance Certificates) Band D or higher by 2025. Out of the total housing stock, only 500 properties require some work to meet this standard.

Funding of £4M was secured from the Scottish Government to replace the existing chalets with new energy efficient chalets at Double Dykes.

**Developing a mobility strategy**  
**(Environment, Infrastructure & Economic Development Committee)**

Mobility Strategy project commenced in 2022. First formal stage, the Main Issues Report, was approved at Committee in March 2023.

**Developing an electric vehicle strategy**  
**(Climate Change and Sustainability Committee)**

The Electric A9 Project has been completed in partnership working with Transport Scotland to provide a strategic corridor of rapid electric vehicle (EV) chargers. This was designed to give a 20% increase in public EV charger capacity, which will help give drivers the confidence/impetus to transition to electric vehicle EVs. These have been strategically placed in communities near the A9 to help boost trade and footfall within these areas.

Consultancy study for EV charging strategy commenced in late 2022. This is due to complete in April 2023, subject to Transport Scotland and Scottish Futures Trust response.

**Enhancing our waste management arrangements**  
**(Environment, Infrastructure & Economic Development Committee)**  
**(Climate Change and Sustainability Committee)**

The Council successfully secured £2.72m of capital investment from the Scottish Government Recycling Improvement Fund (RIF) in 2022. This funding ensures that the Council delivers a more equitable service for residents and that our kerbside recycling service is compliant with the Scottish Charter for Household Recycling. It will also have the following benefits:

- increase the quantity of recyclable material captured which increases recycling rate, reduces waste arisings, and contributes to the net zero

agenda by reducing carbon emissions through capturing food and plastics

- increased participation in recycling and positive behavioural change by residents
- improvement in recycling material quality (by moving a to twin stream service where card/paper are separated from other materials)

The first project, using RIF, was successfully rolled out in November 2022 when dry mixed recycling and food waste communal bins were installed at Perth city centre residual waste bin hubs. This has provided a recycling service to over 1000 households which have never previously had access to recycling services.

Since summer 2020, the 'Stick to the Six' Campaign has proven successful by bringing the contamination rate down from 28.52% at its peak in November 2020 to an average of 19.38% in 2022.

The Stick to the Six campaign was nationally recognised and awarded silver at the APSE (Association for Public Service Excellence) Striving for Excellence Awards in the waste and recycling category in May 2022.

**Improving our biodiversity approaches**  
**(Climate Change and Sustainability Committee)**

We supported actions to improve our biodiversity through Tayside Local Biodiversity Action plan and other initiatives e.g., Perthshire Nature Restoration Fund. successful outcomes from the Nature Restoration Fund – Year 1 both across the Council Estate and within communities including the Kinross Raingarden Project, which won the Construction Industry Research and Information (CIRIA) award for 'Best Community Sustainable Drainage (SuDS) project'. Blairgowrie is Scotland's First Biodiversity Town.

To tackle the twin challenge of biodiversity loss and climate change, we have undertaken changes in our grassland management. The biodiversity monitoring demonstrated that both approaches produced enhanced biodiversity results. The consultation with the community was positive for the majority of responses: 73.8% were in favour of the proposals. The next step is to seek committee approval to extend the areas of “No mow” and areas managed for biodiversity and to investigate how we can make this an environmentally and financially sustainable method of managing our greenspaces.

**Inspection of Perth Crematorium by the Federation of Burial and Crematorium Authorities**  
**(Environment, Infrastructure & Economic Development Committee)**

An inspection of Perth Crematorium was carried out by the Federation of Burial and Crematorium Authorities (FBCA) in June 2022 which received a compliance score of 98.4% which is higher than the industry average of 96%.

The inspection highlighted strengths in all areas including the grounds, premises and facilities, service, staff, and administration.

## KEY PERFORMANCE INDICATORS

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

#### Culture & Communities

| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                                                                                                                              | Performance |                            |           | Target  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------|-----------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2020/21     | 2021/22                    | 2022/23   | 2022/23 |
| Percentage of residents satisfied with local libraries<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                      | 78%         | Not Collected Due to Covid | 95%       | 82%     |
| Number of library visits, in person and online<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                              | 3,469,000   | 1,062,804                  | 1,280,912 | 350,000 |
| <b>Comments on Performance for 2022-23 and Target</b><br>There has been a 91.7% increase in library footfall this year when compared to the previous year 2021/22. This shows the sign of a strong recovery. This picture is mirrored across many library authorities in Scotland as people have changed habits or seek their reading material and information elsewhere. The satisfaction levels with the library visits has increased by 17% since 2020/21. |             |                            |           |         |
| Numbers of adult learners supported to improve their employability or digital skills<br>(this includes commissioned services via the Adult Learning Partnership)<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                            | 110         | 279                        | 780       | 350     |
| <b>Comments on Performance for 2022-23 and Target</b><br>As of December 2022, there were 780 adult learners supported to improve their employability or digital skills. This is significantly higher than the previous two years combined, largely due to the limitations in place during the pandemic.                                                                                                                                                       |             |                            |           |         |

#### Housing

| Indicator<br>(Data covering to year end unless otherwise stated)                      | Performance |         |         | Target                                     |
|---------------------------------------------------------------------------------------|-------------|---------|---------|--------------------------------------------|
|                                                                                       | 2020/21     | 2021/22 | 2022/23 | 2022/23                                    |
| Number of families presenting as homeless<br>(Housing and Social Wellbeing Committee) | 83          | 107     | 141     | Regulatory guidance advises the setting of |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |     |     |     |                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|-----|----------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |     |     |     | targets would not be appropriate |
| Number of overcrowded households<br>(Housing and Social Wellbeing Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 116 | 117 | 123 | 110                              |
| <p><b>Comments on Performance for 2022-23 and Target</b></p> <p>The total of 141 presentations from families in 2022/23 is an increase in presentations of 32% compared to the previous year. It should be noted that presentations from families in particular were suppressed during the pandemic and cost of living pressures are contributing to an increase in relationship breakdowns. Our <a href="#">Housing Support Service</a> aims to prevent homelessness through the provision of person-centred housing support.</p> <p>The number of overcrowded households between 2020/21 and 2022/23 has remained fairly static. Monitoring arrangements are in place, and we make every effort to reduce overcrowding. Specific factors, including property types and areas of choice impacts on the allocations process. In turn, overcrowding can only be reduced when there is appropriate housing available to allocate.</p> <p>There is no national average available for this indicator.</p> |     |     |     |                                  |

## PROMOTING A PROSPEROUS, INCLUSIVE AND SUSTAINABLE ECONOMY

### Housing

## Planning & Development

| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Performance |         |                | Target  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|----------------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2020/21     | 2021/22 | 2022/23        | 2022/23 |
| Gross arrears as a % of gross rent due for the reporting year<br>(Housing and Social Wellbeing Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 10.75%      | 10.69%  | 11.45%         | 8.4%    |
| Rent collected as a % of the total rent due in the reporting year<br>(Housing and Social Wellbeing Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 96.91%      | 99.08%  | 98.6%          | 98.9%   |
| <b>Comments on Performance for 2022-23 and Target</b><br><p>Rent arrears are continuing to rise in Perth and Kinross and this trend is reflected nationally. The Scottish local authority average for this indicator was 8.67% in 2021/22.</p> <p>We continue to monitor each of our locality offices performance to ensure that the collection rate is maximised and to identify any requirement for changes in practice or resources across our four geographical localities. As a result of this close monitoring, we are piloting a centralised arrears team to focus on arrears and to provide tailored support and assistance to tenants, in partnership with locality teams.</p> <p>The Scottish local authority average for this indicator was 98.6% in 2021/22 for rent collection, national data for 2022/23 is not yet available.</p> |             |         |                |         |
| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Performance |         |                | Target  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2020/21     | 2021/22 | 2022/23        | 2022/23 |
| Economic impact of events supported by the Council<br>(Environment, Infrastructure & Economic Development Committee)<br><br><i>Awaiting year end data</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0           | 0       | N/A            | £14m    |
| Number of new businesses started up with support from Business Gateway<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 267         | 220     | 250            | 300     |
| No. of businesses supported by a growth programme<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 33          | 37      | 18<br>(Jan 23) | 60      |



| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Performance |         |         | Target  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2020/21     | 2021/22 | 2022/23 | 2022/23 |
| Area of available Serviced business land (Ha)<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 32.05       | 37.9    | N/A     | 14.9    |
| <b>Comments on Performance for 2022-23 and Target</b><br><br><p>Although events resumed post Covid the sector was still responding to the impact of restrictions with a number of traditionally recurring events not proceeding in 2022. Events supported in 22/23 included activities to mark the Platinum Jubilee and Winter Festival. The Royal National Mod generated an estimated economic impact of £1.8 million but it has not been possible to determine an overall impact figure for 22/23.</p> <p>Although the start up target for Perth &amp; Kinross has not been met P&amp;K does have the highest number of the three Tayside local authorities. The Business Gateway contract was retendered by Dundee City Council on behalf of the three Tayside councils in late 2022 for the period from 1 April 2023 to March 2025. It is intended that UK Shared Prosperity Fund allocations will be used to expand the BG service provision over this time in the same was as ERDF funding was and with particular reference to enhanced expert help and community outreach. Support for start up micro enterprises / self employed individuals and social enterprises in rural Perth &amp; Kinross is also provided by Growbiz which was supported financially by the Council in 22/23 to expand its provision.</p> <p>We commissioned an Employment Land and Property market study to inform our Employment Land Strategy which was completed in June 2022. The findings of this study were used to develop the future Perth and Kinross Local Development Plan and the Council's Property Investment Strategy.</p> <p><i>Note: Data for 2023 will not be available until September 2023 after land audit has been completed.</i></p> |             |         |         |         |
| Perth City Centre Footfall (Nos) % above the national level<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 16.4%       | -10.2%  | -4.5%   | 4%      |
| % of vacant retail units in Perth City Centre<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 11.7%       | 9.9%    | 10.5%   | 8.2%    |
| <b>Comments on Performance for 2022-23 and Target</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             |         |         |         |

| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Performance |         |         | Target  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2020/21     | 2021/22 | 2022/23 | 2022/23 |
| <p>The city centre footfall in Perth has improved during 2022/23 with a year-to-date figure of 653,217 visitors which is up 5.3% on the previous year. Improvements are ongoing to ensure the city centre footfall captured is reflective and new counters are being installed in May at the City Hall and near Costa Café. These areas are where the highest footfall occurs on the City Centre.</p> <p>The % of vacant retail units increased compared to the previous year and is below set target for 2022/23.</p> <p>During 2022-23 the Council continued to provide further support to retail and other businesses through a range of measures including business advice, destination promotion via improvement to the Perth city website, media, and digital channels: employment and business support; digital incentives and platforms providing current market/consumer intelligence.</p>                                                                                                                                                                                                                                                                                                                                                                                                                         |             |         |         |         |
| % of working age population unemployed, based on the claimant count<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 4.6%        | 2.7%    | 2.3%    | 1.0%    |
| No. of unemployed people supported into work as a result of Employability programmes supported by the Housing & Environment service<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 246         | 290     | N/A     | 500     |
| <p><b>Comments on Performance for 2022-23 and Target</b></p> <p>The % of working age population unemployed has reduced since 2020/21, the 2022-23 figure is above our set target but below the Scottish Local Authority Average of 3.2%.</p> <p>In 2022/23, the Skills and Employment Initiatives team have delivered an enhanced menu of service offers to unemployed residents and local businesses. With emphasis placed on new job creation, there has been impetus for micro and small businesses to create brand new roles for our unemployed clients. In addition to this we have enhanced our skills intervention offerings. This means that unemployed people and/or those seeking self-employment have greater access to support funds to enhance their skillset/qualifications to aid progression.</p> <p>In 2022/23 we developed a Local Employability Partnership Delivery Plan focussing on key improvements in delivery and partnership working. We have also launched an Employability Challenge Fund to provide access to the Scottish Government NOLB (No One Left Behind) funding to a wider range of partners including the voluntary sector. <i>Note: Data for unemployed people supported into work is not yet available. Source for data is taken from the SLAED return, due date July 2023.</i></p> |             |         |         |         |

| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                                                                                                                              | Performance |         |         | Target  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2020/21     | 2021/22 | 2022/23 | 2022/23 |
| % of residential and business premises with access to Next generation broadband<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                             | 86.2%       | 86.3%   | 88.3%   | 100%    |
| <b>Comments on Performance for 2022-23 and Target</b><br>The percentage of residential and business properties with access to superfast broadband (>30mbps) has increased by 2% during 2022/23 (88.3%). Whilst this is below the national average of 95.4%, the rurality of Perth and Kinross does impact on the performance. 96.51% of all homes and business premises in Perth and Kinross have access to partial or full fibre broadband as of March 2023. |             |         |         |         |

## Culture & Communities

| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Performance |         |         | Target  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2020/21     | 2021/22 | 2022/23 | 2022/23 |
| Percentage of residents satisfied with local museums and galleries<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 74%         | N/A     | 95%     | 80%     |
| Number of visits to museums that are funded, or part funded, by the council<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 108,777     | 258,884 | 291,628 | 200,000 |
| <b>Comments on Performance for 2022-23 and Target</b><br>The total year's footfall is down by 24.1% compared to 2019-2020 (pre - COVID). Direct comparisons are not like for like on the full year due to changes in opening hours and a closure of galleries and exhibitions at the end of December '22 for refurbishment and building works to transform the venue into the new Perth Art Gallery, opening again later in 2023. Alyth Museum was redeveloped for the summer season as the Cateran Eco-museum Hub and attracted 1080 visitors, a 20% increase over the 2019 figure. Perth Museum and Art Gallery (PMAG) was used in October during the National Mod in Perth, with PMAG being used as the BBC studio for the event. The annual target has been achieved and there has been a 9.5% increase in online visits compared to 2021-2022. |             |         |         |         |

## SUPPORTING PEOPLE TO LIVE INDEPENDENT, HEALTHY AND ACTIVE LIVES

### Housing

| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Performance |         |         | Target                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|-----------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2020/21     | 2021/22 | 2022/23 | 2022/23                                                                     |
| Number of housing options interviews completed<br>(Housing and Social Wellbeing Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2,297       | 2,214   | 2,663   | Regulatory guidance advises the setting of targets would not be appropriate |
| Number of households presenting as homeless<br>(Housing and Social Wellbeing Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 670         | 610     | 737     | Regulatory guidance advises the setting of targets would not be appropriate |
| Number of applicants assessed as homeless<br>(Housing and Social Wellbeing Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 550         | 520     | 566     | Regulatory guidance advises the setting of targets would not be appropriate |
| <b>Comments on Performance for 2022-23 and Target</b><br><p>There has been an increase of 449 housing options interviews completed (20%).</p> <p>The number of households presenting as homeless increased by 21% compared to the previous year. This follows several years of consecutive reductions in homeless presentations. The number of applicants assessed as homeless has remained stable with the increase being linked to the overall increase in presentations. In the 3<sup>rd</sup> and 4<sup>th</sup> quarters of 2022/23, we increased the proportion of allocations to homeless applicants in response to the increased demand and reduced supply of permanent accommodation.</p> |             |         |         |                                                                             |

| Indicator<br>(Data covering to year end unless otherwise stated)                                                         | Performance |         |         | Target                                                                      |
|--------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|-----------------------------------------------------------------------------|
|                                                                                                                          | 2020/21     | 2021/22 | 2022/23 | 2022/23                                                                     |
| Number of people who slept rough the night before their homeless application<br>(Housing and Social Wellbeing Committee) | 24          | 36      | 39      | Regulatory guidance advises the setting of targets would not be appropriate |
| Average days in temporary accommodation (All types)<br>(Housing and Social Wellbeing Committee)                          | 79          | 51      | 62      | 75                                                                          |
| % of allocations to homeless households in permanent settled accommodation<br>(Housing and Social Wellbeing Committee)   | 46%         | 35%     | 43%     | 50%                                                                         |
| <b>Comments on Performance for 2022-23 and Target</b>                                                                    |             |         |         |                                                                             |

During 2022/23, the average number of days in temporary accommodation has increased compared to the previous year. This is partly due to the supply and demand pressures associated with an increase in presentations and a reduction in vacancies and partly due to a small number of complex cases and the reduced throughput of available properties.

The target for the proportion of allocations to homeless applicants is 'indicative.' The Home First model is designed to be flexible to respond to changes in demand and supply. The 43% allocations figure reflects the reduction in the number of homeless people waiting for an offer of housing rather than a failure to meet a target. In the 3<sup>rd</sup> and 4<sup>th</sup> quarters of 2022/23, we increased the proportion of allocations to homeless applicants in response to the increased demand and reduced supply of permanent accommodation.

| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                  | Performance |         |         | Target  |
|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|
|                                                                                                                                                   | 2020/21     | 2021/22 | 2022/23 | 2022/23 |
| % of tenants satisfied with the overall service provided<br>(Housing and Social Wellbeing Committee)                                              | 82.9%       | 82.2%   | 78.4%   | 95%     |
| % of tenants satisfied with opportunities given to them to participate in the landlord's decision making (Housing and Social Wellbeing Committee) | 75.40%      | 76.3%   | 72.0%   | 99%     |

| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Performance |         |         | Target  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2020/21     | 2022/23 | 2022/23 | 2022/23 |
| <b>Comments on Performance for 2022-23 and Target</b><br><br>There has been a decline in tenant satisfaction in the past two financial years. Landlords are required to carry out satisfaction surveys every three years, and the Scottish Housing Regulator has noted that the pandemic played a part in the reduction of the satisfaction levels nationally in 2021/22. Between June 22 and March 23, we conducted 1,190 satisfaction surveys using face-to-face and telephone methodology. We are continuing to conduct monthly surveys in 2023/24 to gain useful feedback from tenants around what matters to them and how we shape our service in the future.<br><br>Local Authority Average for satisfaction with the overall service 2021/22 was 82.2%<br><br>Local authority average for satisfaction with opportunities to participate 2021/22 was 79.3% |             |         |         |         |
| Average time (in days) taken to complete approved applications for medical adaptations in the reporting year<br>(Housing and Social Wellbeing Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 44.72       | 40.58   | 57.42   | 55      |
| <b>Comments on Performance for 2022-23 and Target</b><br><br>The average time taken to complete medical adaptations has increased from 40.58 days in 2021/22 to 57.42 days in 2022/23. The increase is due to a waiting list that was carried forward from 2021/22. A review of the procedures has been undertaken in order to improve performance.<br><br>The Scottish average for this indicator is 53.6 days for 2021/22                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |         |         |         |

## Culture & Communities

| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                              | Performance |         |         | Target  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                                                                                               | 2020/21     | 2021/22 | 2022/23 | 2022/23 |
| Numbers of community groups supported to increase their capacity<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                            | 270         | 236     | 343     | 270     |
| <b>Comments on Performance for 2022-23 and Target</b><br><br>This figure includes support for groups to apply for Community Investment Funding, food insecurity funding and developing community action plans. For 22/23, additional funding was available for volunteer upskilling and warm spaces, increasing the number of groups the service worked with. |             |         |         |         |

| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Performance |                            |           | Target  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------|-----------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2020/21     | 2021/22                    | 2022/23   | 2022/23 |
| Percentage of residents satisfied with local leisure facilities<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 74%         | Not collected due to Covid | 58%       | 70%     |
| Number of attendances to pools, indoor and outdoor sport, and leisure facilities<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 63,000      | 555,188                    | 1,059,466 | 875,000 |
| <b>Comments on Performance for 2022-23 and Target</b><br><br>Activities include an uplift in swimming at Perth Leisure Pool, due to the Olympia Pool in Dundee being closed throughout the year, accounting for approx. 7% impact on total customer generated income. Fitness Membership is continuing to slowly increase with total membership numbers at the end of March increasing to 3,709.<br><br>Most venues have returned to be fully operational and attendance levels are sitting at approx. 87% of pre-covid levels. The industry average sits approx. 80-90%, so this is a positive position to report upon.<br><br>Regarding the decrease in satisfaction levels, customer surveys have shown issues with cleanliness, particularly in Perth Leisure Pool, which is mainly due to the older age of the building, and general wear and tear, which is causing an appearance of uncleanness. The surveys have also shown customer dissatisfaction with the amount of parking available at Bells Sport Centre. The options to resolve this issue have been restrictive however Live Active Leisure have removed some grass areas to increase the number of spaces slightly. Additional bike racks have also been added to encourage cycling as a mode of transport to the centre. |             |                            |           |         |

## CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

### Environment

| Indicator<br>(Data covering to year end unless otherwise stated)                                                              | Performance |         |                                     | Target  |
|-------------------------------------------------------------------------------------------------------------------------------|-------------|---------|-------------------------------------|---------|
|                                                                                                                               | 2020/21     | 2021/22 | 2022/23                             | 2022/23 |
| Municipal waste collected that is recycled or composted (%)<br>(Environment, Infrastructure & Economic Development Committee) | 47.4%       | 46.9    | 47.2<br>(Apr to Dec 22 unvalidated) | 65%     |
| Emissions from council properties (tonnes CO2) (Environment, Infrastructure & Economic Development Committee)                 | 10,119      | 10,751  | 9,224                               | 13,000  |
| Vacant residential / commercial premises brought back into use                                                                | 93          | 134     | 66                                  | 135     |

| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Performance |         |         | Target  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2020/21     | 2021/22 | 2022/23 | 2022/23 |
| (Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |             |         |         |         |
| <b>Comments on Performance for 2022-23 and Target</b><br><p>There has been a slight increase in the percentage of waste that is recycled, however, the latest 2022/23 figure is below the target of 65%</p> <p>Emissions reduced due to extension of Building Management System (BMS) controls to further sites and upgrades of existing heating controls, amendment to heating calendar, energy efficiency measures/works, data monitoring and associated energy management, a reduction in the conversion factor for electricity and generally mild weather.</p> <p>Throughout 2022/23 the Vacant Property Team operated with a reduced capacity. This directly correlated to a reduced ability to be proactive in vacant property work which in turn has resulted in a reduced number of vacant premises brought back into use compared to previous years and the target of 135. Going forward the capacity in the team has been restored which should result in targets being achieved in future years.</p> |             |         |         |         |

## Housing

| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                                                                                                                       | Performance |         |         | Target  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2020/21     | 2021/22 | 2022/23 | 2022/23 |
| No of new publicly available social housing units including buy backs, conversions, and empty homes conversions<br>(Housing and Social Wellbeing Committee)                                                                                                                                                                                                                                                                                            | 246         | 310     | 203     | 200     |
| <b>Comments on Performance for 2022-23 and Target</b><br><p>The number of new publicly available social housing units increased from 246 in 2020/21 to 310 in 2021/22. We delivered 203 affordable homes within Perth and Kinross during 2022/23. Of these:</p> <ul style="list-style-type: none"> <li>• 130 Social Rent (Council and Housing Association)</li> <li>• 49 Mid-Market Rent (MMR)</li> <li>• 24 Low-Cost Home Ownership (LCHO)</li> </ul> |             |         |         |         |
| Overall % of new tenancies sustained for more than a year<br>(Housing and Social Wellbeing Committee)                                                                                                                                                                                                                                                                                                                                                  | 86%         | 87.4%   | 93.79%  | 91%     |



| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                       | Performance |         |         | Target  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|
|                                                                                                                                                                                                                                                        | 2020/21     | 2021/22 | 2022/23 | 2022/23 |
|                                                                                                                                                                                                                                                        |             |         |         |         |
| <b>Comments on Performance for 2022-23 and Target</b><br>We have continued to focus on tenancy sustainment during 2022/23 which has resulted in improved performance in line with our target. The national average for this figure in 2021/22 was 91%. |             |         |         |         |
| Average length of time taken (hours) to complete emergency repairs<br>(Housing and Social Wellbeing Committee)                                                                                                                                         | 2.76        | 2.97    | 4.0     | 4.0     |
| % Tenants satisfied with the repairs service<br>(Housing and Social Wellbeing Committee)                                                                                                                                                               | 97.5%       | 98.8%   | 97.5%   | 94%     |

| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Performance |         |         | Target  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2020/21     | 2021/22 | 2022/23 | 2022/23 |
| <b>Comments on Performance for 2022-23 and Target</b><br>Emergency repairs performance is currently in-line with our BMIP target of 4 hours. This figure is therefore likely to improve as this information when year-end information is received, and the final figure will be reported in our ARC return. In comparison during 21/22 our emergency repairs performance was 2.97 hours and 2.76 in 20/21. Since the pandemic, the industry has struggled with delays and cost increases for some building materials and a reduction nationally in skilled trades leading to difficulties in filling vacancies. These issues have affected our inhouse trades team and our external contractors.<br><br>Despite delays in the completion of some repairs as a result of national delays, cost increases for some materials and a reduction in skilled trades personnel, satisfaction with repairs service delivery has remained high at 97.5% and is comparable to recent years). We have continued our efforts to encourage the online reporting of repairs and have increased our online guidance videos for minor common repairs. In general, we have also increased communications with tenants using our email response and social media to update customers on performance and service delivery updates. |             |         |         |         |
| Average calendar days to re-let properties<br>(Housing and Social Wellbeing Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 32.8        | 44.6    | 42.81   | 29      |
| % of rent due in the year that was lost due to voids<br>(Housing and Social Wellbeing Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 1.11%       | 1.33%   | 1.06%   | 0.9%    |
| <b>Comments on Performance for 2022-23 and Target</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |         |         |         |

Performance in re-letting properties has improved compared to the previous year, despite a reduction on performance nationally. Local Authority average in 2021/22 to re-let properties was 59.4 days.

Factors impacting performance in the past year have included the national shortage of skilled tradesmen and issues with utilities companies which has been raised nationally. We now have a service level agreement which commenced in February 2023 and should help with improving void turnaround times.

During 2022/23, we also improved our performance in relation to % of rent lost due to voids. The national average for the % of rent lost due to voids in 2021/22 was 1.6%.

|                                                                                                                        |       |       |     |      |
|------------------------------------------------------------------------------------------------------------------------|-------|-------|-----|------|
| % of properties meeting the EESSH (Energy Efficiency Standard for Housing)<br>(Housing and Social Wellbeing Committee) | 82.2% | 82.0% | N/A | 100% |
|------------------------------------------------------------------------------------------------------------------------|-------|-------|-----|------|

#### Comments on Performance for 2022-23 and Target

During 2022/ 23, we focused on addressing the SHQS failures in relation to EESSH by making improvements mainly through our 'energy efficiency' programme and 'heating/insulation' programme. *Note: Data will be available mid-May 2023.*

| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                                  | Performance |         |         | Target  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                                                                                                   | 2020/21     | 2021/22 | 2022/23 | 2022/23 |
| % of ASB (Anti-Social Behaviour) complaints resolved within locally agreed targets<br>(Housing and Social Wellbeing Committee)<br>Year-end data available 16th April - NM                                                                                                                                                                                         | 95.9%       | 89.2%   | 81%     | 90%     |
| <b>Comments on Performance for 2022-23 and Target</b><br>The % of ASB complaints resolved within locally agreed targets has reduced compared to the previous year and below target. This is due to the nature and complexity of some cases. Work has been undertaken with the locality teams to improve performance and meet the target of 90% in future reports. |             |         |         |         |

## Culture & Communities

| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Performance |         |         | Target  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2020/21     | 2021/22 | 2022/23 | 2022/23 |
| Number of community groups supported in the asset transfer process<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 5           | 7       | 26      | 10      |
| Number of groups receiving Community Investment funding<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0           | 141     | 85      | N/A     |
| Numbers of Participation Requests<br>(Environment, Infrastructure & Economic Development Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1           | 0       | 0       | N/A     |
| <b>Comments on Performance for 2022-23 and Target</b><br>The council has supported 26 community groups in 22/23, who have enquired about Community Asset Transfer (CAT), by sharing relevant information that the council holds in relation to assets being enquired about and provided with a single point of contact to work with. This has built the relationship between the council and the groups, which has then allowed for continued dialogue and shared process updates, as well as discussing whether a CAT is right for the group at this time. As a result of our partnership work, at least 9 of the 26 groups are currently live cases at the end of 22/23 and support will continue to be provided to these groups into financial year 23/24.<br><br>During 2022/23, 85 Community Groups and Organisations successfully applied to the Community Investment Fund (CIF) and is lower than the 2021/22 figure. In 2022/23, CIF only ran once as opposed to twice in 21/22; therefore, the total number of applications was down on the previous year. In 2022/23, Community Groups also had the opportunity to apply to other grant schemes, such as the Cost-of-Living Fund, which supported Community Groups and Organisations to set up and run Community based Warm Spaces and give out Warm packs to those in need in their community. The Cost-of-Living Fund may have impacted on the number of CIF applications received by the closing date. |             |         |         |         |

| Indicator<br>(Data covering to year end unless otherwise stated)                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Performance |         |         | Target  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2020/21     | 2021/22 | 2022/23 | 2022/23 |
| In 2022/23, we received no Participation Requests. This situation is not unique to Perth and Kinross, as other local authorities also report low numbers. In recognition of this, Part 3 of the Community Empowerment Act 2015 is being reviewed first as part of a broader Community Empowerment Act review by the Scottish Government. The Scottish Community Development Centre (SCDC) has formed a working group to lead this review with relevant authorities, and Perth and Kinross Council is represented in this working group. |             |         |         |         |

| Following Information will not be available                                                                                         |                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| Indicator                                                                                                                           | Indicator will be available                                                                                |
| Area of available Serviced business land (Ha)                                                                                       | September 23 after land audit                                                                              |
| % of properties meeting the EESSH                                                                                                   | Available May 2023 (this is included in the Annual Return on the Charter and requires external validation) |
| No. of unemployed people supported into work as a result of Employability programmes supported by the Housing & Environment service | Available July 2023 – SLAED                                                                                |

| <b>GLOSSARY OF TERMS</b> |                                                         |
|--------------------------|---------------------------------------------------------|
| APSE                     | <i>Association for Public Service Excellence</i>        |
| BMS                      | <i>Business Management System</i>                       |
| CAB                      | <i>Citizens Advice Bureau</i>                           |
| CAT                      | <i>Community Asset Transfer</i>                         |
| CIF                      | <i>Community Investment Fund</i>                        |
| CIRIA                    | <i>Construction Industry Research and Information</i>   |
| CLD                      | <i>Community Learning and Development</i>               |
| CPP                      | <i>Community Planning Partnership</i>                   |
| CTLR                     | <i>Cross Tay Link Road</i>                              |
| DWP                      | <i>Department for Work and Pensions</i>                 |
| EPC                      | <i>Energy Performance Certificate</i>                   |
| ESOL                     | <i>English for Speakers of Other Languages</i>          |
| EESH                     | <i>Energy Efficiency Standard for Social Housing</i>    |
| EV                       | <i>Electric Vehicle</i>                                 |
| FBCA                     | <i>Federation of Burial and Crematorium Authorities</i> |
| FfF                      | <i>Futures for Families</i>                             |
| HEAT                     | <i>Home Energy Advice Team</i>                          |
| LAL                      | <i>Live Active Leisure</i>                              |
| LCHO                     | <i>Low-Cost Home Ownership</i>                          |
| LHEES                    | <i>Local Heat Energy Efficiency Strategy</i>            |
| MMR                      | <i>Mid-Market Rent</i>                                  |
| PESF                     | <i>Parental Employment Support Fund</i>                 |
| PMAG                     | <i>Perth Museum and Art Gallery</i>                     |
| RCGF                     | <i>Regeneration Capital Grant Fund</i>                  |
| RIF                      | <i>Scottish Government Recycling Improvement Fund</i>   |
| RRTP                     | <i>Rapid Rehousing Transition Plan</i>                  |
| SCARF                    | <i>Save Cash and Raise Fuel</i>                         |
| SCDC                     | <i>Scottish Community Development Centre</i>            |
| SSE                      | <i>Scottish and Southern Energy</i>                     |
| SuDS                     | <i>Best Community Sustainable Drainage</i>              |
| UKSPF                    | <i>UK Shared Prosperity Fund</i>                        |





## Scrutiny and Performance Committee

7 June 2023

### PERTH & KINROSS HEALTH AND SOCIAL CARE PARTNERSHIP (HSCP) CLINICAL AND CARE GOVERNANCE ASSURANCE REPORT (Report No. 23/179)

#### 1. PURPOSE

This is presented to the Committee for:

- Awareness

This report relates to:

- Emerging issues

#### 2. RECOMMENDATION

##### Exception 1:

To note the ongoing risk regarding staffing challenges within the Integrated Discharge Hub and the ongoing activity to manage workload and recruit to vacant posts.

##### Exception 2:

To note the risk to patient safety and staff wellbeing when services are required to restrict agency usage across our services as part of The Scottish Government Supplementary Staffing Agency Controls.

### 3. ASSESSMENT

#### **Exception 1: Significant staffing challenges within the Integrated Discharge Hub at Perth Royal Infirmary (PRI).**

The Integrated Discharge Hub at PRI provides a service to all hospitals in Tayside for patients who reside in Perth & Kinross - Perth Royal Infirmary, Ninewells Hospital, Blairgowrie, Pitlochry, Crieff and St Margarets Community Hospitals, Murray Royal Hospital, Royal Victoria Hospital, Carseview and Strathmartine.

The Integrated Discharge Hub is currently operating with reduced staffing due to a combination of long-term sickness absence and open vacancies in the Social Work team (Social Workers and Social Work assistants). The risk is being actively managed through daily reviews of workload and capacity, recruitment to vacant posts, use of an agency worker and locality teams taking referrals for inpatients.

An Improvement Officer is being recruited for 12 months to operationally manage the social work team in the hub and support development and implementation of an integrated structure. There is a risk that hospital delayed discharges could be adversely affected by the staffing challenges but this has not occurred to date.

#### **Exception 2: There is a risk to patient safety and staff wellbeing when services are required to restrict agency usage across our services as part of The Scottish Government Supplementary Staffing Agency Controls, and this has been escalated to our executive team and through professional structures.**

The Scottish Government directive DL (2023) 5 Supplementary Staffing Agency Controls was published on the 22<sup>nd</sup> February 2023, which rescinds the guidance given in DL (2021) 30 on the relaxation of escalatory controls in deploying agency staff. The controls now revert to pre-pandemic measures and all boards should cease use of non-contracted suppliers with immediate effect and ensure service continuity is maintained by the use of recognised contract staff.

There are ongoing risks and challenges to sustain safe and effective care delivery with continual supplementary staffing support from Tayside nurse bank and nursing agencies in all areas of the HSCP in Perth & Kinross. Areas of particular challenge at present are at HMP Perth, Tay Ward, Stroke Ward, St Margaret's, Crieff wards and the three inpatient wards at Murray Royal Hospital. Weekly meetings are ongoing to coordinate rotas with block bookings from Tier 1 agency. The HSCP is also developing an escalation policy to ensure that any future staffing issues are escalated and proceed through an agreed process.



#### **4. LIST OF APPENDICES**

The following appendices are included with this report:

- None

**Please report under the following sections if they are relevant to the exception report:**

**Quality/Patient Care**

There is a negative impact on the quality of patient care due to exceptions 1.

**Workforce**

No specific impact

**Financial**

No specific impact

**Risk Assessment/Management**

Risk assessment undertaken and recorded.

**Equality and Diversity, including health inequalities.**

No specific impact

**Other impacts**

No other identified impacts

**Communication, involvement, engagement and consultation**

The exceptions raised in this report were escalated at the CPGF meeting on the 14<sup>th</sup> April 2023.

**Route to the Meeting**

Appropriate service managers have been involved in the creation of this exception report.

Responsible Officer: Kenny Ogilvy, Interim Head of Service ASWSC Operations

Report Authors: Dr Hamish Dougall, Associate Medical Director  
Kenny Ogilvy, Head of Service, Adult Social Work & Social Care  
Mark Dickson, Clinical Governance Coordinator  
Angie McManus, AHP Lead  
Valerie Davis, Lead Nurse

