

HOUSING & COMMUNITY SAFETY

**ANNUAL
PERFORMANCE
REPORT**

2017/18

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INTRODUCTION

This report sets out the context on how Housing & Community Safety contributed to better outcomes for the people of Perth & Kinross and the delivery of the Council's strategic objectives.

It provides an overview of progress and the achievements made in 2017/18 towards the actions outlined within the **Local Housing Strategy 2016-2020** as well the wider community safety priorities:-

In relation to **Community Safety** the national strategy provides a vision for community justice:-

- Improved community understanding and participation
- Strategic planning and partnership working
- Effective use of evidence based interventions
- Equal access to services

The report is also informed by the work of the Perth & Kinross Fairness Commission and the recommendations of the Fairer Futures report.

By working with our partners we aim to address the key themes emerging from the Fairness Commission.

- Ensure our resources are allocated according to need with a focus on prevention.
- Promote awareness and knowledge of poverty and inequalities.
- Review our strategies, policies and procedures.
- Create knowledge and pathways of support which are right for individuals and families.

Barbara Renton
Executive Director (Housing & Environment)

We work alongside health and social care colleagues, the third and independent sectors as well as the Police and Fire & Rescue colleagues to plan, commission and deliver services to support some of our most vulnerable tenants and residents.

We have also continued to be supported and challenged by our Service User Review and Evaluation (SURE) Team to improve services based on their scrutiny of and commitment to housing services.

Our recent Tenant Satisfaction Survey highlights high levels of satisfaction with the services we provide with 95% of tenants surveyed indicating satisfaction with the overall service we provide.

There are many challenges ahead but we work through these with our dedicated, skilled staff committed to public services and supporting the people of Perth and Kinross. They will continue to be innovative, creative, resilient and importantly, focused on people.

Clearly with the establishment of the Housing & Environment, there will be an ongoing commitment to addressing these challenges. These will be a major focus within the Business Management & Improvement Plan, which will bring forward new service objectives and priorities.

The report also covers some areas formerly part of Housing & Community Safety – which will in future be covered in the BMIP/APR for Corporate & Democratic Services.

Clare Mailer
Head of Housing

STRATEGIC OVERVIEW

The Perth & Kinross Community Plan sets out an overarching vision for Perth & Kinross and, along with the Corporate Plan, ensures that all Council plans and strategies are focused on delivering a shared vision for Perth & Kinross.

The vision is reflected in the Council's five strategic objectives and these inform decisions about policy, direction and budget spending:-

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

Delivering high quality affordable housing in safe and secure neighbourhoods is a key priority. We strive to create a place where people will have access to good quality, energy efficient housing which they can afford, that is in a pleasant environment. We will also support people to access services that will enable them to live independently and participate in their communities.

Good quality housing and the surrounding environment make a significant contribution to our wider aims of creating safe and sustainable communities that people want to live in. In addition, good quality housing helps tackle poverty and health inequalities and gives children the best start in life. There is a high demand for housing and we need to build more new homes as well as taking action to manage existing stock to meet the needs of Perth & Kinross. Equally important is the regeneration of areas of deprivation, supporting communities to grow and develop, taking more ownership of their local area.

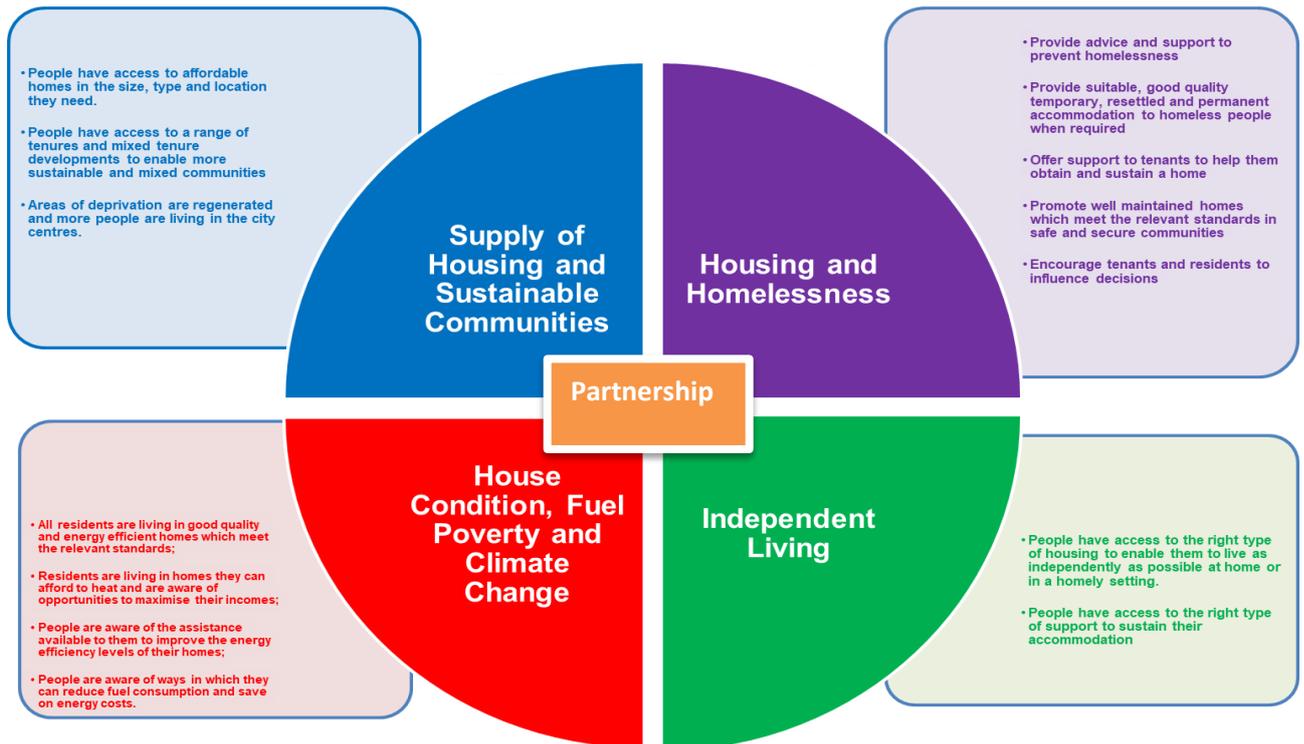
The geography of the area presents us with some specific challenges. Around half of the population is spread over a large rural area and there are challenges in relation to the availability of land. This requires a strong focus on collaboration with a range of partners to develop new housing.

The Local Housing Strategy 2016-2021 sets out the strategic direction for Housing and identifies specific commitments to enable the delivery of our key outcomes:-

1. Supply of housing and sustainable communities (**Creating a Safe and Sustainable Place for Future Generations**)
2. Housing and homelessness (**Giving Every Child the Best Start In Life/ Developing Educated, Responsible and Informed Citizens / Creating a Safe and Sustainable Place for Future Generations**)
3. Independent living (**Supporting people to lead Independent, Health and Active Lives**)
4. House condition, fuel poverty and climate change (**Creating a Safe and Sustainable Place for Future Generations**)
5. Preventing and reducing offending (**Creating a Safe and Sustainable Place for Future Generations**)
6. Supporting households to maximise their income and reduce the impacts of poverty (**Promoting a prosperous, inclusive and sustainable economy**)

Within the strategy, we made specific commitments to work in partnership with health and social care, independent and third sector housing organisations to achieve four key priorities:-

- Continue to focus on increasing the supply of housing to meet the high demand and create sustainable communities.
- Address homelessness
- Ensure people can live independently at home for as long as possible with access to the services they require.
- Create warm, high-quality, energy efficient and low carbon homes.



HEADLINE ACHIEVEMENTS 2017/18

Our Aim

Deliver more affordable homes and well-managed stock to ensure that homes are the right size, type and location that people want to live in with access to suitable services and facilities.

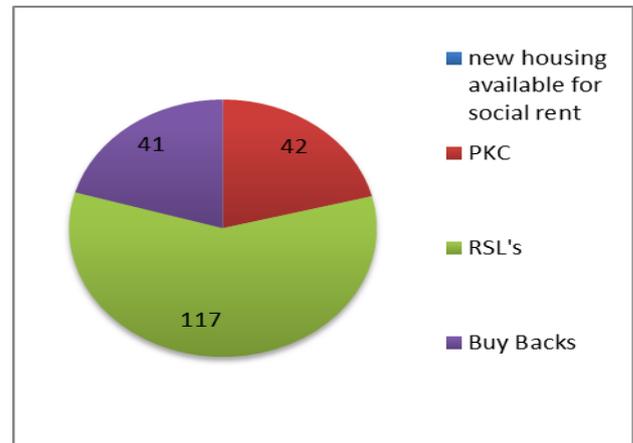
What we said

Continue to work in partnership with private sector and other property owners to bring properties back into use

Continue to work to increase the supply of affordable housing in rural areas.

How have we done?

During 2017/18, a total of 159 new housing units were built for social housing. PKC built 42 of these units and in addition to this, the council also bought back 41 properties from the open market through the Buy Back scheme.



These additional homes provided permanent secure housing for a number of households, they also enabled turnover within the overall stock. This along with an increase in void properties during 2017/18 enabled the service to reduce waiting lists and meet a range of housing needs in the area including overcrowding, alleviating homelessness and addressing medical need.

Through our capital investment programme we invested over £23 million to deliver further improvements to our existing stock. Overall 96.15% of our stock meets the Scottish Housing Quality Standard against a national average of 93.6%. Some of the projects related to energy efficient measures, these are outlined within page 13 of this report. Other projects included:-

- Kitchen and bathroom replacements
- Controlled door entry/secure common access
- Environmental improvements such as footpaths, steps, fencing, soil contamination, car park resurfacing as well as repairs and reconstruction of perimeter/retaining walls.

Our recent Tenant Satisfaction Survey evidence the impact of these improvements with 95.83% of tenants surveyed indicating that they are satisfied with the survey of their home. This is an improvement from 84.6% in 2016/17.

Housing and Homelessness

Our Aim

We aim to support communities to be safe and secure, with access to good quality, affordable accommodation with the necessary support in place to sustain people in their homes and prevent them from becoming homeless.

There are 5 key themes:-

1. Housing Options and Access/Homeless Prevention.
2. Providing Temporary, Resettled and Permanent Accommodation for Homeless People.
3. Managing and sustaining tenancies.
4. Safe and Secure Communities.
5. Involving and Empowering our Communities.

Housing Options and Access/Homeless Prevention

What we said

- Deliver the Housing Options service as a way of preventing homelessness and sustaining tenancies
- Monitor the impact of the Common Allocations Policy on assisting homeless households and people in need of social housing.
- Reduce the backlog of homeless people waiting for housing and the length of time people wait in temporary accommodation

How have we done?

As with other Councils, we have seen a rise in the number of households presenting as homeless (approx. 22% increase over 2016/17) with a proportion of this increase arising from young people (18-25). However, through working with individuals to prevent homelessness and review their various housing options only 793 households (79%) required settled accommodation.

As well as supporting individuals to consider the range of suitable housing options, we also worked with a range of other services such as employability, mental health, money advice and family mediation to ensure that households had the necessary support to help alleviate their housing issues and sustain their tenancy. We have also been a key influencer in the development of the national Housing Options Training Toolkit.

For households who are identified as homeless, we have significantly reduced the reliance on temporary accommodation by delivering immediate, permanent and affordable housing wherever possible. In addition by changing the way we work, we reduced the number of homeless households waiting for settled accommodation from 550 to approximately 100.

We also reduced the average length of time in temporary accommodation from 131 days in 2015/16 to 81 days in 2017/18.

Work to prevent homelessness continues to be a key priority through a range of early intervention and prevention approaches, such as working with colleagues in Education & Children's Services' to help deliver the Strengthening Families programme and the Cedar project.

Although this is a challenging environment, there have also been some significant achievements in the past year. Following an unannounced inspection of the Housing Support Service by the Care Inspectorate in January 2018, the service was considered to be "sector leading" and received excellent grades for both the quality of care and support and the quality of staffing and leadership. The Inspector commented:-

- "The staff team had a real pride in their work, were knowledgeable, professional and, above all, fully committed to supporting people".
- "The management team are extremely knowledgeable and professional."

The Homelessness Rough Sleeping Action Group (HARSAG) was established by the Scottish Government to identify the actions and changes needed to end rough sleeping and transform the use of temporary accommodation in Scotland. Following a meeting with the HRSAG the chair commented on our approach as follows:

- *"This is the best example I have seen so far of a systems-change approach to moving the dial on homelessness and the use of traditional temporary accommodation models"*

As a result of the work undertaken with our Home First model, we are at an advanced stage with some of recommendations made by both the Local Government and Communities Committee and HARSAG report.

Our Home First model has transformed the way we assist homeless people straight into permanent accommodation in Perth and Kinross. It has also delivered considerable savings for the Council (£676K), and had a positive impact on the outcomes for many households by reducing the stigma, duration and experience of homelessness. This can be demonstrated through the positive feedback received from people who have benefited from Home First:

"Getting a permanent house for me and my family was a god send – I thought I'd have to wait an eternity in temporary accommodation and uproot my children from their school. It wasn't their fault that the landlord wanted his own property back"

Key Challenges

The potential for a continued increase in homeless presentations and complex need cases, placing increased pressure and demand for permanent and temporary housing.

Managing and Sustaining Tenancies

What we said

- Review our rent structure to ensure financial inclusion and affordability.
- Explore new ways of mitigating the impact of Welfare Reform.
- Continue to deliver improvements around rent collection and reduce rent arrears.
- Continue to ensure tenants are supported to help sustain their tenancy wherever possible.

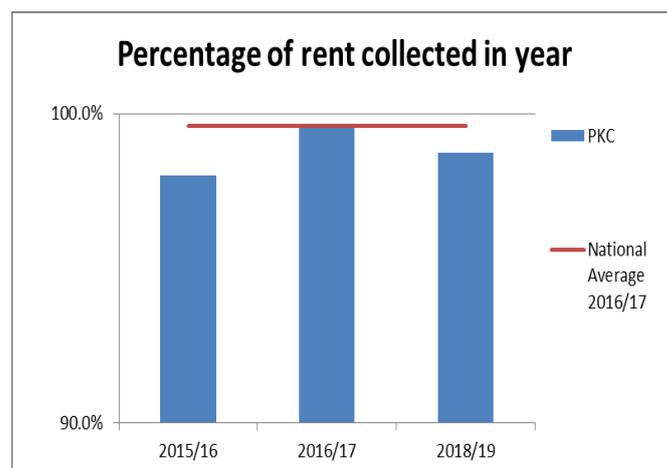
How have we done?

Our rent restructure project provided the opportunity for the Council and its' tenants to create a rent charging system which addressed previous inequalities and was fair, transparent and influenced by tenants. Tenants had a say in how the policy was developed by telling us what was important when it came to calculating the level of rent they would pay. A rent affordability model was also developed to assess the affordability of our housing rents and compare these with other local housing options. The outcome of this exercise demonstrated that our rent levels remain affordable to our tenants. Nationally we are the 9th lowest Local Authority rent in Scotland and continue to be the most affordable option locally. **88.18%** of our tenants told us that they felt their rent **represented good value for money**, an increase from 84.87% the previous year.

The full implementation of Universal Credit as part of Welfare Reform is due to be introduced in June 2018 for the Perth & Kinross area. Preparatory work has been underway for a significant period to mitigate the potential impact it will have on tenants, residents and to the Council.

We work in partnership with colleagues in Welfare Rights and the Citizens Advice Bureau (CAB) to support our tenants to maximise their income and continue to be a partner on the Councils Welfare Reform Steering group.

Rent collection and the management of rent arrears continues to be a priority and a significant challenge. We continue to run our Rent 1st Campaign which highlights the importance of paying rent and the potential outcomes for those tenants who choose not to engage. We introduced a pilot project for visiting tenants out with standard office hours through the Twilight Team. This project has been extended to November 2018.



Along with partners within the Tayside, Fife & Central Housing Options Hub, we are developing “Passport for Housing” package. This is a pre-tenancy training package designed to prepare potential tenants to understand the expectations of both the tenant and the landlord. The package includes budgeting, money

management which will help mitigate the potential impact of the introduction of Universal Credit as well as the wider aspects of sustaining a tenancy and community involvement. A pilot to test the e-learning package is expected to commence in September 2018.

Key Challenges

Where Universal Credit has been rolled out, some Councils have experienced increased rent arrears levels and we are anticipating a similar impact. We will continue to monitor and work with our partners, such as CAB and Welfare Rights, to ensure tenants maximise their income and manage their money. We will also intervene early to prevent homelessness.

Across all localities a small test of change is underway to determine if a specialist and dedicated team approach will support further improvements in relation to on rent collection and arrears recovery. We will monitor the impact of this activity.

Safe and secure communities

What we said

- Continue to work closely with our partners, tenants and resident to deliver environmental improvements.
- Continue to work with tenants and community groups and use a range of methods to engage and involve them to support sustainable communities.
- Continue to improve our Repairs Service.

How have we done?

We have continued to build on our previous successes with our Estate Based Initiatives (EBI) projects. During 2017/18, over 50 projects were completed throughout Perth and Kinross with a spend of £200k. The budget for 2018/19 has increased to £250K and walkabouts have already taken place throughout our localities and new projects are progressing. Our EBI initiative won a silver Securing The Future Award.

In Gilmerton, from the 96 participants who took part in EBI discussions an interest was generated to form a community group. They successfully applied for Participatory Budgeting funds at an event which was held in February 2018. The ‘Gilmerton Park and Gardens Group’ will be working alongside the Tenant and Resident Participation team, the Crieff office Housing team, and the East Strathearn Community Council, to develop a joint programme of events, projects and activities for the village that celebrates their community.

Through the Tenant Satisfaction Survey our tenants indicated high levels of satisfaction in these areas, as detailed below:

Indicator	2017/18	2016/17
Keeping them informed about services and decisions	96.8%	82.5%
Opportunities to participate in decision making	98.74%	74.4%
Management of their neighbourhood	94,57%	79.12%

Community Safety - We now have a Hub which is fully integrated as part of the Safer Communities Team at St Martins House. The Hub is vital to information sharing and tasking in respect of:

- Environmental Risk Assessment
- Anti-Social Behaviour
- Management of Offenders
- Preventative Measures and Event
- Safe Drive Stay Alive
- Safetaysiders
- Missing and Vulnerable People

The Unpaid Work Team is now integrated into the Safer Communities Team. Examples include:-

- Snow clearing during extreme weather.
- City Centre Operations Team – Dedicated resource used to maintain and enhance the appearance of the City Centre
- Ladeside Renovation – Project in conjunction with Beautiful Perth and Community Greenspace.
- Graffiti Strategy – Partnership with Safer Communities Team to tackle graffiti
- Communications Plan – Focus on gathering evidence and using social and traditional media to market the activities of the team.
- Westbank Project – The Westbank site has now adopted a Trust-like approach to become a community asset while developing and supporting vulnerable and disadvantaged people. The Project has attracted ESF funding in relation to employability services.

In 2017, Community Safety applied to SSE Resilience Fund for a grant to increase the awareness and membership of Community Watch, resulting in an award of £7k.

Home Safety visits are carried out jointly by Scottish Fire and Rescue and Community Wardens. These visits are undertaken when elderly and other vulnerable people have been identified and referred. They are essential in helping people stay in their own homes while arrangements are put in place to get them access to the services they need.

Housing Repairs Transformation - We continue to deliver the outcomes identified within our Repairs Transformation programme by undertaking a detailed review and analysis of key areas of housing repairs to progress improvements to efficiency and productivity and service delivery. We have undertaken approx. 21,000 works orders with 90% of non-specialist work carried out by the Repairs

Team, minimising the use of external contractors and maximising our own internal resources. We delivered significant efficiency savings in 2017/18 and are on target to achieve the estimated savings in the transformation programme.

	PKC	Local Authority Average 2016/17
Emergency Repairs	3.57 hours	5.9 hours
Non Emergency Repairs	8.59 days	8.7 days
Repairs by Appointment	97.94%	95.20%

A key component of the transformation is to maximise the benefits of technology in particular to mobile working. There is a phased roll out across Repairs Teams and, while early days, we have received positive feedback from staff.

In embracing the move to on-line services, we have also developed video tutorials to enable tenants to undertake simple household repairs.

A full review of the service structure was undertaken and trades staff moved from a functional to locality arrangement, with a new locality supervision structure. Trades are assigned to one of four localities dovetailing with existing housing locality teams.

Key Challenges

One of the key challenges for the Repairs Service in particular, is the availability of skilled trade operatives. We are competing in a competitive market from a limited pool and we are currently reviewing recruitment options.

Independent Living

People have told us that housing is an important factor in supporting their independence within local communities. The condition of a property, its surrounding environment and the availability of support can have a huge impact on the health and wellbeing of an individual and their ability to live independently.

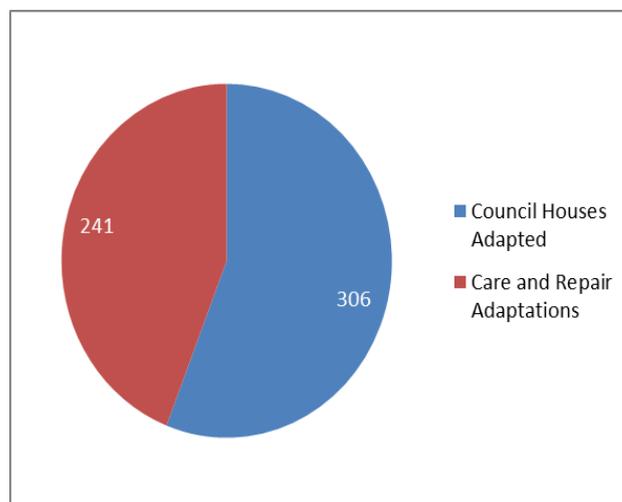
What we said:-

- People have access to the right type of housing to enable them to live as independently as possible at home or in a homely setting.
- People have access to the right type of support to sustain their accommodation.

How have we done?

We continue to work with the Health and Social Care Partnership to ensure that suitable housing and housing support is available to prevent increased admissions and/or prolonged stays in hospital. We continue to ensure early engagement with partners to deliver a seamless service for people discharged from hospital.

One of the key aims of the health and social care partnership is to enable people to live independently at home for as long as possible. Housing adaptations is a key activity in achieving this goal. These can range from minor installations (installation of safety rails) or more major adaptations (alteration of doors to whole house adaptations to accommodate mobility issues). During 2017/18, we adapted 306 council houses and commissioned the Care and Repair Service which delivered 241 adaptations to other housing providers and private home owners.



Our Sheltered Housing Service provides a valuable service to support older people to live as independently as possible. Following a recent unannounced inspection by the Care Inspectorate, our Sheltered Housing Support Service were evaluated under two themes: Quality of Care and Support and Quality of Leadership & Management and were given a **grade of very good** in both categories.

The Inspector commented that:-

- Staff were very responsive, warm, friendly and approachable.
- There are good intergenerational links.
- The Care About Physical Programme Activity (CAPPA) implemented by officers is make a real difference by improving the health and wellbeing of some tenants.

During the inspection service users expressed a high level of satisfaction with the service provided, comments included:-

- “very friendly, caring and professional”
- “Staff always go the extra mile”
- “You couldn’t get any better”

Key Challenges

There is an increase in older people with more complex support and health needs and we need to provide housing which has the flexibility to meet the future and longer term needs by future proofing properties and building in technology enabled care solutions. In addition we need to develop key competencies to meet the needs of challenging and vulnerable clients which will require not only skilled staff, but a level of investment to be able to sustain people safely in their own homes.

Housing Condition, Fuel Poverty and Climate Change

Households should be able to live in quality homes which meet the relevant standards in safe and secure communities. Ensuring our tenants live in good quality well maintained properties is a key objective and one of our priorities over the past year has been the continuation of the Repairs Transformation project. This project aims to deliver a more responsive and customer focused service which also improves efficiency and delivers greater value for money.

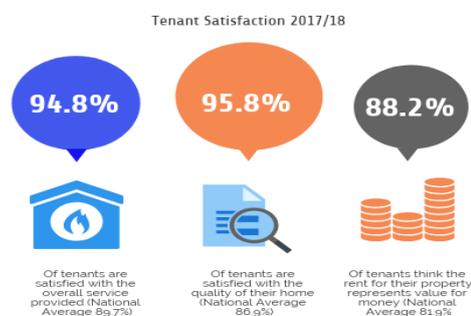
Housing Condition

Ensuring the condition of our houses meet the Scottish Housing Quality Standard (SHQS) and now Energy Efficiency in Scottish Social Housing (ESSH) is a key priority. We recognise the impact good housing has on the health and wellbeing of our tenants.

Our transformation project has delivered a workforce structure by realigning our resources to meet the demands within the localities. The Repairs Service has also been an early adopter of the mobile working approach being introduced across Council Services. This is currently being rolled out across the Repairs Teams. Initial feedback from staff has been very positive and the efficiency benefits are beginning to materialise.

Good progress is being made in other areas such as review of fleet, stores and procurement of materials.

An independent Tenant Satisfaction Survey was conducted during 2017/18 which surveyed 1,032 tenants via face to face and telephone interviews. The results of the survey have shown that tenant satisfaction in Perth and Kinross is very high in comparison to national averages.



Fuel Poverty/Climate Change

“Scotland’s Sustainable Housing Strategy” (2013) sets out the vision for “....warm, high quality, affordable, low carbon homes....”

There is a strong relationship between cold and damp homes and health-related issues such as respiratory problems.

Energy Efficiency/Fuel Poverty:- This continues to be one of our main improvement priorities ensuring we increase energy and fuel efficiency for households. From April 2017 to March 2018:-

- **694** upgraded central heating systems have been installed.
- **526** houses have received new triple glazed windows and insulated exterior doors.
- **75** Council houses, and **123** privately owned or privately rented houses, have been fitted with externally applied wall insulation
- **367** Council houses have had cavity wall insulation extractions and re-fills.
- **82** houses have been fitted with new gas main connections and **28** houses have been fitted with renewable energy measures such as air source heat pumps or solar panels.

We continue to support people to improve the energy efficiency of their homes:

- We have taken opportunities to promote the HEEPS ABS and HEEPS Equity Loan Schemes through our engagement with private landlords and home owners as well as those accessing our housing options service.
- Through our Empty Homes Initiative, we provide grants to bring properties up to the Repairing Standard to enable them to be rented out to private tenants. These improvement works often include energy efficiency measures including replacement windows, upgrades to heating systems, etc.
- We have successfully bid for Warm Homes Funding and we will be undertaking works during 2017/18. The fund is primarily designed to incentivise the installation of affordable heating solutions in fuel poor households who do not use mains gas as their primary fuel.

Some tenant feedback:-

- “I’ve just received my quarter electricity bill and it’s saved me an average of 9% on my bill – fantastic”.
- “When I came into my house three years ago, it was riddled with dampness but since they put in wall insulation the dampness has gone. The house is much warmer and I use less gas. It’s fantastic”.

Key Challenges

At present we have 14 properties with exemptions to the SHQS which relate to secure common external front door entry. Efforts to find economic and practical solutions to these problems will continue to be explored. However, it is highly unlikely that this figure will be reduced.

ORGANISED TO DELIVER

Customer Focus and Community Engagement

Involving and empowering our communities is at the heart of creating sustainable communities where people want to live. There are a variety of ways of where we aim to strengthen links between the Council and community groups. Our **Tenant Participation Strategy** provides further information on how we aim to listen and communicate with our tenants and residents. The Service User Review and Evaluation (SURE) Team is our tenant scrutiny panel. Their role is to agree and scrutinise and make recommendations for improvement.

Preparing our people for the future

We recognise that our people are our most valuable asset and it is through their commitment and expertise that the Council will effectively support the achievement of better outcomes.

A wide range of practices are in place to provide leadership and direction; ensure services are organised to deliver; keep colleagues informed; support learning and skills development; sustain effective employment relationships; extend collaborative working and promote health and wellbeing.

We encourage our staff development through the Learn Innovate Grow (LIG) ethos and encourage staff to seek opportunities to build their knowledge and skills base. We also have a Leadership and Management Programme (LAMP) which augments this.

The latest staff survey told us that 87.9% of those responding felt that they were clear what is expected of them and 83.2% felt there was a good fit between the job and their skills and abilities.

Partnership working

Working with partners is fundamental to the way we work and deliver services. As well as working with our Community Planning Partners we continue to work in partnership with a broad range of organisations such as housing associations, third sector, private sector developers, private landlords to:-

- Increase the supply of affordable housing and supported housing with services attached to support people to live as independently as possible
- Bring properties back into use
- Homeless prevention
- Provide a wide range of housing options
- Improve energy efficiency of homes
- Keep our communities safe

Financial/Resource management

We continue to face challenges due to the continuing fiscal situation and increasing demand for services. The increase in the number of older people, and the impact of UK Government's Welfare Reform will, in particular, continue to impact on services and the level of funding available. We have prepared for increased pressures in regard to income maximisation, benefit advice and claims and this will continue. The budgets available to deliver services in 2017/18:-

- a net general fund budget of £15.8m, and a
- Housing Revenue Account budget of £28.4m, and a
- a capital allocation of £17.8m of which £16.7 related to HRA

Our effective governance arrangements ensure that these budgets are managed effectively. There are regular monitoring arrangements throughout the Service and the Council to ensure our resources are used to the best effect.

Performance, Self-Evaluation and Risk Management

We have effective governance arrangements in place to monitor our performance whether this is a team level, management, senior management and at a corporate level. We also compare our performance against other local authorities through the Scottish Housing Best Value Network, Housemark, and the Local Government Benchmarking Framework.

We undertake an annual self-evaluation of the Service using the “How Good is Our?” approach and we are also regularly inspected by external agencies, including the Care Inspectorate and the Housing Regulator.

In line with the Council’s Risk Management Policy and Strategy, the Service undertook a risk workshop. A number of risks were identified and this has subsequently been superseded by a wider risk profile to incorporate the risks identified by Housing & Environment. These will be monitored and reported to the Senior Management Team.

Health and Safety

We follow the corporate governance arrangements for Health, Safety and Wellbeing. Across the Service, our staff are familiar with the Corporate Occupational Health & Safety Policy and are involved in the Health & Safety Consultative Committee.

Through the Committee, strategic and operational issues are discussed. The Committee also considers quarterly reports on Health & Safety training and incidents.

Performance is regularly reported to management teams and is included within the key performance monitoring process reported to the Senior Management Team.

Fire Safety Arrangements - We continue to work closely with the Scottish Fire and Rescue Service (SFRS) and tenants. Some recent examples being:-

- We contacted all tenants and owners within multi-storey blocks and held drop-in sessions for tenants and residents to discuss fire safety and answer questions.
- We also updated and enhanced our Fire Safety Action Plan and held a desk top emergency planning exercise with SFRS colleagues to test our response arrangements.
- We have undertaken a range of fire precaution works which included installation of upgraded smoke detection systems, installation of fire rated entrance doors and flame retardant paint in communal closes.

PERFORMANCE UPDATE

Giving Every Child the Best Start in Life

Indicator (Source)	Performance			Targets			
	15/16	16/17	17/18	17/18	18/19	19/20	22/23
Homeless Presentations - Families with Children							
1.1 Number of families with children presenting as homeless	337	319	306	290	280	280	275
<p>Work to prevent homelessness continues to be our priority and through our proactive approach to supporting families at risk of homeless, we have reduced the number of families presenting as homeless. We are also minimising the impact of homelessness on families through our Home First rapid rehousing approach. This enables us to assist families to move straight into mainstream, settled accommodation avoiding the need for temporary accommodation.</p> <p>Through this approach, we will continue to intervene early and prevent homeless, where possible, by providing mediation to families to help prevent relationship breakdown and link in with a range of agencies to support people with financial difficulties and trouble meeting their household costs. We continue to work closely with Police Scotland and Women's Aid to make sure safe accommodation is provided for those at risk of domestic abuse.</p>							
Overcrowding							
1.2 Number of overcrowded households in Council tenancies	127	115	108	125	125	125	125
<p>We have exceeded our target for the number of families living in overcrowded Council tenancies to the lowest level recorded. This has been achieved by various approaches such as the buyback scheme, new affordable housing supply, the new allocations policy and the delivery of realistic housing information and advice to families to enable them to make informed decisions regarding their housing options.</p>							

Nurturing Educated, Responsible and Informed Citizens

Indicator (Source)	Performance			Targets			
	15/16	16/17	17/18	17/18	18/19	19/20	22/23
Young People Presenting as Homeless							
2.1: Number of single young people aged 16 to 25 presenting as homeless	184	151	207	180	180	180	140
<p>There has been a 37% increase in homeless presentations from young people aged 16-25 in the past year. The main reason for youth presentations is a family relationship breakdown.</p> <p>Dedicated Support Officers to support young people if they present as homeless or with a housing issue have enabled us to mediate with families and allow young people to return home, if safe to do so. We also provide tailored support to help prevent a crisis situation.</p> <p>We are currently undertaking a review of our successful housing education programme to increase our focus on wellbeing, early intervention and prevention. The new programme has already been piloted in a number of secondary schools across Perth and Kinross and the initial feedback has been very positive.</p>							
Tenancy Sustainment - Young People							
2.2: % young people (16-25) sustaining a council tenancy for more than one year	79%	87%	83%	85%	85%	85%	85%
<p>Out of the 174 tenancies for 16-25 year olds, 145 (83%) were sustained for more than 12 months.</p> <p>The Housing Regulator Technical Guidance does not allow tenancies that ended for positive reasons to be discounted. Of the tenancies not sustained, 14 (48%) were due to positive reasons including mutual exchange, moved in with partner, rehoused by PKC or moved outwith the area.</p> <p>The service continues to monitor the reasons for tenancies ending within 12 month period. Continuation of the 5 day health check visits should continue to highlight issues early on in the tenancy. An audit on abandonments is currently underway which is higher in this age group category.</p>							

Developing a Prosperous, Inclusive and Sustainable Economy

Indicator (Source)	Performance	Targets					
	15/16	16/17	17/18	17/18	18/19	19/20	22/23
Rent Management (Voids and Arrears)							
3.2a: % of income due from Council Tax received by the end of the year (SOLACE Benchmarking PI)	98.5%	98%	97.9%	97.5%	97.5%	97.5%	97.5%
3.2b: % of income due from Non Domestic Rates received by the end of the year	98.04%	98%	98.4%	98%	98%	98%	98%
<p>Council Tax: The 2017/18 collection level has exceeded our target. It is anticipated that we will continue to be one of the top performing councils for council tax collection for this period. Maintaining such a high level of in-year collection has been extremely difficult to achieve in the context of continuing hardship, reducing award levels of Council Tax Reduction and increased charges on long term empty dwellings.</p> <p>The Scottish Average (LGBF) for this indicator was 95.8% in 2016/17. Perth and Kinross were the second highest performing authority in 2016/17.</p> <p>Non-Domestic Rates: The 2017/18 collection level has exceeded our target. This has been achieved in an ongoing difficult economic environment in which the Council has supported ratepayers through Rating relief delivered under the Community Empowerment Act.</p>							
Housing Benefit/Council Tax Claims							
3.4a: Average number days per case to process new Housing Benefit / Council Tax Reduction Claims	26	23	23	23	23	23	21
4.1b: Average number days per case to process change events for Housing Benefit / Council Tax Reduction Claims	12	7	6	13	13	13	13
<p>Performance has been maintained for the average number of days to process new Housing Benefit / Council Tax Reduction Claims and has improved for change events over the past year. This has been achieved following a revision of processes and removal of areas of inefficiency.</p>							

Indicator (Source)	Performance			Targets			
	15/16	16/17	17/18	17/18	18/19	19/20	22/23
Rent Management (Voids and Arrears)							
3.1a: Current and former tenant rent arrears as a % of gross rent due for the reporting year (SOLACE Benchmarking PI)	10.4%	10.0%	10.2%	9.0%	8.7%	8.7%	8.0%
3.1b: % of rent due in the year that was lost due to voids (SOLACE Benchmarking PI)	0.6%	0.6%	0.7%	0.6%	0.6%	0.6%	0.6%
<p>Rent Arrears - Preventing and reducing rent arrears is a key priority and is significantly challenging within the current economic and financial climate. We continue to monitor, evaluate and implement a range of improvement activities designed to support prevention and early intervention.</p> <ul style="list-style-type: none"> ▪ We have seen an increase in our Gross Rent Arrears over the year. This has been due to the level of tenancies ending with arrears. The current tenant rent arrears, however, did fall throughout the year from 10.46% in March 2017 to 9.44% to the end of March 2018. ▪ At the end of March 2018, 28.5% of tenants had rent arrears and 51% of tenants had a current repayment agreement. ▪ With the impending introduction of Universal Credit it is important to continue supporting tenants through this change to maximise the income to the council. We make best use of the tools provided by the DWP to protect the revenue streams to the council but also to sustain the tenancies of tenants living in our properties. ▪ The Local Authority Scottish Average for Gross Rent Arrears was 6.5% (2016/17) <p>Re-letting Properties – Despite an increase in the average number of days to re-let properties, we continue to turn around void (empty) properties very quickly in comparison to the Scottish average of 31.5 days. (SHR 2016/17). As a result, we have minimal income lost due to voids. Our rent loss continues to be lower than the Scottish average of 0.9% in 2016/17.</p>							

Creating a Safe and Sustainable Place for Future Generations

Indicator (Source)	Performance			Targets			
	15/16	16/17	17/18	17/18	18/19	19/20	22/23
Community Safety							
4.3: Overall level of public satisfaction with the way the antisocial behaviour complaint was dealt with	76%	64.5%	41.4%	78%	70%	72%	75%
Data for this indicator is taken from the complainants' feedback questionnaires following completion of an antisocial behaviour case.							
In future we will separate this indicator to reflect how well the complaint was responded to as well as the level of satisfaction in relation to the outcome of the complaint.							
Further analysis of the questionnaire responses is currently underway in order to ascertain the possible reasons for this drop in performance. This further analysis is investigating the extent to which levels of satisfaction may be influenced by the outcome of the case. Identified improvement actions will be implemented as early as practicable.							
New Community Safety Indicators							
Indicator (Source)							
Performance							
Targets							
15/16							
16/17							
17/18							
17/18							
18/19							
19/20							
22/23							
4.17a: % of dwellings meeting SHQS (SOLACE Benchmarking PI)	94.6%	95.6%	96.15%	100%	100%	tbc	SHQS2 tba
The Scottish Average for this indicator was 93.6% in 2016/17 (SHR)							
4.17b: % households in fuel poverty (Corporate Plan)	22.3% (Local Survey 2015)	22.3%	tbc	19% (local)	19	tbc	18% (local)
Indicator (Source)							
Performance							
Targets							
15/16							
16/17							
17/18							
17/18							
18/19							
19/20							
22/23							
4.18: No. of new publicly available social housing units	132	126	159	150	150	150	150
During 2017/18, a total of 159 new housing units were built for social housing. PKC built 42 of these units and in addition to this. The council also bought back 41 properties from the open market.							
Repairs and Maintenance							
4.19a: % of repairs appointment kept	96%	98%	98%	96%	95%	95%	95%

4.19b: Average length of time taken (in hours) to complete emergency repairs	3.74hrs	3.78hrs	3.57hrs	4.5 hrs	4.5 hrs	4.5hrs	4.5hrs
<p>Our Repairs service continues to perform well and we have exceeded our target for this year in relation to appointments kept, demonstrating our commitment to good customer service.</p> <p>We continue to perform well in relation to emergency repairs responding well within our target timescale and we compare favourably with the national average of 4.1 hours (2016/17).</p>							
Re-letting Empty Properties							
4.20: Average length of time (days) taken to re-let properties (includes mainstream and difficult to let properties)	25.2	24.1	27.8	27	27	27	27
<p>Mainstream/Difficult to Let: Our performance has been impacted by an increase of 11.6% in the number of properties re-let during the reporting year in comparison to 2016/17. Despite an increase in the average number of days to re-let properties, we continue to turn around void (empty) properties very quickly in comparison to the Scottish average of 31.5 days. (SHR 2016/17).</p>							
Homeless Presentations							
4.21: Number of households presented to the Council as homeless (Corporate Plan)	898	825	999	815	815	815	810
<p>During 2017/18, 999 people presented as homeless but only 792 (79%) have gone on to the final stage of being considered for permanent accommodation.</p> <p>An exercise is currently being undertaken to carry out a detailed analysis of presentations in 2017/18 with a view to establishing a full understanding of the reasons for the increase in presentations compared to previous years.</p> <p>We adopt a proactive, prevention-focussed approach to homelessness. As such, we are continuing to deliver housing advice surgeries in various teams and areas such as Perth Prison, Women's Aid and Perth College to help intervene early and prevent homelessness where possible. Work is progressing with various teams in the Council to raise the profile of renting in the private sector and to promote the support available to tenants living in private sector accommodation.</p>							
Tenancies							
4.22: Overall % of new tenancies sustained for more than a year	88%	89.7%	87.6%	95%	95%	95%	95%
4.23: % of tenancy offers refused during the year	35%	35%	36%	35%	32%	32%	28%
<p>Tenancy Sustainment: Out of the 704 new tenancies created, 617 were sustained for more than one year. The Annual Return information for the Scottish Social Housing Charter (2016/17) shows that the national average is 89% across all 193 social housing providers, similar to that of the Council.</p> <p>Of the 87 tenancies considered to have failed 38 were attributable to either circumstances outwith the influence of the landlord or where people have moved for positive reasons. Taking these into account, our overall sustainment rate would be 655 tenancies out of 704 which is 93.03%.</p>							

% Tenancy Offers Refused (this includes withdrawals): We have continued to maintain our performance in this area, despite an increase in allocations, and also perform very well in comparison to the **Scottish average of 37%** (2016/17). Reasons for refusals include people's circumstances changing, the location and type of property offered, and if an applicant is not yet ready to move at the time of offer.

SERVICE IMPROVEMENT PLAN 2017/18 - UPDATE

Focus and Major Change for 2017/18	Key Action	Delivery Timescales	Comments on Progress
<p>1. Welfare Reform</p> <p>Ensuring we are prepared for the impact of full implementation of Welfare Reform and in particular Universal Credit</p> <p>Head of Corporate Information Technology and Revenues</p>	<ul style="list-style-type: none"> ▪ P&K Implementation of the Full Digital Universal Credit ▪ Housing Benefit Migration 	<p>June 2018</p> <p>2019 to 2022</p>	<p>DWP moved start date to June 2018. Significant level of preparatory work has been underway for some time and will continue. The DWP led project has also recently commenced.</p>
<p>2. Housing Repairs</p> <p>Head of Housing</p>	<ul style="list-style-type: none"> ▪ Delivery key outcomes from the Transformation Review 	<p>March 2020</p>	<p>A number of changes to improve productivity have been achieved; reducing spend on external contractors; improving void performance; phased roll out of mobile working solution; introduced online services; and delivery of savings against budget.</p>
<p>3. Local Housing Strategy</p> <p>Head of Housing</p>	<ul style="list-style-type: none"> ▪ Delivery of the key priority areas outlined within the plan 	<p>2016-2021</p>	<p>Local Housing Strategy update will be reported to Committee in August 2018.</p>
<p>4. Fairness Commission – Fairer Futures</p> <p>Head of Housing</p>	<ul style="list-style-type: none"> ▪ Take forward the recommendations within the strategy 	<p>2017- 2020</p>	<p>The recommendations are supported in the development of policies, strategies and within team plans.</p>
<p>5. Estate Based Initiatives</p> <p>Head of Housing</p>	<ul style="list-style-type: none"> ▪ Delivery of a range of projects identified and prioritised in consultation with tenants across Perth and Kinross supporting social enterprise project. 	<p>March 2018</p>	<p>Completed - 50 projects were completed. Budget for 2018/19 has been increased and walkabouts are taking place throughout our localities and some projects have commenced.</p>
<p>6. Digital Inclusion</p> <p>Head of Housing</p>	<ul style="list-style-type: none"> ▪ Combination of “Lead” learning programmes and take forward national initiatives such as Go ON UK ▪ Delivery of bespoke sessions for tenants 	<p>March 2018</p> <p>March 2019</p>	<p>Complete.</p> <p>Lead Digital Inclusion projects continue across Perth & Kinross with people with disabilities, carers and those who are disadvantaged.</p> <p>A new project started in March 2018 which aimed to target 40 people between the ages of 55 and 65 who have co-morbidity, to enable them to increase their abilities to self-manage through the use of technology. The training will be provided by LEAD Scotland (Linking Education and Disability)</p>

Focus and Major Change for 2017/18	Key Action	Delivery Timescales	Comments on Progress
7. Integrated Schools Programme Head of Housing	<ul style="list-style-type: none"> ▪ Extension of the Housing Education Programme to provide awareness, support and assistance to secondary school children around drug and alcohol issues. 	March 2018	We have enhanced our Schools Housing Programme to have a greater focus on the health and wellbeing needs of young people. Feedback from the first pilot programme has been positive and we are building on the feedback to ensure the programme enables young people to make informed choices and decisions about their housing situation.
8. Housing Liaison Officer – Hospital Discharge Head of Housing	<ul style="list-style-type: none"> ▪ To establish a Housing Liaison Officer to support a seamless service for people discharged from hospital. 	May 2017	Completed.
9. Housing Options Head of Housing	<ul style="list-style-type: none"> ▪ Expansion of the Housing Options Training Toolkit 	December 2018	The development of the toolkit is progressing with all 32 local authorities now supporting its development. Due to changes in procurement legislation there has been a delay in procuring a supplier. However this is now progressing and a supplier will be appointed by July 2018. Following the appointment of the provider, we will lead on the testing and piloting of the toolkit with key partners.
10. Perth & Kinross Community Justice Partnership Improvement Plan Service Manager, Community Safety	<ul style="list-style-type: none"> ▪ Report to Scottish Government on progress 	March 2018 September 2018	Partners are working to progress the actions identified in the plan, Progress against the actions will be reported annually to Community Justice Scotland.
11. Expand the Community Watch Scheme Service Manager, Community Safety	<ul style="list-style-type: none"> ▪ Roll out of the system 	March 2018	Complete.
12. Expansion of Electronic Monitoring Service Manager, Community Safety	<ul style="list-style-type: none"> ▪ Trial electronic monitoring to other areas such as alcohol bracelets 	March 2018	The trial is complete and the alcohol bracelets have to be further developed. Pilots are continuing throughout the country.
13. Locality Community Planning Partnerships Head of Housing	<ul style="list-style-type: none"> ▪ Identify and respond to opportunities to work with locality planning partnerships to deliver positive outcomes. 	March 2018	Complete.