



# Perth & Kinross Council Annual Performance Report

**everyone** PKoffer  
has something to offer

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## Working together so that everyone in Perth and Kinross can live life well

During the period of lockdown  
**over 1,000**  
 people registered as volunteers with Perth & Kinross Council

### COVID-19 Impact

Find out what impact COVID-19 had on our community during 2020



### Perth and Kinross Offer

Find out what it's all about



# Welcome

We are pleased to present this year's Annual Performance Report for Perth & Kinross Council for 2020/21. The year created never seen before challenges, with the impact of COVID-19 and its associated restrictions. We have had to adapt quickly and respond flexibly. We've learned lessons along the way and have reflected on these within our review of 2020/21. Despite the challenges, there are also a great number of achievements to report. Council teams and our partners continued to deliver essential services every day. Most significantly, we have all been heartened by the way people within our communities in Perth and Kinross have worked together to help each other through this time.

People throughout the area have demonstrated tremendous generosity and resilience in helping each other to combat the impacts of the pandemic. It is a testament to the character and spirit of the people within Perth and Kinross that we have so many positive stories of how everyone worked together to ensure those most vulnerable in our communities were cared for during this time. We are immensely grateful to the many people from all walks of life who have done their utmost to support and assist their loved ones, friends and neighbours over the past year.

While the size and scope of work undertaken by our Services across Perth and Kinross is significant, this report only highlights key areas of work and performance. More detailed information on specific areas is available in links throughout the document.

The impact of COVID-19 in Perth and Kinross has been considerable and for this reason, we have chosen to address these issues separately in Appendix 1. This has allowed us to focus the main report more fully on how we continued to deliver our day-to-day services. While aspects of delivery of services and resources available to undertake these was often impacted by the pandemic, we remained flexible, listened to our communities and continued to provide a high level of service delivery throughout.

However, the effects of the pandemic are not going to go away quickly. While we all experienced challenging circumstances, it is already evident that the worst of these are, and will continue to be, felt severely by those most vulnerable in our society. We also recognise the challenges presented by the rural/urban diversity of the Perth and Kinross area. Addressing the long-term impacts on our communities is a significant challenge and we want to reassure residents we are taking this very seriously. Perth and

Kinross has already shown the successes we can achieve when we work together, and we believe that we have the opportunity to continue that way of working through the Perth and Kinross Offer.

The work recorded in this Annual Performance Report would not be possible without the commitment, dedication and hard work of all of our staff and those of our partner organisations, with support from Elected Members. It has been a privilege to work alongside them, and we know that with their continued efforts and enthusiasm, Perth and Kinross is in a strong position for future success.

Thank you for taking the time to read our Annual Performance Report.

**Barbara Renton**

*Interim Chief Executive  
Perth & Kinross Council*

**Councillor Murray Lyle**

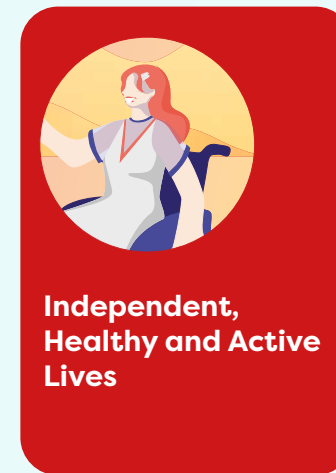
*Council Leader  
Perth & Kinross Council*

# Introduction

We share the Vision of the Community Planning Partnership for our area:

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

Our five strategic objectives are:



Whilst these objectives have been in place for a number of years, they remain relevant and stand us in good stead for recovery from the challenges presented by COVID-19.

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

# 2020/21 Performance Indicators

In previous years, we have used our Annual Performance Report to present our performance by demonstrating the progress we have made against key performance indicators over a reporting period. This year, however, the unprecedented impact of COVID-19 and our response to the pandemic means we have taken a slightly different approach.

Despite the many challenges we have experienced in recent times, we have continued to record notable successes in our key service areas. We have also remained committed to identifying improvement actions based on our learning to date. As such, this report still details our performance against key performance indicators. However, making judgements about trends in performance is more difficult because data available is not necessarily comparable with that of previous years.

For a more detailed examination of our key performance indicators, please see **PK Performs**, where the latest available data is presented. Please note that not all data for 2020/21 is available yet, and **PK Performs** will be updated as data is published. Details are listed within each strategic objective.

Services have produced Service Joint Business Management and Improvement Plans and Annual Performance Reports. Service specific improvement areas and priorities have been identified and further details can be accessed [here](#).



# Improvement Priorities 2021/22

## Tackling Challenges and Delivering Improvement Priorities

We have engaged with our communities and local businesses to hear how we can develop the **Perth and Kinross Offer**. We will continue to strengthen our relationships with communities, businesses and partners, ensuring effective joint working which will allow us to fully deliver our ambitions and commitments for the Offer. As the key driver for our recovery and renewal approach, the Offer will ensure that we build on recent progress and work more closely with our communities to achieve considerable change in how services are created and delivered.

The vision for the Perth and Kinross Offer is:

***“Working together so that everyone in Perth and Kinross can live life well”***

We believe everyone has something to offer in their community and we want to help people to help each other; creating opportunities for young people; and designing how we work with you, and your community. We're only able to do that by listening to and building new relationships with our communities. By focussing our efforts and resources, we can make a positive

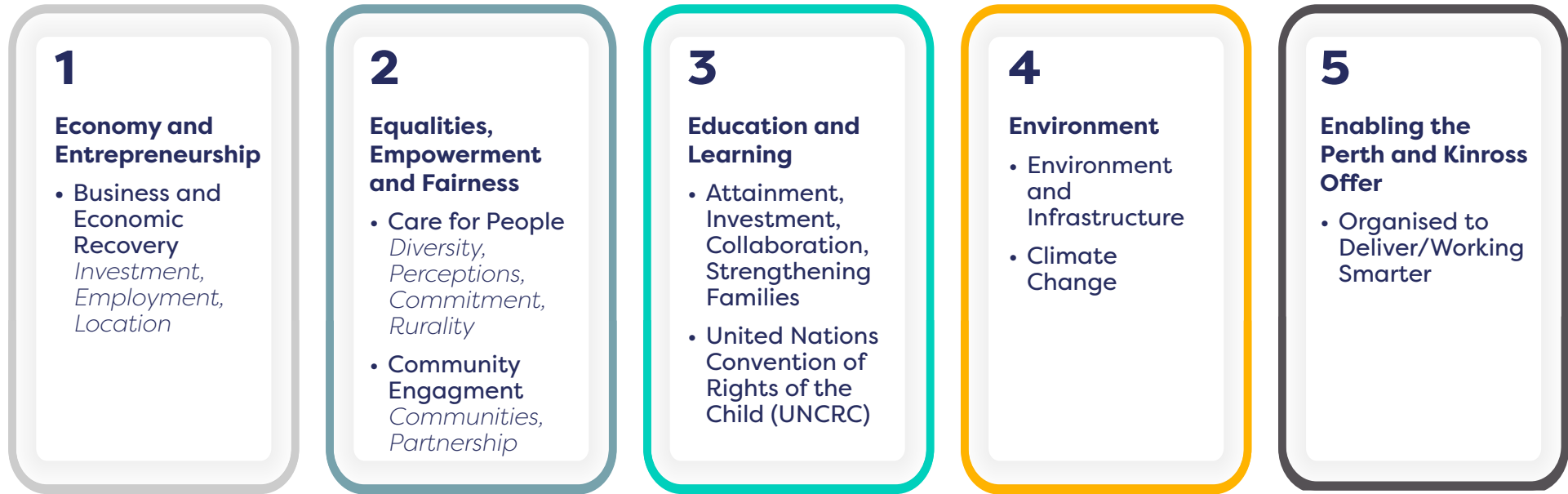
difference to people's lives and help everyone in Perth and Kinross to live life well.

If we all play our part, we can make Perth and Kinross an even better place to live. This could be as simple as helping with a neighbour's gardening or shopping; having a chat; volunteering, socialising and shopping locally. We are already seeing the Offer in action out in our communities and we will build on this good work, creating opportunities for people to get involved.

We want the **Perth and Kinross Offer** to make a difference where:

- ***people are at the heart of everything we do; they are happier, healthier and more resilient;***
- ***communities are empowered to make decisions with resources directed where they are most needed;***
- ***people's needs are met in better ways and working with us is easier;***
- ***our digital services are improved making accessing services and contacting us much simpler;***
- ***Perth and Kinross is a better, greener and fairer place to live, learn, work, play and visit.***

Key to this is the development of **five agreed workstreams** which will underpin the ethos of the Offer, tackling inequalities at the core.



Our priorities will focus on outcomes which have put the wellbeing of our people, place, economy and communities at their heart. The Offer will ensure this is achieved in a fair and sustainable way. To do this we will develop and refine our approach by working with our partners, businesses, communities and citizens, using tools such as the **Place Standard** and **20-minute neighbourhood** to help focus discussion and explore current issues and challenges faced by our communities. We will ensure that the United Nations Convention on the **Rights of the Child** (UNCRC), our commitment to realising the **Promise**

and closing the poverty-related attainment gap are threaded through all our work to support families and to improve outcomes for children and young people.

The development of the Offer will continue to evolve as we consult and engage with individuals, communities and businesses - listening to feedback, being responsive and working together. We have already developed some key activities to support the Offer.



# Our Strategic Objectives



**Giving Every Child  
The Best Start in  
Life**



**Educated,  
Responsible and  
Informed Citizens**



**Prosperous,  
Sustainable and  
Inclusive Economy**



**Independent,  
Healthy and Active  
Lives**



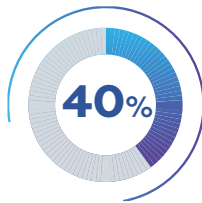
**Safe and  
Sustainable  
Places for Future  
Generations**

# Giving Every Child The Best Start in Life



## Key Achievements

- Social Workers have continued to make face-to-face visits to our most vulnerable children, young people and families. This has ensured that between **95-100% of children** who were on the Child Protection Register were visited each week.
- A framework to support safe contact between children who were Looked-After and their families helped staff to ensure that families could remain in touch during lockdown.
- We delivered **1,200+ digital devices** to children and young people at risk of digital exclusion when learning from home.
- Our phased implementation of affordable and flexible childcare provides 1140 hours of childcare for **all 3 and 4 year olds**.
- We arranged the first ever **virtual recruitment process** for Children's Panel members across Tayside.
- For vulnerable children and those from homes where essential worker status required parents to work in person, we supported in-person learning.
- During the first lockdown: between **91 to 158 children** were accommodated in our learning hubs each day.



Across Perth and Kinross  
**40% fewer** families with children presented as homeless compared to the previous year  
 (2020/21 - 83, 2019/20 - 139)



We ensured parents were able to feed their children at home by providing direct payments to **3,500 families** whose children were unable to access free school meals



On 31 March 2021, **96%** of Looked-After children and young people were accommodated in **Community Placements**

- In January 2021 as schools were closed again, all schools acted as hubs for children of key workers and for vulnerable children, providing care and learning for **1,500 children and young people**.
- We developed and rolled out an **'Attendance Framework'** with associated materials to support good practice in preventing absence from school, including emotionally based absence.



100% of eligible children can access the full **1140 hours** of Early Learning and Childcare



109 new young carer statements were completed during the year. As of March 2021, **229 of 350** registered young carers had a statement

## Children Will Be Cared For and Supported to Learn in Nurturing Environments

While this year has presented many challenges, our staff have strived to continue delivering the day-to-day services so many rely on, as well as implementing a wide range of service changes and adaptations to ensure provision continued as much as possible. As circumstances allowed through each stage of the COVID-19 restrictions, we supported a phased and full-time return to Early Learning and Childcare, registered childcare and in-school learning. Although implementation to expand **Early Learning and Childcare (ELC) provision to 1140 hours for every child** was briefly disrupted due to the ongoing pressures of the pandemic, we continued to make good progress. As of February 2021, 100% of eligible children in Perth and Kinross were able to access the 1140 hours of ELC they are entitled to. Service improvements have also been undertaken this year, to ensure a high-quality learning environment with nurturing spaces and a range of age-appropriate experiences both indoors and outdoors. A new data tracking system was also piloted to further support children's learning and progression and this was shown to improve planning to meet children's needs. This will be implemented for widespread use in 2021/22. There is still work to do, by all partners, in supporting children and families experiencing deprivation, where one or more developmental milestones are not being met.

Following the national decision to close all schools from 20 March 2020, teachers adapted to provide online home learning support to pupils, parents, and carers with childcare

hubs established for vulnerable children and those of essential workers. Examples of our approach to Supporting Learning at Home are available in more detail [here](#). Throughout the first lockdown we delivered critical childcare for essential workers and vulnerable children through Children’s Activity Centres. In January 2021, as schools were closed again, all schools acted as hubs for children of key workers and for vulnerable children. During the second lockdown, approaches to communication with parents were reviewed and adapted to improve daily contact, progress reporting and parent engagement sessions. As lockdown was eased, all operational requirements for the safe and successful reopening of schools and other establishments were met and we returned to full-time Early Learning and Childcare, registered childcare and education in schools.

Throughout the pandemic, there has been a co-ordinated approach to ensuring that those children and young people who are considered to be most vulnerable have been offered appropriate support either at home or in school-based services. A range of resources, both virtual and physical, have been provided to alleviate inequalities and disadvantage. This has been enhanced by the direct support being provided to young people in evenings and at weekends.

To help improve equity in learning, we enhanced support to young people in a range of ways including one-to-one tutoring by the **Volunteer Tutor Organisation** and **Perth & Kinross Association of Voluntary Service (PKAVS) Young Carers Hub**; mentoring provided by **MCR Pathways**, and through the PRAISE team which is dedicated to improving educational outcomes for children who are looked after at home.

## Our Children and Young People Are Physically, Mentally and Emotionally Healthy

Our staff have continued to work hard to communicate with and support learners and parents/carers as they undertook both in-person and remote learning throughout the year. The Counselling in Schools programme was established for all schools as part of its Tayside-wide implementation, with a total of 130 young people supported so far across Perth and Kinross, through 757 individual sessions, delivered either in person, online or by phone.

During the second lockdown we produced monthly snapshots of remote learning and further information can be accessed through these links:

### ***Snapshot of Remote Learning:***

The Educational Psychology Service developed a series of videos and leaflets for parents, to support where children were anxious about attending school to reduce stress and encourage attendance.

*PKC Schools Return August 2020*

## Our Children and Young People Who Experience Inequalities and Disadvantage Will Achieve Comparable Health, Wellbeing and Educational Outcomes

Work was undertaken to organise and support the mobilisation of partner organisations to provide food and essential items for children in vulnerable households. The establishment of the **Food Share Network** has been accelerated, leading to the development of key supply chain relationships and encouragement of partnership working. We are now increasing engagement with our community food organisations and have made use of virtual sessions to facilitate a workshop to explore the next steps for the **Food Share Network**.

During 2020/21, 83 families with children presented as homeless, representing a 40% reduction from 139 families in 2019/20. Focussed work with families at risk of homelessness alongside restrictions around evictions from the private and social-rented sectors enabled this positive outcome.

Through Home First we minimised the number of children living in temporary accommodation and continue to be one of the leading authorities in Scotland in this area. To support families to quickly move into their new homes, when retail shops were closed, we increased our **starter and furniture pack** by spending £50,000 providing essential goods.

Throughout the pandemic we co-ordinated and supported development of the **Child Poverty Action Plan** and the response to child poverty, working with partners to ensure that families received the necessary support and assistance. Our schools have taken steps to reduce the cost of the school day, seeking to ensure equity in terms of access to and participation in a range of activities that otherwise would not have been affordable for their families. We have maintained our housing rents as one of the lowest in Scotland and our communications campaign (Feeling the Pinch; Feeling the Strain; Feeling the Cold) ensured that families and frontline staff were aware of the wide range of local support available.

We have commissioned the **Scottish Poverty and Research Inequality Unit** to work with people with lived-experience of poverty to develop a Children's Scorecard which will articulate and measure the reach and effectiveness of the **Perth and Kinross Offer** for children and families affected by poverty. This will provide a baseline for the measurement of place-based multidisciplinary approaches to addressing poverty which are delivered through the Community Planning and Locality Planning process.

Our **Corporate Parenting Plan** outlines our commitment to ensuring that all looked-after children and young people benefit from stable and nurturing care within their own extended families wherever possible, or within high-quality family-based care in their own communities. Children and young people have been more settled in placements without some of the pressures of daily life, within a nurturing environment. Increased support has been available on a flexible and adaptable basis, including

garden visits and outside meetings. Young people facing a greater risk of isolation, such as those living independently, have been provided with increased contact, often meeting outside, to help support their emotional wellbeing and mental health.

Despite the challenges of COVID-19, Family Group Decision-Making (FGDM) Co-ordinators have continued to deliver the service, helping families create a plan to help and support their young people. This is enhancing our aim to ensure that children who cannot continue to live with their birth parent are able to stay within their own extended families. High levels of individualised support for kinship carers was provided over the last year. A creative and adaptive approach involving learning new skills and using technology ensured positive outcomes were still achieved, with staff engaging with and supporting families to come together using video platforms such as Microsoft Teams and Google Duo. Initial feedback from both professionals and family members has been extremely positive. We have worked in partnership with the third sector to provide digital access and ensure equity for young carers and other young people who may be at risk of being left behind digitally.

Throughout the pandemic, there has been a co-ordinated approach to ensuring that those children and young people who are considered to be most vulnerable have been offered appropriate support either at home or in school-based services. A range of resources, both virtual and physical, have been provided to alleviate inequalities and disadvantage. The **Young Carers Statement** (YCS) is an individual assessment of need to determine if support is required and at what level, and as of March 2021, 229 of 350 registered young carers had

a statement. Throughout the year, 109 new statements were completed, some as new referrals and some the outcome of reviews.

## Our Children and Young People Will Be Safe and Protected from Harm At Home, School and in The Community

Services for Children, Young People & Families continued essential services for children and families, with a focus on those at risk of abuse and on the edges of care, and additional resources were used to prioritise preventative work. Social Workers adapted their ways of working to ensure that these children were seen face-to-face during lockdown and between 95-100% of children were visited each week.

There were 77 children and young people on the Child Protection Register at 31 March 2021. Of the 77 children and young people, 16 (21%) have been on the Register for over 12 months. This is an increase on the percentage last year (12%). Large family groups and the impact of COVID-19 has meant that it was safer to support these children and families via a multi-agency Child Protection Plan for longer as many supportive and protective services operated at a reduced level. Our staff adapted quickly to using new technology to ensure that statutory social work functions, such as Looked-After Reviews and Child Protection meetings continued uninterrupted. They also ensured that the children, young people and families most at risk were prioritised, supported and cared for.

The Getting it Right...Keeping Your Child Safe event was designed and delivered to support parents, carers and professionals and provide them with advice from nationally recognised experts around a variety of topics relating to online safety, digital resilience and cyber security. This year the annual seminar was successfully moved online to overcome the national lockdown restrictions, attracting approximately 600 attendees. The event was well-received and has been nationally recognised, with the 2020 event nominated for and winning the Scottish Business Resilience Centre Outstanding Cyber Community Event 2021.

Staff from across our services have been offered the opportunity to participate in The Marie Collins Foundation '**CLICK: Path to Protection**' training, a programme of professional development and specialist training for those working with children and young people harmed, or at risk of harm, through the internet and related offline abuse. The programme supports professionals to understand their individual role and those of colleagues in other related organisations.



## 2020/21 Key Performance Indicators

Performance against our key performance indicators is available in **PK Performs** our online performance dashboard.

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

**Active Schools participation rates** was not collected in 2020/21 due to COVID-19. This indicator will be updated for the 2021/22 session.

# Educated, Responsible and Informed Citizens



## Key Achievements

- We **developed and implemented plans to support home learning** and support a shift to digital learning approaches.
- We delivered year 3 of the **Gaelic Language Plan**. This included engaging with **124 adult learners** through 11 adult learning classes, **provision of 4 Gaelic Playgroup Sessions** weekly, and hosting **21 Gaelic Bookbug Sessions**, the early years book programme, and 6 events celebrating Gaelic language and culture.
- We **implemented** the **Alternative Certification Model for Scottish Qualification Authority** qualifications, using a well-considered and planned approach and a robust quality assurance process.
- Our students' educational attainment was generally good and **steadily improved** in line with Scotland. Challenges remain in narrowing poverty-related gaps, which is a key priority of our **Raising Attainment Strategy**.
- Overall, the average tariff points have remained relatively steady and are **generally higher** than the authority's virtual comparator.



Our national education satisfaction rating is **above the Scottish Average**

2020:

PKC - 75%

Scottish Average - 72%

**10 adults** achieved their College Connect Certificate

**57 community learners** completed their College Certificate in Literacies

**15 learners** received an SQA accreditation across a variety of disciplines



**£240K** was secured for the Futures for Families programme

- A bid for **Education Recovery** funding was successful, enabling a range of organisations to **provide additional support** to children and young people during evenings and weekends.
- We ensured adult learning continued during the pandemic by introducing an **accredited online programme** supporting people into employment, education and training with 110 adults enrolled.
- We **completed the implementation** phase of the **Highland Perthshire Learning Partnership** between Pitlochry High School, Breadalbane Academy and Perth College (UHI).
- We established a **Virtual Campus**, **extending the range of subjects** that can be studied by young people from different schools.



## High-Quality Learning For All

The restriction placed upon in-person teaching, and the promotion of homeworking, highlighted the need for us to develop a suite of digital tools and resources for schools and teachers. Our online Closing the Gap planning tool was developed and piloted by a small group of primary and secondary schools. This online tool helps schools to carefully plan and track the progress being made over the course of the year and we have set up arrangements between schools to share good practice and support materials. Schools are also being encouraged to take part in 'snapshot' case studies to promote the success of interventions and to highlight raising attainment and closing the poverty-related attainment gap.

Nationally, due to the introduction of home learning, examinations were cancelled for all secondary students in Scotland. Overall, our average tariff points have remained relatively steady and are generally higher than the authority's virtual comparator. Attendance in secondary has also remained steady, although primary attendance has fallen slightly across recent years.

Scottish Government funded **Developing the Young Workforce (DYW)** Co-ordinators are now in place in all schools and jointly managed by the DYW Board and staff to achieve joint Key Performance Indicators

In February, Inspectors visited Fairview Special School, which caters for children between the ages of three and 18 and identified many strengths. The school was rated very good for raising attainment and achievement and good for learning,

teaching and assessment. The inspection team found the school's senior leadership team and staff have created a caring, supportive school and nursery where children are happy and enthusiastic about their learning. The full report can be found [here](#).

## Support Our Citizens to Find and Sustain Employment

A co-ordinated response to the **Young Person's Guarantee** was put in place with a range of stakeholders involved including Skills Development Scotland; DYW Board; Perth College (UHI). This programme encourages employers to recruit young people (aged 16-24) into sustainable employment, such as Modern Apprenticeships, providing employers with a financial contribution to offset the additional costs of recruiting and sustaining a person in employment. This payment is dynamic in its approach and can be utilised in a number of ways, including costs such as additional supervision, training, travel to work or wages.

During lockdown all face-to-face adult literacy services were interrupted, and this impacted on some of our most vulnerable people in need of learning support to gain new skills and increase their employment chances. With our support, groups, such as **Churches Action for The Homeless**, were able to host online sessions for cooking, quizzes and taster courses. NHS Tayside and Perth College continued to support learners. Through online learning, partners were able to deliver courses which boosted people's confidence, employability skills and kept people connected in a time when learners were at risk of feeling isolated.

## Enable Communities to Participate

We are now working with partners, communities and people who use services to develop our latest **Community Learning and Development (CLD) Plan**. CLD supports people and communities to engage in learning, personal development, and active citizenship. The plan will set out the Council's and our partner's commitments to deliver capacity building and literacy services which improve people's lives and tackle inequality. The plan will align with the **Perth and Kinross Offer**, especially around education, empowerment and fairness.

Across 2020/21, 47 young people left **Activity Agreements**; working with a key worker to gain skills and confidence and prepare for employment, training, education and/or volunteering, with 40 going onto positive destinations. COVID-19 has limited the opportunity for young people to engage in 16+ activities and opportunities for employment have been limited due to the impact on recruitment, particularly in the hospitality and retail industries. In addition, some support agencies had to furlough staff, which had an impact on provision. To address these challenges, provision has been moved predominantly online. While this has been a positive for some young people, others have benefited from this adjustment less so than their peers.

The participation measure reports on the activity of the wider 16-19 year old cohort, including those at school. We are performing above the national average (92%) and we are doing so in every individual age group as well as overall. Due to the national lockdowns, there was reduced opportunity for **Duke of Edinburgh** participants to complete their expedition section

## Case Study

To understand the needs of parents in the rurally isolated area of Crieff, we carried out a parent consultation within two local primary schools. Forty-two families shared their views and identified things they'd like to learn more about, such as healthy eating, understanding and coping with children's behaviour, CPR and First Aid with children.

An initial coffee, chat and crafting class with crèche was set up in St Dominic's Primary School for parents. From there the team continued to support parents in identifying their interests or difficulties and planned a programme of learning activities. The group has been running successfully for three years now and many of the benefits could not have been predicted at the start of the project, but they include:

- *CV building and support with interview skills and techniques;*
- *supporting a struggling parent into volunteering which hopefully will lead to paid employment;*
- *making links with LEAD Scotland who support learning computing skills in people's homes.*

Quote from participant:

*"Attending the parenting group helped me get support writing a CV, applying for jobs and preparing for my interviews"*

which has impacted on the numbers being able to complete the full award. As a result, the introduction of a certificate of achievement was implemented recognising participants' commitment to completing three sections of the award. Over the past quarter, 107 young people have been registered to undertake awards supported by partners across Perth and Kinross. We have also used lockdown as an opportunity to deliver more training to partners for future award delivery.

**The Adult Literacies Partnership**, comprising of Churches Action for The Homeless (CATH), Perth College, Murray Royal Hospital, PUSH and HMP Perth, delivered 1,295 sessions with 2,859 attendances, offering a range of informal and accredited learning, relevant to the needs of individuals. As well as being the main users of interpreting and translation support within the Council, the Housing and Welfare Rights teams provide services which place equalities firmly at the heart of their work. The Housing team include specific equalities indicators within the Annual Scottish Social Housing Charter submission, evidenced by services such as:

- ***a digital inclusion service for tenants;***
- ***a self-assessment of the Gypsy/Traveller Minimum Site Standards and the full delivery of an associated Improvement Action Plan;***
- ***the continued overview of the Syrian Refugee Integration Programme (Home Office Resettlement Scheme), with support delivered by the Scottish Refugee Council; and***
- ***Welfare Rights continuing to make a range of their information publicly available.***

The **Community Investment Fund** was established in February 2018 to provide funding for community-led projects across Perth and Kinross. While a spend of £300,000 had been approved for 2020/21, lockdown restrictions meant that this was not possible. To address this, we have agreed to carry the money over into the following year and a total of £600,000 is to be available to spend across the coming year. Each ward will receive £25,000 with another £300,000 split between them on a per capita basis.

Continued active engagement with partners delivers community benefits in the form of training, employability skills and work placements as a dividend of the Council's capital investment programme.

- ***An Elev8 Training Grant will be available through the Futures for Families programme to enable parents to progress in the workplace to more skilled, better paid jobs.***
- ***We will provide clients who need them with access to digital devices to enable them to participate in our programmes.***
- ***200 parents will complete the Skills Academy programme by 2022 and on graduation will be given help with finding a job by our Employer Engagement Service which provides a job-matching service.***
- ***NHS Tayside volunteers will act as digital champions and will be given the opportunity to complete a free SCQF Level 4 in Digital Inclusion Support.***



## 2020/21 Key Performance Indicators

Performance against our key performance indicators is available in **PK Performs** our online performance dashboard.

- **Proportion of school-leavers attaining Literacy and Numeracy at SCQF Level 4**
- **Overall average total tariff**
- **Average educational tariff score for pupils within deprivation areas (SIMD Deciles 1 & 2)**
- **Proportion of school-leavers achieving 5 or more SQA subjects at SCQF Level 5**
- **Proportion of school-leavers achieving 5 or more SQA subjects at SCQF Level 6**
- **Proportion of school-leavers living in the 20% most deprived areas achieving 5 or more SQA subjects at SCQF Level 5**
- **Proportion of school-leavers living in the 20% most deprived areas achieving 5 or more SQA subjects at SCQF Level 6**
- **School attendance rates - Primary**
- **School attendance rates - Secondary**
- **School exclusion rates (per 1,000 pupils) - Primary**
- **School exclusion rates (per 1,000 pupils) - Secondary**

- **Number of young people gaining achievement awards**
- **Percentage of school-leavers moving onto positive and sustained destinations**
- **Number of adult learners supported to achieve their outcomes**
- **Participation measure for 16-19 year olds**

**Percentage of pupils (P1, P4 & P7 combined) achieving expected levels in Literacy** was not collected in 2019/20 due to COVID-19.

**Percentage of pupils (P1, P4 & P7 combined) achieving expected levels in Numeracy** was not collected in 2019/20 due to COVID-19.





# Prosperous, Sustainable and Inclusive Economy



## Key Achievements

- We established and **co-ordinated a Business Task Force** comprising the Council, the Perthshire Chamber of Commerce, Growbiz, the Business Gateway, Federation of Small Businesses, Perthshire Tourism Partnership, and the Perth Traders Association to support recovery of the local economy.
- We provided **tailored employability support** to individuals made redundant to support them to find new jobs.
- We **developed the Economic Wellbeing Plan** based on a programme of actions under the three main headings of support for People, Business and Place and established groups to take forward projects and actions, and to monitor impact.
- We **provided guidance** to premises licence holders about the opening up of outdoor drinking areas and dealt with the many occasional licences being submitted to permit these.



We provided **£1.1M** worth of Free School Meals



We have paid out more than **£56m** to support over 6,200 local businesses in Perth and Kinross



At the peak of the furlough scheme in August 2020, the **take-up rate was 34%** in Perth and Kinross, amongst the highest in Scotland



We had the **7th lowest** Claimant Count rate in Scotland

- The **Creative Exchange**, an innovative project that transformed a former Perth through-school into a hub for artists and creative businesses, was awarded **Regeneration Project of the Year** by the Scottish Property Awards.
- We were **successful in our bid** to move the Stone of Destiny to Perth as part of the new **City Hall Museum** project, which will significantly boost tourism and the local economy.
- The **Transformation of St Paul's Church** was completed in April 2021.
- We ensured online and **Click and Collect library services** were maintained during lockdown, and focused on supporting isolated and vulnerable people and communities.



We published a regular Business Bulletin which is circulated to over **1,000 local businesses**



Secured **£10M** from the Tay Cities Deal to enable the new City Hall museum project to go ahead



Our cultural Trusts secured around **£1.5M** in emergency COVID-19 funding support

## Support the Local Economy

Much of our focus throughout 2020/21 was in supporting our local businesses through COVID-19 restrictions. The impact of the pandemic and lockdown is clear, in December 2020, Perth City footfall, a key indicator for understanding economic activity in our main city centre, was down 19.4% upon the previous year. However, we are performing above the national average in this indicator.

To address these challenges, we have been working with a number of partners, both nationally and locally to support our local economy. We effectively administered a number of government support schemes which have, so far, been effective in preventing a substantial rise in unemployment. Accordingly, the cumulative number of people furloughed in Perth and Kinross was approximately 40% of the eligible population. As of May 2021, 13.5% of our workforce were furloughed, the 3rd highest rate in Scotland. The higher reliance on the Job Retention Scheme is primarily due to the level of exposure we have to the current crisis in terms of our local tourism, hospitality and retail dominant economy.

There has been pressure on the workforce with regards to retaining jobs across Perth and Kinross. The Jobseeker's Allowance Claimant Count reached 4.6% as of March 2021. While this rate is still more than double the pre-pandemic level, it was the lowest it has been in 13 months, 0.8 percentage points below the peak of 5.0% seen in July and August 2020. However, when compared to other local authorities, we have the 7th lowest Claimant Count rate in Scotland.

We regularly monitor our local economic indicators, and over 1,000 local businesses responded to our **Business Barometer survey in May 2020**. Of these businesses, 80% reported a loss of income due to the pandemic. This is reflected in the numbers of business owners who accessed available support schemes, including the 6,200 local businesses (63%) who accessed the Small Business Support Grant that we administered on behalf of the Scottish Government.

We have supported **Growbiz** to provide much-needed support to affected small businesses, social enterprises and the self-employed using online one-to-one advisory services, peer-to-peer and mentoring networks. In addition, we worked in partnership with **Business Gateway** to ensure steps were taken to enable operations to continue, despite the added challenges of COVID-19. The Business Gateway boosted its Survive and Thrive scheme providing in-depth support to businesses facing significant challenges. All other Business Gateway products have also been reviewed to offer an online/phone service with series of targeted webinars.

Our **Skills & Employment Initiatives Team** continued to assist parents and young people, supporting them to become job-ready through training and skills development and securing employment through job-matching and job-finding services. The team provide residents with a frontline service where experienced and highly skilled key workers use their extensive knowledge of the local jobs market to work closely with clients and employers. As of last year, £240K was secured for the **Futures for Families** programme to help parents into work. Two Skills Academies in Construction and Hospitality were launched

to help unemployed residents with multiple barriers gain valuable skills and accreditations. In addition, 47 sustainable, good-quality new jobs were created for rural residents, providing at least 25 hours work each week for a minimum of one year. As we move forward, we will also look to incentivise participating employers to pay the Living Wage.

In March 2021, the Council approved the **Economic Wellbeing Plan** following consultation with the local business community, wider community and other relevant organisations. The **Economic Wellbeing Plan** outlines the Business Task Force's recommended way forward principally based on a programme of actions under the 3 main headings of support for People, Business and Place. Sub-groups have been established to take forward projects and actions, and to monitor impact.

## Deliver Investment to the Tay Cities Region and Transform Our Cultural Offer

Our **Local Development Plan** sets out our policies and proposals designed to ensure our area continues to be an attractive place to live and has a good supply of housing and employment land. **The Tay Cities Deal**, which aims to bring significant investment to the Tayside and Fife area over the next decade, was signed in December 2020. The Deal pledges £300M and will help to lever a further £400M of investment for the area. If every project and programme set out in the Deal is funded and delivered, over 6,000 job opportunities could be created across tourism, food and drink, creative industries, eco innovation, digital, decommissioning, engineering, biomedical, forensic science, health and care.

£10M funding from the Deal, along with Council capital funding, enabled the new **City Hall Museum** to start on-site in February 2021. This is already bolstering local confidence in the programme and will see a number of new construction jobs created, as well as a projected 160,000 additional visitors to Perth once complete in 2024.

**St Paul's Church** has undergone a stunning transformation into a unique, outdoor space. Work is now complete after we took action to secure the building from disrepair in 2017. The £2.2M project has seen the restoration of historic features and the open-air venue will be capable of hosting public events, with the space suitable for everything from concerts and performances to markets.

## 2020/21 Key Performance Indicators

Performance against our key performance indicators is available in **PK Performs** our online performance dashboard.

- *Economic impact of events supported by the Council*
- *Percentage of Scottish average monthly earnings*
- *Percentage of working-age population unemployed (based on Jobseeker's Allowance claimant count)*
- *Number of new businesses started up with the support from Business Gateway*
- *Percentage of vacant retail units in Perth City Centre*
- *Number of unemployed people assisted into work annually as a result of Council-funded employability and skills programmes*
- *Area of available Serviced Business Land*
- *Percentage of residents satisfied with local libraries*
- *Number of library visits, in person and online*
- *Percentage of residents satisfied with local museums and galleries*
- *Number of visits to museums that are funded, or part-funded, by the Council*



# Independent, Healthy and Active Lives



## Key Achievements

- We developed and worked collaboratively on the community support response including **food distribution and welfare support** for those in the greatest need.
- We supported the re-purposing of key leisure venues as emergency coronavirus response hubs for delivering over **5,000 food parcels** in partnership with local volunteers.
- We supported the set-up and operation of Community Vaccination Centres in Perth, Pitlochry and Blairgowrie which, together with GP practices, has delivered over **185,000 vaccinations**.
- We provided the **front-line contact centre service** for public enquiries on COVID-19, shielding, self-isolation, test and protect, food and pharmacy referrals to partners.
- Prior to Winter 2020, we worked with local food banks and larders to ensure they had **sufficient stock, equipment and volunteers** to continue operating in the event of a full local or national lockdown.
- We supported our partner organisation across Perth and Kinross in organising the **Carers Connect Online Event**, connecting with over 80 Carers and delivering interactive workshops to improve wellbeing and resilience.



We investigated 100% of all communicable diseases **within 24 hours** and responded to 88% of high-level COVID-19 restriction violations within 24 hours



We carried out over **7,500 welfare calls** to ensure vulnerable people had food, medicine and human contact through lockdown



- We continued to **support vulnerable adults virtually and with face-to-face** visits when possible and when required.
- We provided over **170 devices** and identified **13 digital champions** across our localities to support tenants to become digitally included.
- **Live Active Leisure** delivered **150 online physical activity sessions** during lockdown.
- Our Service User Review and Evaluation Team (SURE) **won a National Participation Award** from the Tenant Participation Advisory Service for their work.
- **Housing completions** across the affordable and private sectors are the highest recorded since 2008 meaning the 5-year housing target by 2021 has been reached a year earlier than anticipated.



*supported to address a range of issues including poverty, mental and physical wellbeing and social isolation*



*A total of **683 tenants** received a payment from the Tenancy Sustainment Fund amounting to just under £293,000*

## Independent, Healthy and Active Lives

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

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

The relevant national indicators are NI 02; NI 03; NI 04; NI 05; NI 07; NI 08; NI 09; NI 15; NI 17; NI 18 and NI 19.

## Reduce Inequalities and Ensure Citizens Have Access to Financial Support

Our staff play a central role in supporting people to live life well, whatever their circumstances. Every day, we work closely with our partners, tenants and residents to enable people to remain in their homes, preventing homelessness and ensuring housing needs are identified and met. We carried out over 7,500 welfare telephone calls to ensure vulnerable members of our communities had food, medicine, and human contact through lockdown. We also assisted in the running of local food banks and helped to co-ordinate on-the-ground responses to community outbreaks, making sure that no one who was self-isolating went without the food and support they needed.

The **Welfare Rights Team** and **Perth Citizen's Advice Bureau** work together to ensure that the residents of Perth and Kinross have access to advice and information about their welfare benefit entitlements, representation at benefit appeal tribunals and money. We helped 5,148 people with benefits enquiries, including 2,804 people with complex cases. In addition, financial inclusion support continued across midwifery and health visiting services across Tayside to ensure all pregnant women and new mothers accessed benefits and money advice if they needed it.

Working with **Connecting Scotland**, we secured more than 170 devices and identified 13 digital champions to support tenants to become digitally included. For the first time, our **Summer Annual Tenant Conference** took place digitally; we supported tenants to sign up and become digitally included to attend this

event. Our campaigns such as **Feeling the Pinch**, an increase in the **Tenancy Sustainment Fund** and our targeted support to tenants facing financial hardship ensured that tenants' incomes were maximised wherever possible and they had the support and information when it was needed. We have invested in new software to support staff with a more targeted approach to rent arrears management and anticipate that the combined use of this software, along with a review of procedures will result in a reduction in rent arrears in 2021/2022.

## Deliver a Pro-Active Approach to Tenancy Sustainment and Housing Needs

During 2020/21, we doubled the budget for the **Tenancy Sustainment Fund**, and reviewed the criteria to reflect the experience of our tenants during the pandemic. This included a 20% payment towards rent for tenants who had been furloughed and a one-off payment for those moving onto Universal Credit for the first time, to cover the 4-5 week assessment period. A total of 683 tenants received a payment from the Fund during 2020/21, with the year-end financial support amounting to just under £293,000.

We continued to provide housing advice and assistance to people in urgent housing need. **Home First** is a comprehensive approach to addressing homelessness by focussing on prevention, rapid rehousing, and tenancy sustainment. This proactive approach of identifying households at risk of homelessness (many of whom faced great uncertainty following the outbreak of COVID-19) has meant that fewer Perth and Kinross residents faced homelessness than the Scottish average over 2020/21.

*Tenancy Sustainment Fund*

## 2020/21 Key Performance Indicators

Performance against our key performance indicators is available in **PK Performs** our online performance dashboard.

- *Percentage of properties meeting the Energy Efficient Standard for Social Housing*
- *Percentage of tenants satisfied with the overall service provided*
- *Percentage of residents satisfied with leisure facilities*
- *Number of attendances to pools, indoor and outdoor sport and leisure facilities*
- *Percentage of tenants satisfied with opportunities given to them to participate in the landlord's decision-making*
- *Total number of households who have presented to the Council as homeless*
- *Number of applicants assessed as homeless*
- *Percentage of allocations to homeless households in permanent settled accommodation*
- *Percentage of adults supported at home who agreed that they are supported to live as independently as possible*
- *Percentage of people aged 18 and over with intensive social care needs who received care at home*



- *Number of days people aged 75+ spend in hospital when they are ready to be discharged per 1,000 population*
- *Proportion of the last 6 months of life spent at home or in a community setting*
- *Readmissions to hospital within 28 days of discharge per 1,000 admissions*
- *Percentage of carers who feel supported to continue in their caring role*

**Percentage of households in fuel poverty**  
not yet available for 2020/21.

# Safe and Sustainable Places for Future Generations



## Key Achievements

- We **completed 85%** of all Greenspace projects planned for the financial year of 2020/21 and **100% of projects involved community engagement.**
- The value of our outdoor areas and play areas have never been more important, during a year where meeting up outdoors was often the only option for our children, enabling them to meet up and socialise and play safely. Our Community Greenspace Team ensured the provision and **maintenance of 149** high-quality play parks,

paths, and open spaces, along with a range of activity programmes and educational events that encourage family activity and sport regardless of their background, gender, age, or ability.

- We were successful in securing funding from the Scottish Government's **Rural Tourism Infrastructure Fund** to **improve infrastructure and facilities** in tourist hotspots.
- Despite the impact of the COVID-19 pandemic, the number of communities with community resilience plans **increased to 35** during 2020/21.



We diverted  
**248 tonnes** of  
material from landfill to  
reuse



**93%** of all faults  
on the traffic network  
were rectified within  
the target time which  
is an improvement from  
the previous year's  
performance by 11%



Local Action Partnerships  
allocated over  
**£150,000** in grants  
to community groups  
responding to the  
hardships people faced  
during lockdown

- We strengthened public protection arrangements to ensure that partners were able to work together to **identify and manage new risks** associated with COVID-19 restrictions.
- **361 out of 368** Criminal Justice Social Work reports were submitted to court by 12.00 noon the day before the case was due to be heard.
- We agreed the **Community Asset Transfer** of the former Outdoor Centre at Kinloch Rannoch to Rannoch Community Trust. This is the **first time that PKC has transferred an asset** to a community group under the Community Asset Transfer provisions of the **Community Empowerment (Scotland) Act**.



**£600,000** of works funded from the Cycling, Walking and Safer Routes grant



During the period of lockdown **over 1,000 people** registered as volunteers with Perth & Kinross Council

## Preserve, Protect and Sustain the Local Area

The **Perth City Plan** reflects the City Development Board's aspiration to be bolder and aim higher than ever before. Focusing on the themes of economic development and placemaking, the Plan embodies the aims and objectives of a wide range of partners. The plan aims to guide Perth through the implementation of digital and environmental technologies and the introduction of next generation concepts in a way that both preserves and enhances the things we most love about the city. As part of this Plan, we have adopted **Placemaking Supplementary Guidance**.

The **Cross Tay Link Road Scheme** received planning approval by the Planning & Development Management Committee in October 2020. The scheme is of significant strategic importance and will now bring many key benefits to the area by:

- ***delivering improved local and regional access in and around Perth;***
- ***enabling economic growth by releasing strategic development sites for housing and employment;***
- ***reducing traffic congestion pressure in and around Perth;***
- ***freeing up capacity to improve and promote sustainable travel options in line with the Perth City Plan;***
- ***contributing towards meeting the objectives of the Air Quality Management Area.***

Our outstanding natural landscapes, and the high quality of our urban environment, play an important role in supporting economic growth, improving health and wellbeing, and providing us with a strong sense of identity, while being a principal reason why so many people choose to visit, live and work in Perth and Kinross. During 2020/21, we recognised there was a balance to achieve between ensuring visitors have open access to enjoy the countryside and in implementing some of the restrictions requested by residents to minimise the insensitive behaviour of a very small minority of visitors. We took a multi-agency approach, supporting a task force, including Community Wardens, Scottish Fire and Rescue Service, Police Scotland, Forestry and Land Scotland and Countryside Rangers, to empower communities to address issues in their local area. We also prepared regular bulletins to keep local communities fully informed of the work undertaken by the Visitor Management task force. Finally, a trial project was conducted at Clunie Loch, with signage installed to convey messages promoting responsible camping and lessen the disruption felt by our rural communities.

Responding to the climate change agenda is a key priority and challenge for all local authorities. We lead the delivery at local level on policy and targets as outlined in national Climate Change, Energy, Waste and Fuel Poverty strategies. We established a new Climate Change and Sustainable Development Team and work is currently underway to develop a new Climate Change Strategy for Perth and Kinross. The strategy will set out our plans and actions to lower our carbon usage, reduce our costs, and meet our obligations on upcoming regulatory requirements. We will also establish the Perth



and Kinross Climate Change Commission to provide scrutiny and oversight to Perth and Kinross's Climate Change Plan and to help champion and connect with our businesses and communities, and serve as an enabler to accelerate ambitious climate action.

Our Waste Services teams maintained full kerbside waste and recycling services to all domestic households and commercial customers throughout the pandemic. Our dedicated staff ensured that over 100,000 weekly scheduled uplifts were completed each week.

We diverted 248 tonnes of material from landfill to reuse. However, the temporary closure of many recycling and waste processing facilities throughout Perth and Kinross, impacted on community cleanliness and fly-tipping emerged as an environmental concern. To address this, a COVID-19 **Fly-Tipping Fund** was established to support private landowners with prevention and clear-up activities.

Despite the impact of COVID-19, which closed down the building industry during the first quarter of 2020/21, there were still 246 new-build completions during the year. This includes a development of 70 brand new Council homes for affordable rent in Perth. The £9.2m development at **Huntingtower Park** is the largest development of new Council homes since we restarted our housebuilding programme in 2012. These additional homes have enabled us to meet the housing needs of many households in the area and, through the use of vacancy chains, ensure that we are making best use of our existing stock to meet multiple needs.

## Be Responsive to the Transportation Needs of Our Local Communities

We took action to assist our local workers to attend work as normal despite reductions in public transport provision during the pandemic. The Council's Public Transport Unit, in partnership with existing taxi and bus contract operators, responded to community needs and worked together to ensure more than 70 key workers attended their workplaces, many of which were in rural areas.

In particular, support was provided to care home staff around Perth and Kinross who have a vital role looking after our most vulnerable residents. Additional help was also provided with transport to medical appointments, and taxi firms were tasked with the delivery of food and medicine in rural areas.

We worked with our communities to identify locations where road safety improvements, such as road re-design, road crossings and vehicle activated signs, are required. We lead the design and installation of these solutions to support the continued safety of road users and pedestrians.

Continued investment in the road network, targeting repairs at the right time, resurfacing and surface dressing delivered further improvements to the condition of our roads.

As part of the **Spaces for People** funding we installed various temporary measures throughout Perth and Kinross. These included:

- **20mph and 40mph speed limits in 44 towns and villages across Perth and Kinross where there was the highest density of pedestrian and vehicular activity, and where there were limited, or no footways, and pedestrians may therefore choose to walk on the road to ensure physical distancing;**
- **School Exclusion Zones in eight areas to improve road safety, encourage children to use more active travel and to assist with physical distancing;**
- **additional cycle parking throughout Perth and Kinross to encourage cycling. The majority were provided in Perth City Centre and the main burgh towns;**
- **“Green Routes” in three rural areas to encourage walking and cycling in areas where vulnerable road users were regularly using the road network. In these areas the speed limit was reduced to 30mph and 40mph where appropriate along the routes and “Cycling and Walking Friendly Route” signs were installed;**
- **two Toucan crossings in Perth City Centre to assist pedestrians and cyclists to cross two major city centre roads safely.**
- **a number of rural clearways, to prevent obstructive parking around local beauty spots and address road safety concerns that were being experienced during the COVID-19 pandemic. These were predominantly in Highland Perthshire.**

In addition, as part of road safety initiatives funding, we installed 19 vehicle activated speed warning signs, and a further three vehicle-activated warning signs at junctions, to mitigate road safety concerns. A further 88 requests have been received for vehicle-activated signs and these are in the process of being investigated and considered.

## Volunteering

During the COVID-19 pandemic we recruited over 1,000 residents as volunteers to help support local communities. We developed an online portal for volunteer registration, mapping these against a Geographic Information Database so volunteers could be linked with activity in their local area. We produced a volunteer handbook with advice on handling cash, child and adult protection and adhering to lockdown rules during the COVID-19 pandemic.

We supported a wide range of community groups to provide services and goods for those in need. These included delivering resources for children, emergency food parcels and hot meals, setting up community fridges/larders and give-and-take boxes, and providing essential transport and digital support to help people get connected. We also worked alongside third sector groups to help build their skills and capacity, recruit volunteers and provide advice and guidance on issues such as child protection at the same time as supporting the most vulnerable children, young people, adults and families

The COVID-19 pandemic demonstrated the ability of local groups to organise themselves to support the most vulnerable

people in their communities and the willingness of people to volunteer informally to support the emergency response. We hope to maximise on the opportunities, and develop new ways of working, based on the successes realised in working with individuals and communities in this way, in line with the ethos of delivering the **Perth and Kinross Offer**.

## Support Public Safety and Resilience

The number of communities with community resilience plans increased to 35 during 2020/21. The aim of these plans is to prepare for localised incidents and emergencies, working to identify potential risks and produce solutions to either prevent or mitigate the impact of any incident on their local communities.

Across 2020/21, 98% of **Criminal Justice Social Work Reports** (CJSWR) were submitted to court on time. The number of reports required by the Court reduced by 49% when compared with the previous year, while the number of new **Community Payback Orders** reduced to 142, a decrease of 59% compared with the previous year. These reductions were both influenced by the closure of Perth Sheriff Court during the initial stages of the pandemic, as well as the suspension of a significant amount of court business nationally. The proportion of prisoners receiving a social work induction within 5 days of allocation and Statutory case closures has also remained positive across 2020/21.

We also continue to work in close partnership with Women's Aid. Our staff are active participants in the **Violence Against Women Partnership** and we have leased several properties to **Perthshire Women's Aid** for use as refuge accommodation.

We were the second Scottish local authority to sign-up to the 'Make a Stand' Pledge, an initiative developed by the Chartered Institute of Housing in partnership with Women's Aid and the Domestic Abuse Housing Alliance. By signing up to the **Pledge**, we hope to highlight our commitment to preventing homelessness arising from domestic abuse and to respond sensitively and appropriately when it does occur.

## Connectivity and Smarter Connections

We successfully attracted funding of £4m from UK Government for the Local Full Fibre Network for Perth and Kinross which is currently connecting 136 Council-owned premises to gigabit speed broadband. The contracts are being delivered by BT and Neos Networks (SSE). The project also includes £1M funding successfully approved from the Tay Cities Deal. In addition, public Wi-Fi was provided to Auchterarder, Blairgowrie, Crieff, Dunkeld, Aberfeldy, and Pitlochry with Kinross in the process of installation.

We completed the Intelligent Street Lighting project and the first phase of the Smart Waste project and City Operations Centre which is renewing all Perth's CCTV cameras and setting up a new control room.

We continue to develop The Open Data Platform, which now hosts around 50 datasets with more being added.

Further information on some of these projects can be found [here](#).

## 2020/21 Key Performance Indicators

Performance against our key performance indicators is available in **PK Performs** our online performance dashboard.

- *Emissions from Council buildings (tonnes CO2)*
- *Percentage of municipal waste collected that is recycled or composted*
- *Total number of houses built in Perth and Kinross*
- *Number of new social housing units including buy-backs, conversions and empty homes conversions*
- *Average calendar days to re-let properties*
- *Vacant residential/commercial premises brought into use*
- *Number of communities with local resilience plans*
- *Percentage of anti-social behaviour complaints resolved within locally agreed timescales*
- *Total number of new Community Payback orders issued by Court*
- *Percentage of adult protection cases screened within 24 hours of notification*
- *Rate of emergency admissions per 100,000 population for adults*



# Organised to Deliver

During 2020/21, as a result of the global COVID-19 pandemic we sought to maintain key essential service provision while undertaking vital new operational tasks to support the management of the public health crisis. We ensured that democratic decision-making continued in an open and transparent manner and have continued to provide and support the services that our communities need during this difficult year.

Due to the COVID-19 pandemic, the Council implemented civil contingencies arrangements. These have ensured:

- ***a decision-making framework utilising emergency powers in accordance with the Council's Scheme of Administration;***
- ***political oversight through an Elected Member Sounding Board comprising the leaders of all political groups, during the initial period of lockdown and then through the operation virtual of Council and Committee meetings which have continued to be live-streamed throughout;***
- ***an operational command structure to deliver essential services and key activities to protect the health and wellbeing of our communities and our workforce; and***

- ***risk management at both a strategic and operational level of existing, new and emerging risks.***

## Resources

The COVID-19 pandemic has seen widespread changes in how we work as a Council: redirecting resources to focus on protecting people as a Category 1 responder; maintaining essential operational services; learning at home; supporting the health and wellbeing of our staff; expanding services, such as business grants and welfare checks; and setting up brand new services, such as Food Hubs and Community Vaccination Centres with NHS Tayside.

Some examples of how we supported staff to adapt and continue to deliver services include:

- ***created a re-tasking process along with COVID-19 Responders and willing volunteers to manage deployment to areas with reduced staffing and service delivery demand during the pandemic;***

- **rolled out hardware and software systems to an additional 3,000 staff and Elected Members to facilitate homeworking;**
- **introduced ‘How to recruit remotely’ during 2020 which ensures we can continue to recruit safely;**
- **developed and rolled out guidance on how to manage remote teams in 2020 which will be further developed going forward to support hybrid working arrangements and new ways of working;**
- **developed a COVID-19 staff website to communicate changes implemented to support the delivery of services during the pandemic;**
- **created video messaging and best practice guidance which has been widely communicated to maintain awareness of practices and safe systems of work; and**
- **a Health and Safety hotline was set up to manage escalation of issues.**

COVID-19 and the response to control its spread has had a significant and complex impact on Scottish public finances. The COVID-19-related additional funding is a constantly changing position as we look to measure the scope of the difficulties and challenges brought about by COVID-19, and take action to minimise the harms that are being caused, both now and as part of our longer-term recovery strategies.

Elected Members approved the creation of a COVID-19 earmarked Reserve on **27 January 2021** to fund our recovery actions. Elected Members also agreed that any underspend in

2020/21 would be added to the COVID-19 earmarked Reserve. This earmarked Reserve provides some resources to support the Council’s continued efforts for response and recovery in what continues to be a challenging financial environment.

The requirement for many staff and all elected members to work remotely from home meant resources, systems, processes, tools and technology needed to be deployed differently and innovatively. Having a mature platform and support model in place for our Online Services and Mobile Working put the Council in a strong position to be able to respond at pace to the needs of businesses, parents, citizens and staff over 2020/21. Accelerating Microsoft (MS) 365 implementation has seen MS Teams rapidly become our core communication and collaboration platform. New digital processes were developed at speed to support emerging COVID-19 demands, including for hardship and relief funds, volunteering and school transport consultation. The Council now has more than 100 public and internal services online.

Significantly upscaling secure remote working capacity has enabled in excess of 3,000 staff to access the centrally stored resources (information and systems) they need to work productively throughout lockdown. The Council’s intranet, **ERIC**, has now been successfully updated and modernised, following its move to SharePoint Online within our new MS 365 environment. This complex project has ensured the intranet is aligned with our new Electronic Document Management System and MS Teams environments, to provide improved searching across all platforms, and a simpler more streamlined approach to accessing news and information.



Throughout 2020/21, our property estate has been maintained, with a particular focus on ensuring the health, safety and wellbeing of all users. Workplaces which were unavailable during lockdowns have been brought back into use safely, with regular reviews of risk assessments and trade union involvement, and all in accordance with Scottish Government guidelines.

We have learned from our experiences of delivering public services during the COVID-19 pandemic; embracing digital opportunities, using our property estate and office accommodation differently, stronger engagement with our communities, developing new skills and work practices, while adapting our leadership and management practices at the same time. This learning will help to sustain the positive changes in how we work in future.

## Wellbeing

A dedicated staff website was created to ensure that all staff had access to key information on employment matters and health and safety, as well as other useful information to help them work remotely. We utilised and created videos, blogs and podcasts focussing on specific topics or events to help build awareness and spread information to staff and the wider community.

Staff wellbeing was a focus during the last year, with several programmes and initiatives organised. We have consulted and engaged with our workforce in a number of different ways over the past year, including surveys, focussed health and wellbeing ‘*temperature checks*’, sounding boards and employee forums.

These employee engagement opportunities give us suggestions for evidence-based real-time improvements and a range of initiatives have been in place to support employee wellbeing, such as:

- ***regular health and wellbeing newsletters;***
- ***conferences and webinars;***
- ***a dedicated health and wellbeing web page;***
- ***opportunities for social interaction to keep people connected;***
- ***physical exercise sessions;***
- ***resilience workshops; and***
- ***workshops for managers to enable them to support their teams.***

To ensure our workforce have the capabilities and resilience to meet the changing demands of public service delivery in a post COVID-19 environment, we have developed our **Organisational Development Plan 2021-23** with a programme of activity around four themes: cultural change, leadership, employee development, and health and wellbeing.

## Communications and Engagement

In evaluating the impact of COVID-19 we have undertaken extensive engagement with Perth and Kinross communities, businesses and our staff. The **Perth and Kinross Offer Recovery & Renewal Feedback Analysis** provides a full overview of the results arising from many surveys and questionnaires and the meeting we undertook in order to understand the challenges brought about by the impact of the pandemic and our lockdown response. These results will be instrumental in developing our recovery and renewal plans in line with the long-term vision based upon the **Perth and Kinross Offer**.

Our social media channels were used to engage more frequently and informally, and we have experienced increases in both Twitter and Facebook in terms of followers and interest such as shares and likes on our posts. We also supported the translation of information into 17 different languages to ensure people had the support they needed.

The widespread use of MS Teams has enabled staff, Elected Members and partner agencies to keep in touch, gather feedback, hold meetings, webinars and conferences - engaging with both colleagues and the wider community.

## Equality and Diversity

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

During 2020/21, we continued to arrange a delivery of an extensive and popular multi-cultural events and community lunch club programme with our communities and partner organisations in the third sector, celebrating significant events virtually. In addition, we created a total of five **Equalities Newsletters** between September 2020 and April 2021 which were shared widely with our community groups, staff and elected members.

Some other examples of work undertaken during 2020/21 included:

- ***multi-cultural food deliveries were provided fortnightly to older and vulnerable members of local minority***



*ethnic communities, with 257 culturally appropriate food parcels delivered to 105 members of Chinese and Muslim families and unaccompanied asylum seekers in association with Perthshire Chinese Community Association and Perth Welfare Society;*

- *members of equality protected groups benefited from digital devices allocated through **Connecting Scotland** funding during 2020/21. Devices were allocated to community members from Minority Ethnic communities who were digitally excluded due to age or health conditions;*
- *provided 35 health and wellbeing packs for Gypsy/ Travellers in association with **Minority Ethnic Carers of People Project (MECOPP)**;*
- *provided information around staying safe, socially distancing, using public transport and visiting supermarkets etc in different community languages as well as British Sign Language and Braille; and*
- *kept in regular contact with **Golf Memories** and **Supporting Saints in the Community** participants whilst group meetings and sessions could not take place.*

## 2020/21 Key Performance Indicators

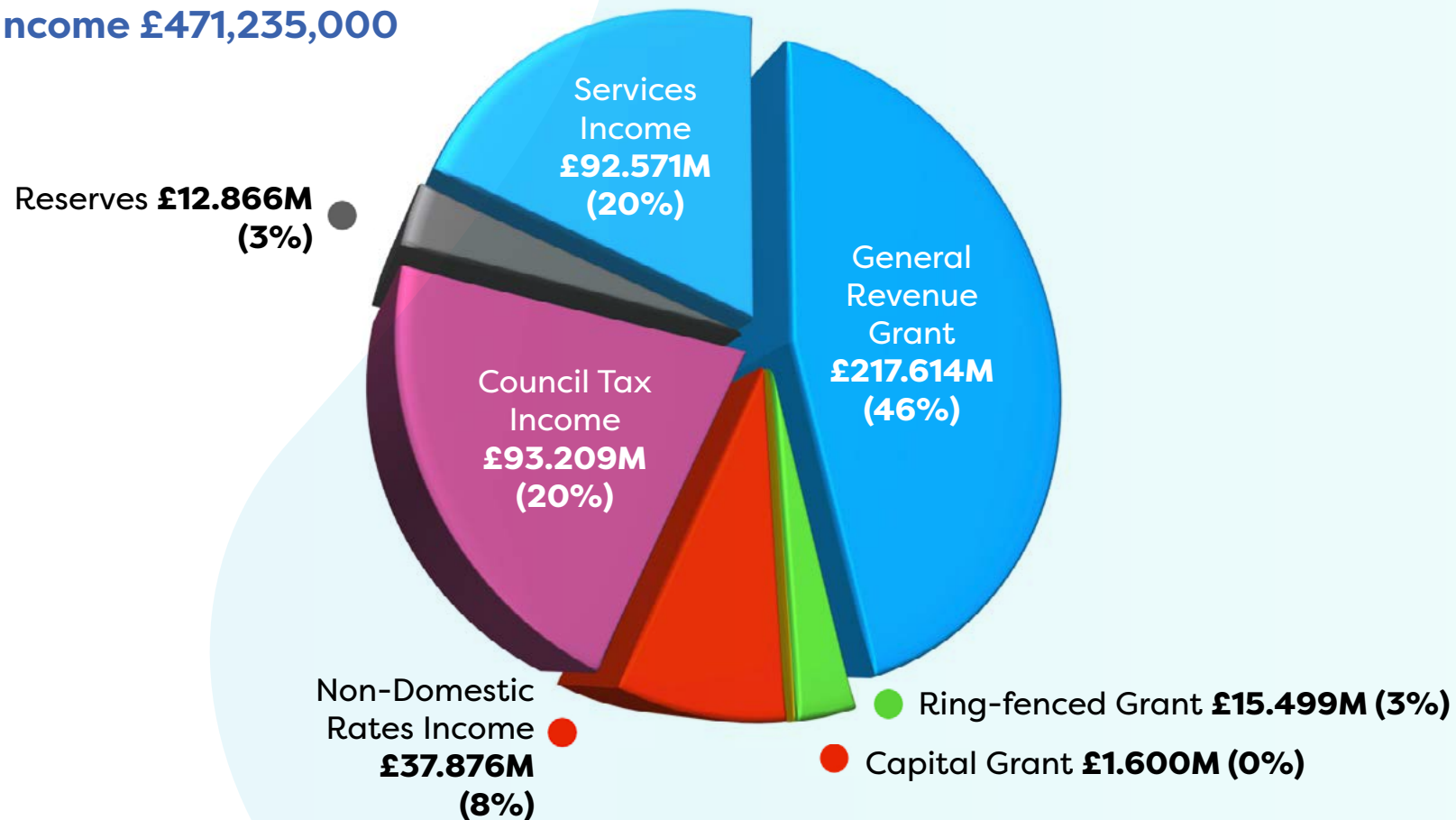
Performance against our key performance indicators is available in **PK Performs**, our online performance dashboard.

- **Sickness absence for teaching staff**
- **Sickness absence for non-teaching staff**
- **Gender pay gap**
- **Proportion of the highest paid 5% employees who are women**
- **Percentage of income due from Council Tax received by the end of the year**
- **Percentage of operational buildings that are suitable for their current use**
- **Percentage of internal floor area of operational buildings in satisfactory condition**



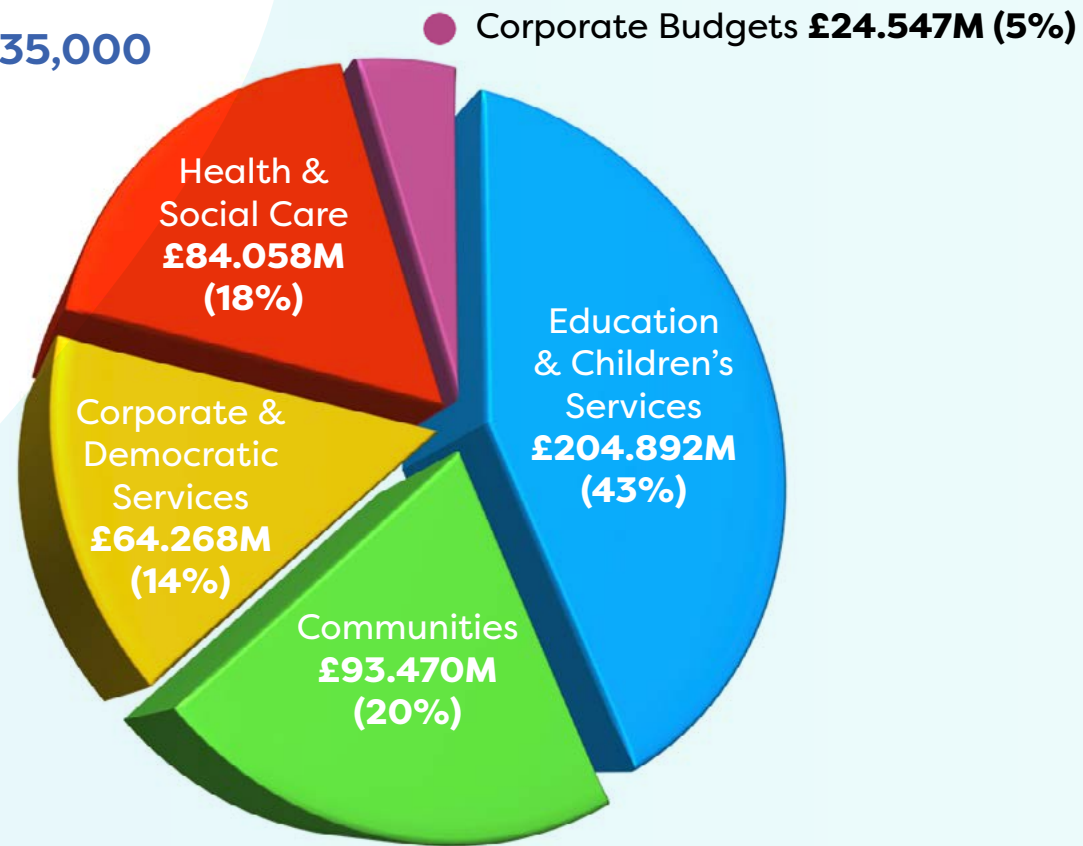
# Where Does the Council Get Its Money From?

Gross Income £471,235,000

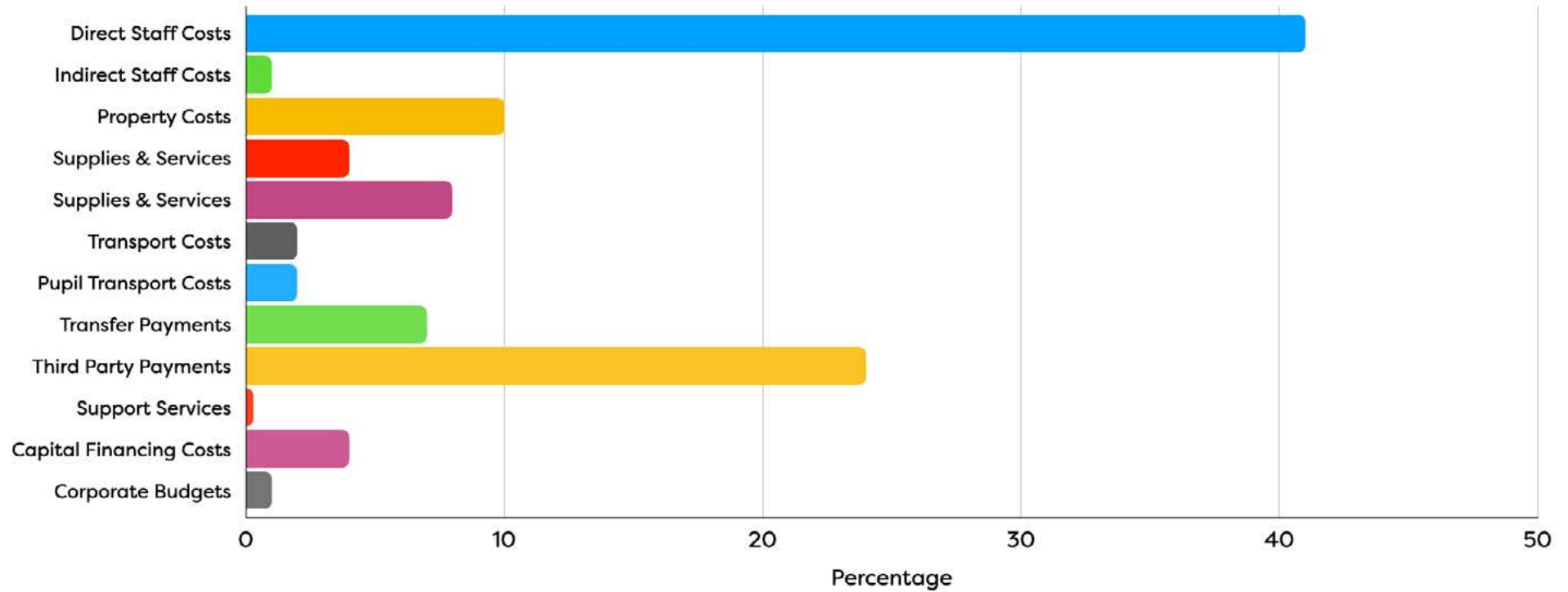


# How We Spend Your Council Tax

Gross Expenditure £471,235,000

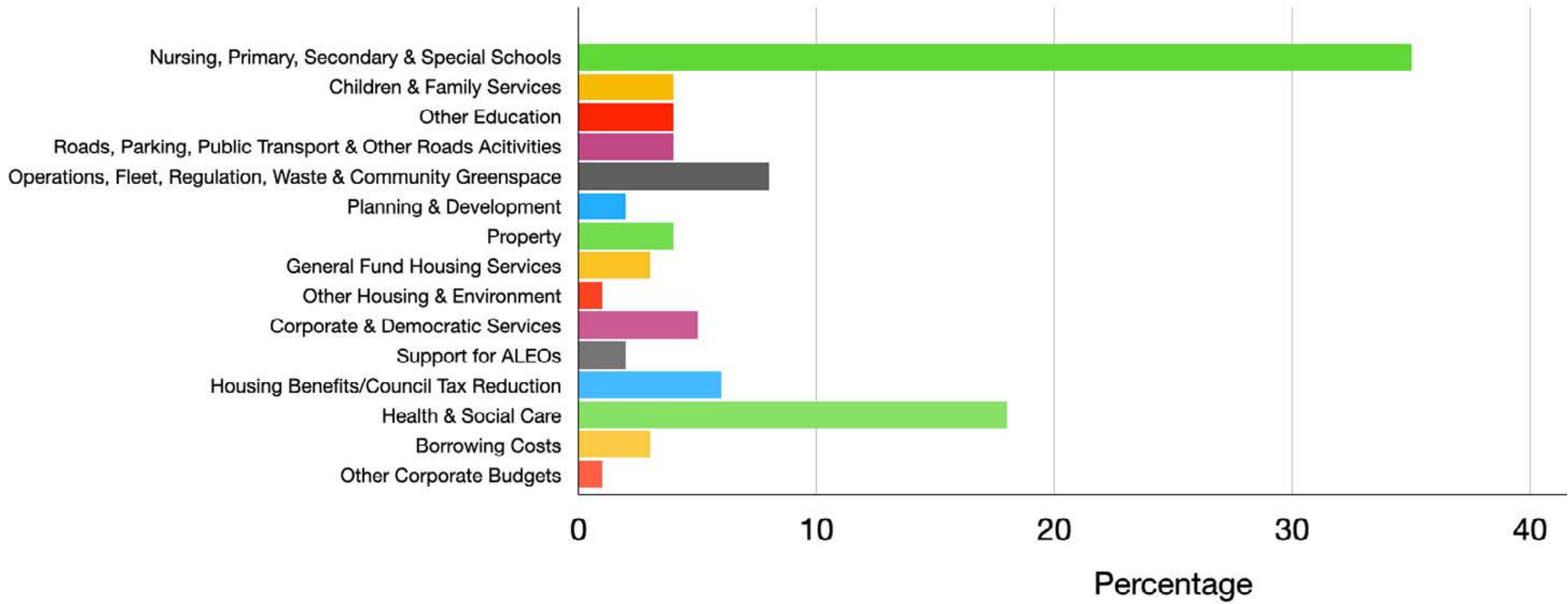


## Costs 1



*Note: axis has been adjusted to display changes over time more clearly*

## Costs 2



*Note: axis has been adjusted to display changes over time more clearly*

## Appendix 1:

# COVID-19 Impact

At the beginning of 2020 we could not have imagined that we were at the start of a global pandemic that would impact so widely on the way that we live and work. The economic and social impact, the threat to our lives and health, and the lockdown restrictions put in place to constrain transmission have all been unprecedented.

The impact of COVID-19 on Perth and Kinross has been significant and is likely to have long-term effects on our businesses and communities. To mitigate these impacts we have worked alongside our communities and our partners to support those affected and will continue to strengthen these relationships. We are aware that the impact of the pandemic has widened the inequalities gap in many areas and tackling these inequities will be a key priority as we move forward with the development and implementation of the **Perth and Kinross Offer**.

There has been a tremendous response to support people within our communities and local businesses who were impacted most, and there are many positive stories and new ways of working that were developed during the pandemic, which demonstrate,

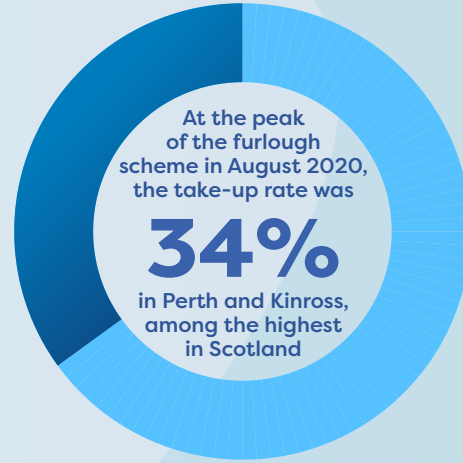
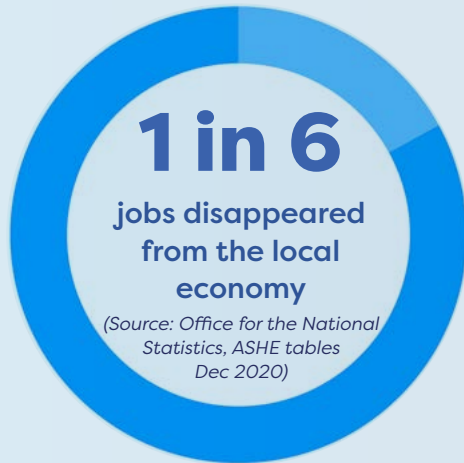
by working together through kindness and collaboration, that we can all make a real difference to people's lives.

These included:

- ***our ability to come together in times of crisis;***
- ***the willingness of volunteers to step up and help their communities;***
- ***the flexibility of people to adapt to new and challenging environments;***
- ***the kindness and understanding shown in personal sacrifices for the sake of community safety; and***
- ***the determination shown by front-line staff, individuals and organisations to adapt and overcome the incredible challenges they faced in delivering vital support and services to people in need of help.***

The information below is a high-level summary of the impact COVID-19 has had on some of the most vulnerable people and communities within Perth and Kinross.

Employment



Early indicators of women (and particularly mothers), young people and particular ethnic minority groups' disproportionate exposure to job loss and/or unemployment will need to be closely monitored and met with tailored responses through recovery plans

Poverty and Inequality Commission, May 2021

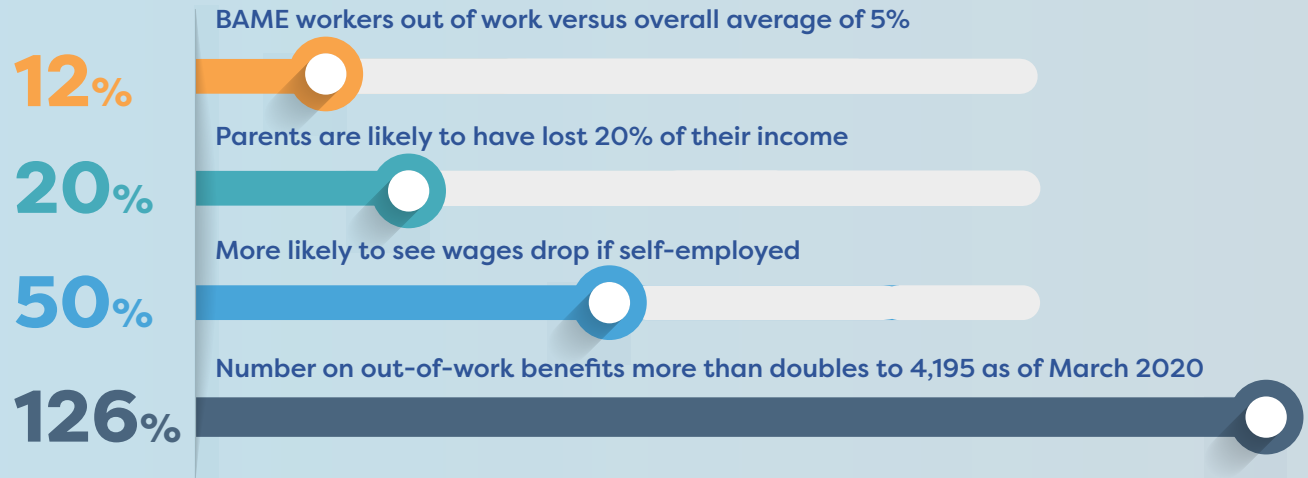
- Young people's jobs disappear faster
- Women more likely to work in a sector that is shut



(Source: Sector Shutdowns during the coronavirus crisis: which workers are most exposed? Institute of Fiscal Studies, April 2020).



(Source: 'Weathering the Financial Storm: Strengthening Financial Security in Scotland through the COVID-19 Crisis', Stratham, Parkes and Gunson, IPPR Oct 2020.)

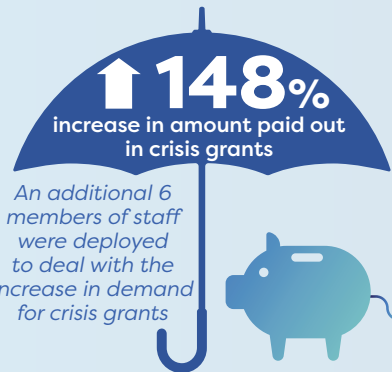


## Financial Hardship



2,374 families were helped with benefit advice

**↑ 50%** increase in Welfare Rights Team caseload



**↑ 148%** increase in amount paid out in crisis grants

An additional 6 members of staff were deployed to deal with the increase in demand for crisis grants



- 17,500 Householders (1 in 4)** are estimated to be in Serious Financial Difficulty or Struggling to Make Ends Meet; before COVID-19 4,092 householders said they were "not managing well" financially
- 8,500 Householders (1 in 8)** are estimated to be struggling to pay for food and essentials
- 5,000 Householders (1 in 14)** are estimated to be in arrears with mortgage or rent payments
- 6,500 Householders (1 in 11)** are estimated to be in arrears with unsecured credit or car finance
- 24,500 Householders (1 in 3)** are estimated to have no savings or less than one month's savings; before COVID-19 the figure was 13,618

In response to these challenging business conditions, a number of businesses in the Perth and Kinross area were forced to make employees redundant. This included: Crieff Hydro (241 staff); Fishers Laundry (84 staff); Horsecross Arts (120 staff) and OVO Energy/SSE (144 staff as of July, with further redundancies planned in phases). There is also concern with regards to the local impact of the risk of large-scale redundancies in national firms such as Boots, Pizza Express, Burger King, Costa and DW Sports.

## Welfare Checks



An extensive series of welfare check calls have been made by the Housing service attempting to contact every tenant in Perth & Kinross Council to check on them. Particular focus was placed on those shielding or otherwise vulnerable with a number of referrals to other agencies/ services.



## Food Poverty



**3,482**

food parcels distributed to those shielding between April and July 2020

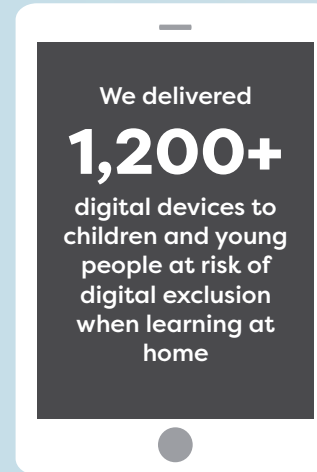


**3,500**

families supported by direct payments when children were unable to access free school meals

It is estimated that 8,500 families in Perth and Kinross are struggling to pay for food and other essentials.

## Education



Supported between

**91-158**

vulnerable children and those from essential worker homes in lockdown 1 in learning hubs

Supported up to

**1,500 children**

in learning hubs during lockdown 2

Snapshots of Remote Learning across PKC were developed and they received almost

**5,000 views**

## Tenancy Sustainment



**£293,000**

paid out to support 683 tenants in 2020/21

During 2020/21, not only did we double the budget for the Tenancy Sustainment Fund, but we continued to review the criteria to reflect the lived experience of our individual tenants.

This included a 20% payment towards rent for those tenants who had been furloughed and a one-off payment for those moving onto Universal Credit for the first time to cover the 4-5 week assessment period.

## Our Response - Key Activities

- *Approximately 3,500 food parcels were made up during the 18-week period of required shielding, at a rate of approximately 195 a week and at an approximate cost of £87,210 in total.*
- *Delivered 257 culturally appropriate food parcels fortnightly to 105 members of Chinese and Muslim families in partnership with Perthshire Chinese Community Association and Perthshire Welfare Association.*
- *To support vulnerable children and those from essential worker homes during the first lockdown, each day between 91 to 158 children were accommodated in learning hubs. This increased to 1,500 as schools closed again and all schools acted as hubs for children of key workers and for vulnerable children, providing care and learning.*
- *Between January and April 2021, schools were required to plan and deliver a second block of remote learning with a phased return to in-school learning from February. Support was provided to practitioners through the development, updating and sharing of practice and resources as well as continued online professional learning. Four **'Snapshots of Remote Learning across PKC'** were developed and shared. These Snapshots captured and showcased some of the interesting and wide-ranging remote learning experiences happening in schools and ELC centres across Perth and Kinross. They aimed to inspire practitioners and celebrate remote learning with parents, carers and the wider community. The Snapshots have received over 4,900 views.*
- *The multidisciplinary REACH project successfully switched to virtual meetings and online training to continue supporting children and young people on the edge of care. It is meeting its aims of minimising the numbers of young people in residential care.*
- *Throughout the pandemic, contact with all children on the Child Protection Register was maintained a minimum of every fortnight.*
- *We provided free school meal direct payments to 3,500 children on a weekly basis throughout Perth and Kinross during a period between early May to August.*
- *We suspended parking charges from April to August during the first coronavirus lockdown, in order to help key workers and to reduce the need for people to handle cash, keeping them safer.*
- *During the pandemic and in recognition of the significant challenges many of our tenants would face in relation to financial hardship, increased day to day living costs, social inclusion and most importantly health and wellbeing, we undertook targeted welfare checks with all our tenants. Our initial focus was on those vulnerable groups already at risk of child or fuel poverty and those tenants aged 70 or over. These welfare checks were well-received, and our staff offered every tenant the opportunity for ongoing contact throughout the pandemic whether they needed immediate support or not.*

- As of March 2021, we enabled over 6,200 of our businesses to receive grants totalling over £56M.
- Re-tasked members of staff from their “day jobs” to ensure frontline essential services continued to be delivered throughout Perth and Kinross.
- The COVID-19 outbreak in Coupar Angus was a major incident during the pandemic. Within two weeks of the first positive test, a total of 201 cases were recorded in Coupar Angus, the factory was closed. By working together with the factory, our Community Planning Partners and volunteers, a plan was pulled together to ensure workers and families were supported. Within 48 hours, community volunteers and staff delivered over 700 food parcels and carried out doorstep welfare checks to every affected household. As the workforce were predominantly foreign nationals spanning 17 different languages, we distributed information in various languages explaining the situation, encouraging employees to attend a dedicated test centre and giving contact details for welfare support. We maintained communication throughout the period across various social media platforms to ensure people received the information they needed.
- We, with partners, established and set up 3 Community Vaccination Centres (CVCs), a month earlier than expected, with around 350 of our staff volunteering to support the programme.
- There were 500+ shifts filled in CVCs in the first 2-week period, using PKC staff, Live Active Leisure staff and volunteers.
- Carer Sitting Service was established, with a team of re-tasked staff provided support to carers and the people they cared for.
- **Carers Connect Online Event** connected with over 80 Carers and delivered interactive workshops to improve wellbeing and resilience.
- We produced a Volunteer Handbook and distributed over 20,000 advice leaflets to homes across Perth and Kinross on keeping safe and where to get support.
- We delivered 35 Health and Wellbeing packs for Gypsy/ Travellers in association with MECOPP.
- Kept in regular weekly contact with Golf Memories participants and volunteers, 21 equality and community groups, members of Supporting Saints in the Community.
- Worked together with our partners to provide communication across different mediums, in different languages, BSL, Braille, Easy Read and Large print.
- Worked with partners to develop alternative ways of celebrating key events, eg lighting Perth Bridge, providing sweet treats for families, treats in food parcels for asylum seekers and refugee families.

- *We have developed a COVID-19 memorial website “Lost/ Found” and are developing a physical memorial for unveiling in September 2021. The website has collated memorials for people who have died throughout the COVID-19 pandemic. The project is the first of its type in Scotland which aims to remember those lost in Perth and Kinross - and across the country.*

## Community, Business and Staff Feedback

In evaluating the impact of COVID-19 we have undertaken extensive engagement with Perth and Kinross communities, businesses and our staff.

The **Perth and Kinross Offer Recovery & Renewal Feedback Analysis** provides a full overview of the results arising from many surveys and questionnaires and meeting we undertook in order to understand the challenges brought about by the impact of the pandemic and our lockdown response. These results will be instrumental in developing our recovery and renewal plans in line with the long-term vision based upon the **Perth and Kinross Offer**.

## Next Steps

We recognise the equalities gap and our local economy have been impacted most by the pandemic and our areas of focus will be:

- *supporting business to grow and attract investment and higher value jobs into Perth and Kinross as outlined within the **Economic Wellbeing Plan**;*
- *the ethos of the **Perth and Kinross Offer** will be at the heart of how we work. We are determined to build new relationships within our communities as we know communities are better at identifying their needs and designing solutions;*
- *narrowing inequalities gaps and demonstrating a consistent and systematic approach to prevention, early intervention and fairness by working with our **Community Planning Partners** to deliver **key priorities**;*
- *further developing a strong “locality-based” approach and strengthen relationships with our communities and **Community Planning Partners**.*



## Key Contact

For further information on any area of this report please contact:  
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*(PKC Design Team - 2021141)*