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Council Building  
The Atrium  
137 Glover Street  
Perth  
PH2 0LQ

Tuesday, 31 May 2016

A Meeting of the **Community Safety Committee** will be held in the **Hay Room, Dewars Centre, Glover Street, Perth, PH2 0TH** on **Wednesday, 08 June 2016** at **14:00**.

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

**BERNADETTE MALONE**  
Chief Executive

***Those attending the meeting are requested to ensure that all mobile phones and other communication devices are in silent mode.***

**Members:**

Councillor Douglas Pover (Convener)  
Councillor Elspeth Maclachlan (Vice-Convener)  
Councillor Henry Anderson  
Councillor Rhona Brock  
Councillor Joe Giacobazzi  
Councillor Grant Laing  
Councillor Archie MacLellan  
Councillor Alistair Munro  
Councillor Caroline Shiers  
Councillor Lewis Simpson  
Councillor Alexander Stewart  
Councillor Heather Stewart  
Councillor Mike Williamson



## Community Safety Committee

Wednesday, 08 June 2016

### AGENDA

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

- 1 WELCOME AND APOLOGIES/SUBSTITUTES
- 2 DECLARATIONS OF INTEREST
- 3 MINUTE OF MEETING OF THE COMMUNITY SAFETY COMMITTEE OF 30 MARCH 2016 7 - 12
- 4 PERTH AND KINROSS COMMUNITY PLANNING PARTNERSHIP - COMMUNITY SAFETY AND ENVIRONMENT GROUP
- (i) SUMMARY REPORT FROM COMMUNITY SAFETY AND ENVIRONMENT GROUP 13 - 18  
Report by Director (Housing and Social Work) (copy herewith 16/260)
- 5 THE ENVIRONMENT SERVICE - JOINT BUSINESS MANAGEMENT AND IMPROVEMENT PLAN AND ANNUAL PERFORMANCE REPORT 19 - 64  
Report by Director (Environment) (copy herewith 16/238)  
**Note:** The above report will also be submitted to the meetings of the Environment Committee and the Enterprise and Infrastructure Committee on 1 June 2016 and the Scrutiny Committee on 15 June 2016.
- 6 HOUSING AND COMMUNITY CARE - JOINT BUSINESS MANAGEMENT AND IMPROVEMENT PLAN AND ANNUAL PERFORMANCE REPORT 65 - 118  
Report by Director (Housing and Social Work) (copy herewith 16/232)  
**Note:** The above report will also be submitted to the meeting of the Housing and Health Committee on 25 May 2016 and the Scrutiny Committee on 15 June 2016.

- 7 **PERTH AND KINROSS VIOLENCE AGAINST WOMEN PARTNERSHIP ANNUAL REPORT 2015-16** 119 - 150  
Report by Director (Housing and Social Work) (copy herewith 16/261)
- 8 **POLICE AND FIRE REFORM: LOCAL SCRUTINY AND ENGAGEMENT**
- (i) **SCOTTISH FIRE AND RESCUE SERVICE HOUSES IN MULTIPLE OCCUPATION (HMO) AUDITING POLICY** 151 - 154  
Report by Local Senior Officer, C Grieve, Scottish Fire and Rescue Service (copy herewith 16/262)
- (ii) **SCOTTISH FIRE AND RESCUE FOURTH QUARTER AND YEAR END PERFORMANCE REPORT** 155 - 174  
Report by Local Senior Officer C Grieve, Scottish Fire and Rescue Service (copy herewith 16/263)
- (iii) **PERTH AND KINROSS LOCAL POLICING AREA PERFORMANCE RESULTS - 1 APRIL 2015 TO 31 MARCH 2016** 175 - 194  
Report by Divisional Commander P Anderson, Police Scotland 'D' Division (Tayside) (copy herewith 16/264)

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- P1 **SCOTTISH FIRE AND RESCUE SERVICE - LOCAL SCRUTINY AND ENGAGEMENT - OPERATIONAL UPDATE FOR PERTH AND KINROSS**  
Verbal Report by Local Senior Officer C Grieve, Scottish Fire and Rescue Service (Perth and Kinross)
- P2 **POLICE SCOTLAND - LOCAL SCRUTINY AND ENGAGEMENT - OPERATIONAL UPDATE FOR PERTH AND KINROSS**  
Verbal Report by Chief Inspector M Pettigrew, Police Scotland 'D' Division (Tayside)

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## COMMUNITY SAFETY COMMITTEE

Minute of Meeting of the Community Safety Committee held in the Hay Room, First Floor, Dewar's Centre, Glover Street, Perth on Wednesday 30 March 2016 at 10.00am.

Present: Councillors D Pover, E Maclachlan, H Anderson, A Cowan (substituting for Councillor C Shiers), D Cuthbert (substituting for Councillor R Brock), A Gaunt (substituting for Councillor L Simpson), J Giacomazzi, G Laing, A MacLellan, A Munro, A Stewart, H Stewart and M Williamson.

In attendance: J Valentine, Depute Chief Executive, Environment (Sustainability, Strategic & Entrepreneurial Development); P Banks, J Irons, C Johnston, M Notman and R Ross (all Housing and Community Care); J Handling (the Environment Service); Chief Superintendent E Smith and Chief Inspector M Pettigrew (both Police Scotland); Area Manager C Grieve, LSO Perth and Kinross Area Division and General Manager S Wood (both Scottish Fire and Rescue Service); N Marchant, Scottish Police Authority Board; C Flynn and L Brown (both Chief Executive's Service).

Apologies for Absence: Councillors R Brock, C Shiers and L Simpson

Councillor Pover, Convener, Presiding

### 264. WELCOME

The Convener welcomed all those present to the meeting. Apologies for absence were noted as above.

### 265. DECLARATIONS OF INTEREST

In terms of the Councillors Code of Conduct Councillors Maclachlan and Pover declared a non-financial interest in Art. 269.

### 266. MINUTE OF PREVIOUS MEETING

The Minute of the Meeting of the Community Safety Committee of 3 February 2016 (Arts. 63-74) was submitted, approved as a correct record and authorised for signature.

### 267. PERTH AND KINROSS COMMUNITY PLANNING PARTNERSHIP – COMMUNITY SAFETY AND ENVIRONMENT GROUP

#### (i) Minute of Meeting of Community Planning – Community Safety and Environment Group

The minute of meeting of Community Planning Partnership – Community Safety and Environment Group of 13 November 2015 was submitted and noted.

## **268. COMMUNITY RESILIENCE**

There was submitted a report by the Director (Environment) (16/166), providing an overview of community resilience activity in support of the emergency response to severe weather events in the Perth and Kinross area in December 2015 and January-February 2016.

### **Resolved:**

- (i) The progress with community resilience planning across the Perth and Kinross area, as detailed in Report 16/166, be noted;
- (ii) The community resilience volunteers be commended for their considerable efforts during the storms in December 2015 as well as those in January and February 2016.

## **269. COMMUNITY PAYBACK ORDERS ANNUAL REPORT 2014/15**

The Committee received a joint presentation from R Ross, Team Leader, Safer Communities and J Irons, Community Safety Policy Officer, both Housing and Community Care on the work carried out by the Public Protection and Unpaid Work Teams including details of a number of community projects which had been completed by those undertaking Community Payback Orders.

Thereafter there was submitted a report by the Director (Housing and Community Care) (16/167), providing an update on the operation of Community Payback Orders in Perth and Kinross for the period 2014/15.

### **Resolved:**

- (i) The work undertaken by the Public Protection and Unpaid Work Teams in respect of Community Payback Orders in Perth and Kinross, as detailed in Report 16/167, be noted;
- (ii) The Director (Housing and Community Care) be instructed to bring forward a report regarding the activity and performance of Community Payback Orders in 12 months' time.

## **270. POLICE AND FIRE REFORM: LOCAL SCRUTINY AND ENGAGEMENT**

### **(i) Scottish Fire and Rescue Service Quarterly Performance Report 1 October to 31 December 2015**

There was submitted a report by Area Manager C Grieve (Local Senior Officer) (Scottish Fire and Rescue Service) (16/168), providing the Committee with information regarding the performance of the Scottish Fire and Rescue Service, against the priorities, performance indicators and targets detailed within the Local Fire and Rescue Plan for Perth and Kinross for the third quarter (October-December) of 2015-16.

In response to a question from Councillor Pover for more information on the increase in the number of fire casualties reported under Priority 3 the Local Senior Officer advised that this was an unusual occurrence. The 5 casualties in question had been injured within vehicles which had caught fire. He advised that attendance at such calls is time critical.



PERTH AND KINROSS COUNCIL  
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30 MARCH 2016

Councillor A Stewart requested further information on (1) Unwanted Fire Alarm Signals (UFAS) in sheltered housing complexes or nursing homes and, (2) funding for future Safe Drive Stay Alive events.

In responding the Local Senior Officer reported that 72 UFAS had occurred in either sheltered housing or nursing homes and 33 had been activated as a result of cooking. Letters had been issued to hospitals, care homes and businesses providing advice on how to clear dust from their detection systems. They had also been asked to remove any nearby air fresheners as these could trigger an alarm. The owners and occupiers of premises identified as having a high number of UFAS were contacted and advised of the corrective measures necessary to reduce the number of times the Service are called to attend their premises.

The Local Senior Officer confirmed that funding was in place for the next series of Safe Drive Stay Alive events. These will be held at the North Inch Community Campus.

**Resolved:**

The Scottish Fire and Rescue Service quarterly performance report for Perth and Kinross for the period 1 October to 31 December 2015, as detailed in Appendix 1 to Report 16/168, be noted.

**(ii) Perth and Kinross Local Policing Area Performance Results  
1 April to 31 December 2015**

There was submitted a report by Chief Superintendent E Smith Police Scotland 'D' Division (Tayside) (16/169), providing an update on local policing activity for the Perth and Kinross area for the period 1 April 2015 to 31 December 2015.

Councillor Pover requested an explanation for the fall in reported detection rates for crimes of vandalism and malicious mischief. In responding Chief Superintendent Smith advised the figures as reported were in part due to a series of incidents where vehicles had been targeted with limited opportunity for detection, however, overall detection rates were in keeping with the 5 year average. Police Scotland continued to work in partnership with the Safer Communities Team and the Community Hub to ensure resources are deployed appropriately and to the right locations.

Councillor A Stewart enquired how Police Scotland proposed to address the decline in public confidence in policing across Scotland as reported within the results of the Crime and Justice Survey commissioned by Scottish Government. He also enquired what impact the survey results had had on staff morale.

In responding the Chief Superintendent provided the Committee with some examples of the benefits of having access to the resources of a national police force in Perth and Kinross. This included access to national resources in the search for missing persons and the use of national expertise at major

PERTH AND KINROSS COUNCIL  
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30 MARCH 2016

sporting events. He reported that Police Scotland will introduce a 24 hour online engagement service commencing in April 2016. The service will assist Police Scotland to measure opinion in local communities. The Chief Superintendent paid tribute to the dedication and professionalism of the officers in Perth and Kinross and across "D" Division (Tayside) who worked extremely hard on a daily basis to protect the local community.

Nicola Marchant of the Scottish Police Authority Board echoed the Chief Superintendent's comments on the professionalism of police officers. Ms Marchant added that matters raised during discussion by the members of the committee were taken back and discussed with the Chief Constable as part of her engagement role with the Community Safety Committee.

In response to a question from Councillor MacLellan the Chief Superintendent confirmed that Police Scotland continued its electronic monitoring of road fund licences.

**Resolved:**

The Police Scotland local police area performance results for Perth and Kinross for the period 1 April to 31 December 2016, as detailed in Appendix 1 to Report 16/169, be noted.

**271. VALEDICTORY**

The Convener paid tribute to Chief Superintendent Eddie Smith of Police Scotland who was due to retire in May 2016. He recounted his 30 years of service to the public with the police force in Scotland and thanked him for the support he had given to the Community Safety Committee during his time as "D" Divisional Commander in Tayside. Thereafter the Chief Superintendent was presented with a civic gift on behalf of the Provost and the Council. Chief Superintendent Smith responded in appropriate terms.

COUNCILLORS COWAN AND CUTHBERT LEFT THE MEETING AT THIS POINT

**IT IS RECOMMENDED THAT THE PUBLIC AND PRESS SHOULD BE EXCLUDED DURING CONSIDERATION OF THE FOLLOWING ITEM(S) IN ORDER TO AVOID THE DISCLOSURE OF INFORMATION WHICH IS EXEMPT IN TERMS OF SCHEDULE 7A TO THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973**

**272. SCOTTISH FIRE AND RESCUE SERVICE – LOCAL SCRUTINY AND ENGAGEMENT- OPERATIONAL UPDATE FOR PERTH AND KINROSS**

Local Senior Officer Grieve had no operational updates to report for Perth and Kinross.

**273. POLICE SCOTLAND – LOCAL SCRUTINY AND ENGAGEMENT –  
OPERATIONAL UPDATE FOR PERTH AND KINROSS**

Chief Superintendent Smith had no operational updates to report for Perth and Kinross.

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**PERTH AND KINROSS COUNCIL****Community Safety Committee****8 June 2016****Bill Atkinson, Director (Housing and Social Work)****PURPOSE OF REPORT**

To update the Committee members on the current partnership activity and the activity which is currently being developed within the remit of the Community Safety and Environment agendas.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 The Community Safety Committee receive reports of the Community Safety and Environment group but one meeting in arrears.

**2. PROPOSALS**

This is the summary of issues raised at the March 2016 meeting.

**2.1 Road Safety**

Concerns were expressed at the last meeting to the lack of available funding for the Safe Drive Stay Alive road safety campaign. It was confirmed that at the TACTRAN Partnership meeting on 10 March 2015, a £9,000 provision for the continuation of the contribution towards the campaign in Angus, Dundee and Perth, had been agreed.

**2.2 Home Safety**

There was a progress report submitted to the partnership of home safety working between Scottish Fire and Rescue Service and Perth and Kinross Council's Safer Communities Team and highlighting issues and notable practices. The paper included reference to sustainable partnership working; the data being a testament to success; benefits within the Council and overall of Partnership Home Safety Visits in giving confidence and providing additional advice and assistance; and the potential suitability of the Perth and Kinross model in other areas.

**2.3 Safer Communities Multi Agency Tasking Arrangements**

A report was submitted by the Director (Housing and Community Care) updating the Group on the progress of the Safer Communities Multi-Agency Tasking Arrangements.

John Irons briefly spoke to the report and confirmed that the new multi-tasking arrangements, which replaced the Community Tasking and Co-ordinating

(CTAC) Groups in July 2014, appeared to be working more effectively than the previous system.

## **2.4 Graffiti Strategy**

There was a presentation and report on the progress of the graffiti strategy highlighting the amount of work that has been carried out to deal with graffiti in public places. A Safer Communities Investigator became the graffiti co-ordinator and single point of contact.

New reporting arrangements were agreed and new clean up and procedures established.

As a consequence 309 pieces of graffiti have been identified and reported and 221 pieces have been cleaned up so far. This work has been carried out by

- The Environment Service
- Unpaid Work Team
- Right Track Team

This ranges from small scale tags in doorways to huge vandalisms requiring high-pressure cleaners and cherry-pickers to remove them.

## **2.5 Financial Update 2015/16**

A report was submitted by the Director (Housing and Community Care providing information as to how the funds allocated to the Group had been spent during 2015/16.

## **2.6 Drug and Alcohol**

A report was submitted by E Knox, the Director Tayside Council on Alcohol updating the Group of the progress being made by partners in respect of the issues regarding New Psychoactive Substances , Drug Deaths and Overprovision Work which was being progressed through the Perth and Kinross Alcohol and Drug Partnership.

The direct correlation between alcohol-related harm and the availability and numbers of licensed premises was noted and referred to Licensing Boards having a duty to assess overprovision and to include a statement in their licensing policy. In determining overprovision a number of factors including number, capacity and type of premises, and size of display area, could be taken into account. The issue was complex, with the clear link between deprivation, provision and alcohol-related harm.

In terms of drug deaths, E Knox spoke of the difference that could be made by the 'recovery' movement which was established across Perth and Kinross and of how there remained an ongoing issue in terms of intervention referral and the sharing of information.

## 2.7 Annual Adult Support and Protection Report

There was submitted and noted a report by the Director (Housing and Community Care) providing

- a summary of the annual Perth and Kinross Adult Support and Protection report that covers the period 1 April 2014-31 March 2015
- identifying the priority areas for the coming year.

The main issues highlighted in analysis of data are

- Police Scotland have centralised referrals with formation of Dundee Hub. This has resulted in reduced Vulnerable Person Reports (VPR) being sent to Community Care teams allowing for a more targeted approach to those most at risk. Perth & Kinross still received 1536 Vulnerable Person Reports in last year.
- People with a learning disability account for 31% of all Adult Support and Protection (ASP) Inquiries/Investigations
- Physical and financial harm account for 66% of ASP processes
- Increase in Large Scale Investigations into care Homes and Care at Home Organisations
- No protection orders in P&K last year although one was applied for but refused on the grounds that it did not meet the threshold.

Key objectives for next year as documented in the Improvement Plan

- a) Financial harm - seminars for financial institutions, legal representatives and the service providers pledge, welfare reform, financial institutions
- b) Public awareness
- c) How we can work better together - health & social care integration, Self Directed Support.
- d) Improve quality assurance processes
- e) Improve data collection and analysis
- f) Children and Young Person Act – impact on ASP

## 2.8 Vulnerability Theme Update

There was submitted and noted report by Chief Inspector Maggie Pettigrew, Police Scotland, Theme Lead providing an update on the partnership and other activity of note that was underway or under development under the Vulnerability Theme.

- **Violence against women**

Funding was obtained from the Integrated Care Fund which provided a part time VAW co-ordinator for a year. John Evans has been appointed.

The partnership is leading a number of projects which are being delivered at significant cost over two to five years. The principal projects are:

Outreach Project  
Cedar Project  
MARAC Project

- **Hate Crime**

On 9 February 2016 there was a launch of the National Research Report Identifying Existing Services and Gaps in Provision for Ethnic Minority Communities in Scotland. This report was commissioned by PKAVS Minority Communities Hub. It is comprehensive and makes 8 Recommendations which will be considered by the commissioners.

- **Mental Health**

Emotional Wellbeing Workers, who have been funded through the Integrated Care Fund, have started working at Murray Royal Hospital from 8 February. The team will provide support for people who are in distress but who are not mentally unwell.

- **Suicide and Self harm**

Kinnoull Hill

In November 2015, a workshop was held with the members of the Steering Group and staff from the Greenspace Team to discuss the finalisation of a draft design for a low wall at the summit of Kinnoull Hill to disrupt suicide attempts from this location of concern. The next stage is to widen out consultation to the Kinnoull Hill Users Group, and a workshop and site visit is being planned for Spring 2016.

Crisis Pack

The Crisis Resolution Home Treatment Team, alongside other members of the Steering Group, are developing a 'Crisis Pack' which can be given to people who are accessing services and who are in distress. The pack will contain practical information on different services; but more importantly, will have their own tailored 'safety plan' which they can turn to when they have feelings of distress.

### **3. CONCLUSION AND RECOMMENDATION(S)**

The purpose of this report is to provide members with an overview of the activity within the Community Safety Outcome Delivery Group to give them reassurance that this activity is delivering positive outcomes for communities.

It is recommended that members note the content of the report.



**Author(s)**

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**Approved**

| <b>Name</b>   | <b>Designation</b>                  | <b>Date</b>     |
|---------------|-------------------------------------|-----------------|
| Bill Atkinson | Director (Housing & Social<br>Work) | 13 January 2016 |

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**PERTH AND KINROSS COUNCIL**

**Environment Committee  
1 June 2016**

**Enterprise & Infrastructure Committee  
1 June 2016**

**Community Safety Committee  
8 June 2016**

**Scrutiny Committee  
15 June 2016**

**The Environment Service  
Joint Business Management & Improvement Plan  
And Annual Performance Report**

**Report by Director (Environment)**

This report presents the Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16 for the Environment Service.

**1. BACKGROUND/MAIN ISSUES**

- 1.1 Service Business Management and Improvement Plans and Annual Performance Reports are a core element of the Council's Service Planning Framework.
- 1.2 This report presents the Environment Service Annual Performance Report for the period 2015/16 and the Business Management and Improvement Plan for the period 2016/17.
- 1.3 The Environment Service's Business Management and Improvement Plan 2016/17 sets out the key Service actions which contribute to the delivery of the Council's five strategic objectives and key local outcomes as set out in the Perth and Kinross Corporate Plan 2013/18.
- 1.4 The Environment Service's Annual Performance Report 2015/16 reviews Service progress over the past year in meeting the targets and commitments set out in the Environment Service's Business Management and Improvement Plan 2015/16.

## **2. PROPOSALS**

2.1 Our Service objectives remain:

1. To promote sustainable development
2. To develop and support a thriving and inclusive economy and promote Perth and Kinross as a place to live, work and visit
3. To manage, maintain and enhance the public realm and provide safe and convenient access to all users.
4. To protect and promote the health, safety and wellbeing of communities and staff
5. To provide efficient and effective service delivery

2.2 In order to meet these Service objectives, our priorities for the coming year will be:-

- Economic development
- Infrastructure
- Performance and Benchmarking
- Customer focus and feedback
- Workforce planning
- Collaborative working
- Commitment to delivering outcomes

2.3 Our challenge is in ensuring that we deliver these priorities while maximising our partnering opportunities and providing tangible results for local communities, within the resources allocated to the Service.

2.4 The Council's approved budget for 2016/17 includes continuing funding to support roads, economic development, business growth and transformation. This is given a context by the new Local Development Plan and its supporting policies.

2.5 To ensure that we continue to improve outcomes and respond effectively within a challenging financial environment the Service's Business Management and Improvement Plan 2016/17 sets out an ambitious change and improvement programme, including a number of Transformation reviews.

2.6 The Environment Service had a successful year in 2015/16 and achieved significant progress across a range of services which provided positive outcomes for citizens and communities.

2.7 Our continued commitment to delivering positive outcomes is evidenced by changing approaches to further improve recycling rates; increased use of benchmarking to understand how well we compare against others and what changes we can make as a result; the lessons we learn from complaints; improvements in planning performance and the delivery of new infrastructure such as our new schools and the A9/A85.

The Perth City Plan and the new Economic Development Strategy and Action Plan will be key documents which detail our aims and commitments in respect of the local economy and aim to build on successes in 2015/16 with employment rates ahead of neighbouring Councils and occupation rates in Perth City centre higher than the Scottish average.

### 3. CONCLUSION AND RECOMMENDATION

- 3.1 The Joint Business Management and Improvement Plan and Annual Performance Report details progress against the Service's targets and improvement actions over the last year and sets out how the Service will take forward the strategic objectives and local outcomes set out within the Corporate Plan 2013/18.
- 3.2 It is recommended that the Community Safety, Environment, and Enterprise & Infrastructure Committees approve, for their specific area of interest, the Environment Service's Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16.
- 3.3 It is recommended that the Scrutiny Committee scrutinises and comments as appropriate on the Environment Service's Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16.

#### Authors

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#### Approved

| Name           | Designation            | Date       |
|----------------|------------------------|------------|
| Barbara Renton | Director (Environment) | 9 May 2016 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic implications

#### Community Plan / Single Outcome Agreement

1.1 The Perth and Kinross Community Planning Partnership (CPP) brings together organisations to plan and deliver services for the people of Perth and Kinross. Together the CPP has developed the Perth and Kinross Community Plan which outlines the key things we think are important for Perth and Kinross:-

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

1.2 It is considered that the actions contained within this report contribute to all of the above objectives.

#### Corporate Plan

1.3 The Council's Corporate Plan 2013-2018 outlines the same five Objectives as those detailed above in the Community Plan. These objectives provide a clear strategic direction, inform decisions at a corporate and service level and shape resource allocation. It is considered that the actions contained in the report contribute to all objectives as outlined in paragraph 1.1 above.

### 3. RESOURCE IMPLICATIONS

- 3.1 The financial and workforce resources required to deliver The Environment Service Business Management and Improvement Plan 2016/17 are reflected within the approved Resource and Capital budgets for the Service.

### 4. ASSESSMENTS

#### Equality Impact Assessment

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

#### Strategic Environmental Assessment

- 4.3 Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all qualifying plans, programmes and strategies, including policies (PPS). The proposals have been considered under the Act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

#### Sustainability

- 4.4 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.
- 4.5 The proposals contained within the report are assessed to have a positive impact on sustainability, particularly with regard to encouraging sustainable modes of travel.

### 5. APPENDICES

Appendix 1 - The Environment Service's Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16.





# Appendix 1

## THE ENVIRONMENT SERVICE

### BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2016/17 & ANNUAL PERFORMANCE REPORT 2015/16

DRAFT

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# INTRODUCTION

Welcome to the Environment Service's Business Management and Improvement Plan for 2016/17.

Doing the best we can in all our areas of activity remains high on the agenda for all of us working in the Environment Service. There remains an incredible commitment by our employees to making improvements to what we do. This can be evidenced in a variety of ways – changing approaches to further improve recycling rates; our on-going success in the Council's Securing the Future awards; our increased use of benchmarking information to understand how well we compare against others and what changes we can make as a result; the lessons we learn from any complaints we receive; our continued improvements in planning performance; the delivery of new infrastructure such as the A9/A85 and the new schools we are building, along with continuing to maintain the Council's assets, such as roads and bridges which we look after.

Within all of this, and across all of the Service, we endeavour to make the best use of the resources available to us to ensure they are directed in the areas which will create the most benefit for the area. We believe we all work hard to achieve this, as we recognise the importance of what we do in making sure that Perth and Kinross is recognised as the best place to live, work and invest in, as well as a must visit destination.

However, we need to recognise that we are entering even more challenging times in terms of the current financial situation. We will need to all work together to understand what services we can continue to deliver and the level to which we can provide them. This will be hard for all those concerned, as we seek to manage expectations. However, by providing support to officers across the Service, through the Learn, Innovate, Grow programme, we will produce details of what we can provide. This, in turn, will allow us to discuss with service users, members of the public and elected members other ways of picking up areas of work we can no longer do ourselves. This is in line with the Council's expectations through the new approach to local community planning partnerships and the Community Empowerment Act.

For 2016/17, our Service objectives remain:

1. To promote sustainable development
2. To develop and support a thriving and inclusive economy and promote Perth and Kinross as a place to live, work and visit
3. To manage, maintain and enhance the public realm and provide safe and convenient access to all users
4. To protect and promote the health, safety and wellbeing of communities and staff
5. To provide efficient and effective service delivery

In order to meet these Service objectives, our priorities for the coming year will be:-

- Economic development, including the City Deal and the City Plan
- Infrastructure
- Performance and Benchmarking
- Customer focus and feedback
- Workforce planning
- Collaborative working
- Commitment to delivering outcomes

The Service remains committed to working in partnership, both across the Council, and with our community planning partners. We will also continue to seek out all opportunities to work smarter – such as the use of specialist engineering services from other local authorities and sharing our skills with them. This collaborative approach is an area which will be a big focus for the Service in the course of the next few years. As such, we will continue to pursue all available opportunities when they are in the best interests of the Council and the area.

While, as ever, the coming year presents many opportunities, there will also be many challenges. However, given the overall commitment from the Service, and from past experience, we have complete confidence that we will again deliver the very best services for the people of Perth and Kinross.

**Jim Valentine**  
Depute Chief Executive

**Barbara Renton**  
Director (Environment)

# VISION, STRATEGIC OBJECTIVES AND LOCAL OUTCOMES

## THE COUNCIL'S VISION

The Council's Corporate Plan clearly sets out the vision for our area, our communities and our people.

*"Our vision is of a confident and ambitious Perth and Kinross with a strong identity and clear outcomes that everyone works together to achieve. Our area will be vibrant and successful; a safe, secure and healthy environment; and a place where people and communities are nurtured and supported."*

## THE COUNCIL'S STRATEGIC OBJECTIVES

From the vision, there are five strategic objectives which inform decisions about policy direction and budget spending. The strategic objectives within the Community Plan and the Council's Corporate Plan are:

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

The Environment Service will play a key role in the delivery of all strategic objectives while leading on the following Strategic Objectives and Local Outcomes:

- Promoting a prosperous, inclusive and sustainable economy
- Supporting people to lead independent, healthy and active lives

# DEVELOPING A PROSPEROUS, INCLUSIVE AND SUSTAINABLE ECONOMY

Service Contribution - Net Cost (£) 20,000,000

## Service Contribution

The Environment Service leads at a corporate level on the delivery of the “Thriving, Expanding Economy” local outcome.

The Service supports an integrated approach to sustainable economic and physical development. We will shape the long term vision for the area by implementing the Local Development Plan; adopting a proactive, responsive and supportive development management framework; developing much needed business infrastructure in the shape of additional employment land and improved digital connectivity; supporting growth sectors, and working at a one to one level with companies looking to grow.

In setting the revenue budget, the Council recognised both the importance and scale of challenge in these agendas and has earmarked significant resources to meet them. We are working on a new Economic Development Strategy and Action Plan and along with the Perth City Plan these will be the key documents which detail our aims and commitments in these areas.

A particular focus will be to assist the Perth City Development Board to implement the Perth City Plan, to support the work of the Scottish Cities Alliance in securing commercial investment in Perth and in working with Angus, Dundee and Fife Councils to deliver a city deal for the Tay Cities Region.

The Service provides a broad range of services which impact in a positive way to ensure that the local economy operates successfully, and that businesses are supported to relocate and grow. We will lead on the coordination and reporting of cross service activities in employability. As a Service, we are committed to providing both Modern Apprentice and Professional Trainee opportunities across all areas of our activity. In addition, we will provide services to support individuals to increase their employability and gain employment. We will enhance our employer engagement activities and seek to match opportunities to those we are supporting through other activities.

## THRIVING, EXPANDING ECONOMY

### Performance summary 2015/16

- 63% of premises across Perth and Kinross are now able to access superfast broadband (over 30 Mbps).  
**Enterprise and Infrastructure Committee**
- The new LEADER, ('Liaison Entre Actions de Development de l'Économie Rurale'), [Rural Development programme for Perth and Kinross](#) was launched on 14 January 2016. £3.8 million of European Union and Scottish Government funding will be invested in the local area over the next five years, bringing a boost to communities and the rural economy.  
**Enterprise and Infrastructure Committee**
- The Business Development Team has rolled out the [World Host customer care initiative](#) with 319 delegates from Perth and Kinross businesses going through the programme and 4 business achieved Business Recognition accreditation (as at 31 January 2016).  
**Enterprise and Infrastructure Committee**
- Bellerby Economics, in partnership with IBP Strategy and Research, were commissioned to undertake an independent evaluation of three of the key events in the [2015 Perth Winter Festival](#) programme - the Christmas Lights Switch On, Santa Run and the Coca Cola truck visit. The main focus of the research was the Christmas Lights Switch On event on 21 November, which saw a footfall of over 98,000 on the day. The crowd for the switch on event on Tay Street was estimated to be approximately 30,000 (compared to 27,500 in 2014). The evaluation concluded that a total gross expenditure impact of more than £6.5m was delivered by the 2015 Perth Winter Festival.  
**Enterprise and Infrastructure Committee**
- A report requested by the Enterprise and Infrastructure Committee on the [health of Perth city centre](#) showed that vacancy rates in the city are lower than all benchmarking partners and the Scottish average.

### Customer Feedback

- Over 130 [Perth and Kinross Business Enterprise Month - Perth & Kinross Council](#) local businesses have been supported through the [Super connected Cities Broadband Voucher Connection Scheme](#).  
**Enterprise and Infrastructure Committee**

The Business Development Team has undertaken a range of seminars and clinics for businesses including tourism investment, business tourism, marketing masterclasses, and selling skills for the non-salesperson and has led the partnership that delivers our annual [Business Enterprise Month](#). The 70 events were attended by 938 clients.

Feedback included

*"Thanks very much for such a helpful series of evenings. The overheads, tips and hints were all so useful and the homework really did force me to do some serious brainstorming!"*

**Enterprise and Infrastructure Committee**

- The Business Development Team co-ordinated the first Perthshire collaborative presence at the [Visit Scotland travel trade Expo](#) and brought 9 local companies to the [All Energy exhibition and conference](#), the leading event for renewable energy and clean technologies.

Feedback included

*"I would like to thank you for inviting us to join you at All Energy. The show was very positive for us. We were able to catch up with a number of existing clients and also developed some strong sales leads for new business."*

**Enterprise and Infrastructure Committee**

#### **Focus for 2016/17**

- Progress the long term investments for smart growth and the short-medium term delivery plan based on the four strategic themes and eight big moves in the Perth City Plan to catalyse economic growth in partnership with the City Development Board.

**Enterprise and Infrastructure Committee**

- Work with the Scottish Cities Alliance to create the conditions for growth by promoting and welcoming new inward investment and through the [Business Gateway](#) to support existing and new businesses to grow, create and sustain jobs.

**Enterprise and Infrastructure Committee**

- Progress the "City Region Deal" with our partners in Dundee, Angus and Fife.

**Enterprise and Infrastructure Committee**

## KEY PERFORMANCE INDICATORS

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                      | Performance |       |       |       | Targets |     |       |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 13/14       | 14/15 | 15/16 | Trend | 15/16   | RAG | 16/17 | 17/18 | 22/23 |
| Number of new business start-ups as a % of the business stock (Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                           | 4.9         | 3.7   | 5.1   | ➔     | 5.0     | ○   | 4.0   | 4.0   | 4.0   |
| <b>Comments on performance during 2015/16</b><br>304 new businesses were set up in 2015/16. The Office for National Statistics has extended the range of business included in the count in 2015 so year on year comparison will be problematic. The target for 2016/17 and beyond has been revised accordingly from 5%.                                                                                                                                    |             |       |       |       |         |     |       |       |       |
| Area of available Serviced Business Land (Ha) (Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                                           | 55.93       | 54.17 | 54.17 | ➔     | 13      | ○   | 13    | 14.9  | 28.9  |
| <b>Comments on performance during 2015/16 and targets</b><br>The 2014 Employment Land Audit recorded an existing supply of 160 hectares of marketable land; this is some 25 hectares more than the supply required per our 2014-2019 Local Development Plan. 54 hectares of the total employment land has been identified as immediately available serviced business land.                                                                                 |             |       |       |       |         |     |       |       |       |
| Number of jobs created in small and medium enterprises (SME) per annum with public sector support (Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                       | 497         | 471   | 401   | ⬇     | 475     | ●   | 350   | 350   | 350   |
| <b>Comments on performance during 2015/16 and targets</b><br>Unemployment remains at a consistent 1.2% in Perth and Kinross in May 2016 (steady for 12 months). This target includes recruitment incentives and Business Gateway start up (self-employment) In 2016/17. There will be less availability or requirement for wage incentives, therefore only 60 additional jobs will be created via recruitment incentives. Business Gateway will create 290 |             |       |       |       |         |     |       |       |       |



| Indicator<br>(Source)                                                                                                                                                                                                                                                                                              | Performance |       |       |       | Targets |     |       |       |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                    | 13/14       | 14/15 | 15/16 | Trend | 15/16   | RAG | 16/17 | 17/18 | 22/23 |
| Jobs. (Self-employment), therefore this target should be revised to a more realistic 350 places.                                                                                                                                                                                                                   |             |       |       |       |         |     |       |       |       |
| % of residential and business premises with access to Next generation broadband (Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                 | 36.7        | 51    | 63    | ↑     | 60      | ○   | 70    | 65    | 80    |
| <b>Comments on performance during 2015/16</b><br><a href="#">Digital Scotland</a> is responsible for producing updated reports on next generation broadband rollout in Scotland.                                                                                                                                   |             |       |       |       |         |     |       |       |       |
| Vacant city centre commercial floor space as a % of the total floor space (Community Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                       | 11.1        | 8.51  | 7.9   | ↑     | 12      | ○   | 9     | 9     | 9     |
| <b>Comments on performance during 2015/16 and targets</b><br>This is based on 793 available commercial units, with 63 of these being vacant. Of these vacant units, 9 are currently under offer to new tenants, one is being planned for demolition and redevelopment and one is vacant due to a fire in the unit. |             |       |       |       |         |     |       |       |       |
| Key Sector Employment (%) - Tourism<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                              | 12.5        | 13.1  | 12.8  | →     | 13      | ○   | 13    | 13    | 13.5  |
| <b>Comments on performance during 2015/16 and targets</b><br>The latest figures for the tourism sector align with new Scottish Government definitions. There were 8,200 employee jobs and self-employed positions in the sector in 2014.                                                                           |             |       |       |       |         |     |       |       |       |
| Key Sector Employment (%) - Food & Drink<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                         | 2.9         | 3.1   | 3.2   | ↑     | 3.0     | ○   | 3.0   | 3.0   | 3.5   |

|                                                                                                                                                                                                                                                                                                                  |     |     |     |   |     |   |     |   |   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|-----|---|-----|---|-----|---|---|
| <b>Comments on performance during 2015/16</b>                                                                                                                                                                                                                                                                    |     |     |     |   |     |   |     |   |   |
| The latest figures for the food and drink sector align with new Scottish Government definitions. There were 2,100 people employed within this sector in 2014. The Council's investment in <a href="#">Perth Food and Drink Park</a> has the potential to sustain up to 400 jobs once the park is fully occupied. |     |     |     |   |     |   |     |   |   |
| Key Sector Employment (%) - Clean Technology Enterprise and Infrastructure Committee                                                                                                                                                                                                                             | 4.8 | 6.7 | 3.1 | ↓ | 6.9 | ● | 3.2 | 7 | 9 |
| <b>Comments on performance during 2015/16</b>                                                                                                                                                                                                                                                                    |     |     |     |   |     |   |     |   |   |
| The latest figures for the clean technology sector align with new Scottish Government definitions. This is why there appears to be a dip in performance. There were 1,900 people employed within this sector in 2014.                                                                                            |     |     |     |   |     |   |     |   |   |

RAG Key

- On target for 2015/16
- Not on target for 2015/16

## EMPLOYMENT OPPORTUNITIES FOR ALL

### Performance summary 2015/16

- Employment, at 98.8% in Perth & Kinross is high compared with neighbouring authorities (Dundee City 97.1%, Fife 97.6% and Angus 98.1%).  
**Enterprise and Infrastructure Committee**
- The Employment Initiatives Team at The Hub's Perth city centre base has assisted **237** individuals into employment in the current financial year.  
A cross Council partnership hosted Scottish Modern Apprenticeship Week at the Hub in February 2016 to showcase the Modern Apprenticeship opportunities on offer to young people interested in a career with the council.  
The Council partnership with Barnardo's and Scottish and Southern Energy delivered a 6th cohort of youngsters into 6 month placements with Scottish and Southern Energy. This is the 3<sup>rd</sup> year of the initiative and over **60** youngsters have taken up this opportunity. Nearing the end of the 6 month placement, Hub staff help participants to build on the experience with a view to finding work.  
**Enterprise and Infrastructure Committee**
- The Hub outreach programme operates in Rattray one afternoon a week. Local people now receive support with employability as well as an opportunity to study for a Food Hygiene certificate at no cost. So far **6** candidates have successfully gained this certificate and a further **3** are in the pipeline.  
**Enterprise and Infrastructure Committee**
- The operating model for [Westbank Enterprises](#), Perth City's newest social enterprise partnership between the Shaw Trust and PKC, was determined after lengthy visits to similar organisations across Scotland. The team together with 3-400 unpaid work placement people produce 200,000 bedding and basket/container plants and 2,000 hanging baskets per annum.  
**Enterprise and Infrastructure Committee**

### Customer Feedback

- Between April and November 2015, the Employment Initiatives Team successfully placed **84** youngsters between the ages of 16-29 into employment opportunities across Perth and Kinross. Initially this was achieved via Scottish Government funded wage incentives, the Youth Employment Scotland (YES) fund and Scotland's Employment Recruitment Incentive (SERI). Although these funding streams have now been exhausted the Council will continue to fund a wage incentive and will aim to deliver a further **30** job outcomes by the end of the financial year.

#### Feedback included

*"We are a small business hiring out 4x4 Vehicles from a rural location in Perthshire. We were struggling to get the business off the ground with just the two of us and needed an additional member of staff who would be office based to deal with the admin/accounts side of the business. It was catch 22 as we were not making enough money to pay someone. This was when I was put in touch with the Employment Initiatives Team who have transformed our business. We were able to bring on an Administrator who has been absolutely key in making this a profitable business."*

**Enterprise and Infrastructure Committee**

## Focus for 2016/17

- Work with local employers to promote living wage accreditation.  
**Enterprise and Infrastructure Committee**
- Tackle inequalities by helping those furthest from the job market into employment.  
**Enterprise and Infrastructure Committee**
- Maximise job opportunities from our own investment opportunities.  
**Enterprise and Infrastructure Committee**
- Refresh the Employability Strategy and Action Plan by developing a new Economic Development Strategy and Action Plan.  
**Enterprise and Infrastructure Committee**

## KEY PERFORMANCE INDICATORS

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Performance |       |       |       | Targets |     |       |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 13/14       | 14/15 | 15/16 | Trend | 15/16   | RAG | 16/17 | 17/18 | 22/23 |
| % of Scottish average monthly earnings (Community Plan, Corporate plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 89          | 86    | 98.2  | ↑     | 93      | ○   | 90    | 90    | 95    |
| <b>Comments on performance during 2015/16</b><br>The level of earnings reported for people working in the Perth and Kinross area is markedly higher than in previous years. Whilst the corresponding figure for people resident in Perth and Kinross and the figures for Scotland as a whole have risen as well, they did so in a more incremental manner. It is worth bearing in mind that the data is based on a sample survey which always carries an element of risk. This requires to be monitored over the next few years before a trend can be confirmed.                                                                                                                               |             |       |       |       |         |     |       |       |       |
| % of working age population unemployed, based on the Job Seekers Allowance claimant count (Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2.0         | 1.2   | 1.1   | ↑     | 1.5     | ○   | 1.2   | 1.2   | 1.2   |
| <b>Comments on performance during 2015/16 and targets</b><br>The claimant count rate has returned to pre-recession levels. Between October and December 2015, the rate was 1.0% and in January 2016, 1.2%. There were 1,095 Claimants in Perth and Kinross in January 2016, 565 of whom lived in Perth City. The portfolio of interventions centred around the Hub continues to have a significant positive impact on the labour market in Perth and Kinross.<br><u>Proposed Target 2016/2017 – 1.2%</u><br>The claimant count will be recalculated after the adoption of universal credit in the area. This was implemented in Perth and Blairgowrie Jobcentre Plus offices on 25 April 2016. |             |       |       |       |         |     |       |       |       |
| % of unemployed people participating in employability and skills programmes based on the Job Seekers Allowance claimant count (Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 37.3        | 76.5  | 63.4  | ↑     | 40      | ○   | 50    | 50    | 75    |
| <b>Comments on performance during 2015/16 and targets</b><br>As of 31 January 2016, 63.4% of unemployed individuals participated in employability and skills                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |       |       |       |         |     |       |       |       |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Performance |       |       |       | Targets |     |       |       |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 13/14       | 14/15 | 15/16 | Trend | 15/16   | RAG | 16/17 | 17/18 | 22/23 |
| <p>programmes. The rate is down on last year's performance but may reflect increased employment levels. Despite the relatively high employment figures, 741 individuals participated in employability projects across Council services. The Employment Initiatives Team is currently carrying out a commissioning exercise with a view to offering 2 skills academy programmes in the last quarter of the year.</p> <p><u>Proposed Target 2016/2017 – 50%</u></p> <p>Universal credit was introduced in November 2015 to replace Jobseekers Allowance. A new indicator is therefore proposed - % of working age population unemployed, based on the total number of people claiming out of work benefit.</p> <p>Although the Council has continued to outperform expectations, it is envisaged that next year will see a reduction in participant levels due to the new focus of targeting those individuals furthest away from the labour market.</p> |             |       |       |       |         |     |       |       |       |
| Number of unemployed people assisted into work as a result of employability and skills programmes based on the total number claiming out of work benefits<br>(Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 641         | 612   | 689   | ↑     | 700     | ○   | 450   | 200   | 400   |
| <p><b>Comments on performance during 2015/16 and targets</b></p> <p>For the period April 2015 to January 2016, 689 individuals were assisted into work this financial year. It is anticipated that the 700 job outcome target for 2015/16 will be exceeded. The introduction of additional wage incentives such as the Scotland Employer Recruitment Incentive will assist in achieving the target. Although the council has continued to outperform expectations, it is envisaged that next year will see a significant reduction in outcomes due to those individuals furthest away from the labour market being the new focus.</p>                                                                                                                                                                                                                                                                                                                  |             |       |       |       |         |     |       |       |       |
| % Unemployed people accessing jobs via Council funded / operated employability programmes<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | -           | -     | 57.6  | -     | -       | ○   | 40    | 40    | 40    |
| <p><b>Comments on performance during 2015/16 and targets</b></p> <p>As of 31st January 2016, 57.6% of unemployed individuals participated in employability and skills programmes. This is inclusive of those individuals participating in the Scottish Government Funded Wage Incentive. The figure is based on a claimant count of 1,086.</p> <p><u>Proposed Target 2016/2017 – 40%</u></p> <p>Universal Credit was introduced in November 2015 to replace Jobseekers Allowance. A new indicator is therefore proposed - % of working age population unemployed based on the total number of people claiming out of work benefit. Although the council has continued to outperform expectations, it is envisaged that next year will see a significant reduction in outcomes due to those individuals furthest away from the labour market being the new focus.</p>                                                                                   |             |       |       |       |         |     |       |       |       |
| Narrow the gap between unemployment levels in the best and worst wards across Perth and Kinross (%) (Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 5.9         | 1.9   | 1.7   | ↑     | 1.8     | ○   | 1.5   | 1.8   | 1.8   |
| <p><b>Comments on performance during 2015/16 and targets</b></p> <p>Perth City South and Strathallan wards have seen the lowest claimant rate in January 2016 at 0.7%. Perth city centre remains the ward with the highest claimant rate of 2.4%. The portfolio of interventions centred around the Hub has had a significant positive impact on the labour market in Perth and Kinross.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |             |       |       |       |         |     |       |       |       |

# CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

Service Contribution- Net Cost (£) 41,500,000

## Service Contribution

Our diverse environment is one of Perth and Kinross Council's most significant assets. It has outstanding natural beauty in both historic and built environments, as well as clean, green and accessible public spaces. These enhance the quality of life of all residents and support the economy by attracting many visitors to our area.

Our [Local Development Plan](#) aims to contribute to the sustainable development of Perth and Kinross by creating a positive planning framework to protect current assets and, where appropriate, identify sufficient appropriately located land to meet expected needs for industrial, commercial and housing development. Legislation requires Development Plans are updated every 5 years to ensure that they are up to date and make provision for an adequate supply of land for various uses and The Enterprise and Infrastructure Committee approved the [Development Plan Scheme](#) in April 2014 which details the programme we will follow for the preparation of Local Development Plan 2 and sets out key milestones.

Our Development Management Team manage the process of new developments by granting or refusing planning permission, and managing unauthorised developments using, when necessary, formal enforcement powers.

Building Standards are very aware of the significant role they play in the development process which must be streamlined and efficient to ensure that inward investment is encouraged as well as enabling existing businesses to have the confidence they will be supported as they seek to grow, sustain and create jobs. To this end we ensure all applications for building warrant and completion certificates are dealt with timeously and efficiently in accordance with the national building standards performance framework. Our performance reports for 2015/16 to date show a 95% success rate in meeting the target for responding to warrant applications within 20 days.

In addition, reflecting the Council's commitment to promote and encourage ambitious tourism events, Building Standards work very closely with other front line Council services and the emergency services to assist the delivery of public entertainment licences. Our role in this respect is to ensure the safety of temporary raised structures and ensure the needs of people with disabilities are catered for.

We collect and dispose of waste from 71,000 households and, working with communities, our recycling rate has increased from 19% in 2003, to 54% in 2015/16.

Our Community Green Space Team maintains 1,600 parks and public spaces for local communities and visitors.

We maintain 2500 km of roads network, 870 bridges, 23,000 street lighting columns and work with partner agencies on flood protection and civil contingencies.

## ATTRACTIVE, WELCOMING ENVIRONMENT

### Performance summary 2015/16

- [North Perth Allotments](#) consist of fourteen plots, including community plots, a garden and a plot for youth groups and starter plots. North Perth Allotment Association, working with the Service secured funding from the National Lottery, Awards for All to involve the Letham and Tulloch Community in a range of gardening projects for individuals and families. During 2015, the allotment holders were involved in the Letham & Tulloch Summer Gala and the New Rannoch Centre's Food & Flower Show.

#### **Environment Committee**

- Communities from Perth and Kinross, working together with Community Greenspace teams, won a third of the gold medal certificates awarded by [Beautiful Scotland](#) at their 2015 Annual Awards ceremony:

Beautiful Perth – Gold Medal, large Town Winner and Winner of David Welch Memorial Award for the Riverside Heather Collection;  
Blairgowrie and Rattray in Bloom – Gold Medal,  
Brig in Bloom – Silver Gilt Medal;  
Dunkeld and Birnam in Bloom – Silver Gilt Medal and Best New Entrant trophy;  
Pitlochry in Bloom – Gold Medal and Small Town Category winner;  
Comrie in Colour – Gold Medal Winner

In the UK-wide RHS Britain in Bloom competition the Perth and Kinross area was awarded with:

Silver Gilt medal for Muthill in Bloom  
Gold Medal and Best Large Village trophy for Coupar Angus Pride of Place.

#### **Environment Committee**

- Funding from [Zero Waste Scotland](#) enabled volunteers and champions to help deliver a programme of events aimed at helping households reduce, reuse and recycle, sending less waste to landfill. Recent events include a series of upcycling workshops hosted by local artists to help participants turn something old into something new and cookery workshops with demonstrations by a local chef to help reduce food waste. In addition savings from landfill are returned for community use.

#### **Environment Committee**

- Following a successful trial the Council has begun replacing existing 240 litre general waste bins with smaller 140 litre bins. This will increase further our recycling rates and deliver significant financial savings. The Council has the second highest household recycling rate in Scotland at 56%.

#### **Environment Committee**

- The Council upgraded its South Inch car park converting the facility from pay and display to a barrier based pay on foot system in May 2015. This allows customers to be flexible about how long they wish to park thus supporting visitors to the City.

#### **Enterprise and Infrastructure Committee**

- The Council has embarked on an ambitious 10 year programme to upgrade all of the street lighting across the area to energy efficient, light emitting diode (LED) lanterns. The project will



deliver a 40% reduction in the Council's unmetered energy consumption, significantly reduce carbon dioxide emissions and save £5m over 16 years.

**Enterprise and Infrastructure Committee & Environment Committee**

- June 2015 and January 2016 saw the official opening of the new Oakbank and Crieff primary schools respectively. The projects are part of Perth and Kinross Council's ongoing programme of upgrades and improvements to the school estate locally to deliver a modern, high-quality learning and teaching environment for pupils and staff. Work was completed on time and on budget.

**Enterprise and Infrastructure Committee**

- The [Community Environment Challenge Fund](#) is aimed at community groups leading and delivering projects which would make a significant difference to their local environment, and be widely supported within the community. Up to £100,000 of funding has been made available annually between 2011/12 and 2016/17. The fund has supported 14 new projects in 2015/16, awarding grants totalling £100,000. The total cost of these 14 projects amounts to over £500,000.

**Environment Committee**

**Customer Feedback**

- The Environment Service and Housing and Community Care Services, innovatively and collaboratively, bring both residential and commercial empty properties back into use. A member of staff's hard work has been recognised by Shelter Scotland by awarding her "Scottish Empty Homes Champion of the Year Award" as the winner in the category of "Outstanding Individual". The Team has been helping owners of empty properties with finance, advice and encouragement. To date the team have provided assistance and funding to bring over 200 properties back into use.

Scottish Empty Homes Partnership's National Manager said;

*"This has inspired enthusiasm across a number of sectors from housing to town-centre regeneration about what can be achieved when you approach issues like wasted empty homes with a problem solving attitude".*

**Enterprise and Infrastructure Committee**

**Focus for 2016/17**

- Protect and enhance the natural and built environment through planning frameworks that support sustainable development and design.

**Enterprise and Infrastructure Committee**

- Deliver the Council's sustainability agenda and meet carbon reduction obligations through on-going work on energy efficiencies, air quality, street lighting, recycling and public transport.

**Environment Committee**

- Support locality community planning partnerships.

**Environment Committee**

## KEY PERFORMANCE INDICATORS

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Performance |        |               |       | Targets |               |        |        |        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|---------------|-------|---------|---------------|--------|--------|--------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 13/14       | 14/15  | 15/16         | Trend | 15/16   | RAG           | 16/17  | 17/18  | 22/23  |
| Vacant residential / commercial premises brought into use (number of schemes implemented) (Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 6           | 6      | 20            | ↑     | 8       | ○             | 10     | 10     | 15     |
| <b>Comments on performance during 2015/16 and targets</b><br>As at 29 February 2016, five commercial and fifteen residential properties have been brought back into use with funding from Perth and Kinross Council and Perth and Kinross Heritage Trust. In addition, a further 144 properties have been brought back into use with support, guidance and information provided to owners by the Vacant Property Development Officer and Support Assistant. The Vacant Property Development Officer was awarded a Shelter Scotland "Outstanding Individual" award in recognition of her personal contribution. |             |        |               |       |         |               |        |        |        |
| Emissions from Council buildings (tonnes CO2) (Corporate Plan)<br><b>Environment Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 19,951      | 14,116 | Not Available | ↑     | 18,000  | Not Available | 18,000 | 18,000 | 17,355 |
| <b>Comments on performance during 2015/16 and targets</b><br>The latest energy accounts available show that during the period April 2015 to December 2015, the emissions from Council buildings were 4% higher than the level required to meet the target. The annual projection is 18,600 tonnes or 3% over target. This is largely due to the colder weather so far in 2015/16 which, measured by degree days was 14% colder than 2014/15 and 4% colder than 2011/12 base year.                                                                                                                              |             |        |               |       |         |               |        |        |        |
| Municipal waste collected that is recycled or composted (%) (Community Plan, Corporate Plan)<br><b>Environment Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 51.5        | 52.7   | 53.2          | ↑     | 54      | ○             | 55     | 57     | 65     |
| <b>Comments on performance during 2015/16 and targets</b><br>The latest figures confirm that during the period April 2015 to December 2015, the municipal waste recycling rate was 53.2%. This is slightly below target due mainly to timber collected at recycling centres now being sent for biomass treatment (2,720 Tonnes). However, this tonnage still contributes to the Council's landfill diversion rate.                                                                                                                                                                                             |             |        |               |       |         |               |        |        |        |

|                                                                                                                                                                                                                                                                                                                                                                                                               |        |        |               |   |       |               |           |       |       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|---------------|---|-------|---------------|-----------|-------|-------|
| Identification of effective housing land supply (units) (Community Plan, Corporate plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                    | 17,741 | 15,528 | 15,528        | ↓ | 6,800 | ○             | No Target | 6,370 | 6,370 |
| <b>Comments on performance during 2015/16 and targets</b><br>The 2014 Local Development Plan recognises an existing supply capable of meeting targets for some considerable time. The last audit was completed in October 2015 in consultation with Homes for Scotland. The next audit will be completed around October 2016 and will be subject to consultation with Homes for Scotland.                     |        |        |               |   |       |               |           |       |       |
| Number of houses built in Perth and Kinross (Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                | 341    | 424    | Not Available | ↑ | 400   | Not Available | No Target | 320   | 910   |
| <b>Comments on performance during 2015/16 and targets</b><br>The number of houses built is significantly influenced by prevailing economic conditions. An increase in completions was recorded in 2014/15 and it is hoped that this trend will continue. The next update will be available in May 2016.                                                                                                       |        |        |               |   |       |               |           |       |       |
| Number of buildings registered as at risk (Community Plan)<br><b>Environment Committee</b>                                                                                                                                                                                                                                                                                                                    | 98     | 130    | 130           | ↓ | -3%   | ●             | -3%       | -3%   | -3%   |
| <b>Comments on performance during 2015/16 and targets</b><br>The list still includes a number of inappropriate buildings and has not been adjusted to reflect restoration that has been completed on a number of properties. Staff will meet with Buildings at Risk Register for Scotland staff to resolve this.                                                                                              |        |        |               |   |       |               |           |       |       |
| Proportion of operational buildings that are suitable for their current use (SOLACE Benchmarking PI)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                        | 85.7   | 85.5   | 85.5          | → | 86    | ○             | 90        | 90    | 90    |
| <b>Comments on performance during 2015/16 and targets</b><br>In comparison to last year the figures have remained static, and the downward trend of the last few years has halted. As we continue to develop the property management system, Concerto, we will be able to will allow for more dynamic capture of suitability and condition information and use it to inform investment in our property asset. |        |        |               |   |       |               |           |       |       |

|                                                                                                                                                                                                                                                                                                                                                                                                               |      |      |      |   |    |   |    |    |    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|---|----|---|----|----|----|
| Proportion of internal floor area of operational buildings in satisfactory condition (SOLACE Benchmarking PI)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                               | 93.7 | 94.0 | 94.0 | ➔ | 94 | ○ | 95 | 95 | 95 |
| <b>Comments on performance during 2015/16 and targets</b><br>In comparison to last year the figures have remained static, and the downward trend of the last few years has halted. As we continue to develop the property management system, Concerto, we will be able to will allow for more dynamic capture of suitability and condition information and use it to inform investment in our property asset. |      |      |      |   |    |   |    |    |    |

## COMMUNITIES FEEL SAFE

### Performance summary 2015/16

- The town of Alyth suffered its worst flooding in 140 years in July 2015. The Council responded with partners to support the local community and since then have worked in partnership with the local community, Planning Aid Scotland, Sustrans and the Alyth Development Trust to create and deliver a positive vision for Alyth into the future.

#### **Community Safety Committee**

- The Roads Maintenance Partnership has been making use of road side cameras to access information on road, weather and traffic conditions across the Council's 2500km of roads. The information from these cameras is particularly useful during the winter and assists with targeting gritting and snow clearing operations. The cameras also allow the public real time access to road, weather and traffic conditions.

#### **Community Safety Committee**

- The Council's Animal Welfare officers have responded to the change in legislation requiring all dogs in Scotland to be microchipped by running a series of free microchipping events. In addition to microchipping, officers give advice on responsible dog ownership and free dog waste bags to help owners do their bit to prevent dog fouling from spoiling public areas.

#### **Community Safety Committee**

- The 'Knot in My Neighbourhood' initiative invites dog owners to tie a spare dog bag to their pet's lead to show their commitment to pick up after their dog and to display that they'd be happy to pass it on to another owner who needs one.

#### **Community Safety Committee**

### Customer Feedback

- Community resilience volunteers worked with the emergency services, the Council and Atholl Estates to ensure that people affected by flooding were supported and cared for throughout their ordeal. Following the flooding, the Community Resilience Coordinator said:

"This event marked the emergence of the Blair Atholl and Struan CRG from a theoretical entity to an on-the-ground action group executing our stated role of providing direct support to emergency responders and the community at large, through our key strengths of local knowledge, availability of resources and ability to deploy volunteers with a diverse range of skills and experience".

#### **Community Safety Committee**

### Focus for 2016/17

- Support communities through the shared identification of local issues and collaboratively work towards local solutions such as developing local community resilience plans.

#### **Community Safety Committee**

- Helping communities become more resilient through initiatives such as local community partnerships.

#### **Community Safety Committee**

## KEY PERFORMANCE INDICATORS

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                | Performance |       |       |       | Targets |     |       |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                      | 13/14       | 14/15 | 15/16 | Trend | 15/16   | RAG | 16/17 | 17/18 | 22/23 |
| Number of Communities being supported to develop and maintain resilience plans<br><b>Community Safety Committee</b>                                                                                                                                                                                                                                                                                  | 5           | 9     | 20    | ↑     | 10      | ○   | 20    | 22    | 25    |
| <b>Comments on performance during 2015/16 and targets</b><br>Significant recent adverse weather impacts have alerted communities to the benefits of developing and sustaining local community resilience plans. The Council has been keen to support this activity and 2015/16 has seen an unprecedented increase in the number of plans supported with 20 in place and a further 5 in the pipeline. |             |       |       |       |         |     |       |       |       |

DRAFT

# PEOPLE IN VULNERABLE CIRCUMSTANCES ARE PROTECTED

## Performance summary 2015/16

- Perth and Kinross Council took 1st, 2nd and 3rd place in the whole of Scotland in summer 2015 for Walking to School Week. Walking to school brings benefits for public health, the economy, the environment and increases road safety. A recent study projected that for every £1 invested in walking to school there is £7.64 return in benefits to the wider community.

**Community Safety Committee**

## Customer Feedback

- The Scams Hub Project has continued and developed throughout 2015/16. Further sources of intelligence to identify potential scam victims have been developed both nationally by the National Trading Standards Scams Team (based in East Sussex) and locally by the Council's Trading Standards team. Working with other enforcement agencies, Royal Mail, banks and other financial institutions a further 82 vulnerable individuals in Perth and Kinross were identified and work is ongoing to contact all those listed. Of those contacted to date losses have ranged from £20-£50 to £20,000 and £50,000. Intervention with victims has ranged from simple advice and information on scams, assistance in clearing vast quantities of scam mail from a victim's home, installation of telephone call blocking technology, mail re-redirection and assisting relatives and carers to help protect those that they care for.

A person who had suffered a head injury and as a result was compelled to answer any questions put to him by a telephone scammer was scammed out of more than £1000 in less than 2 weeks. A True call device was fitted which as a result rejected 24 international calls in the first two hours after fitting. Since then, 97% of calls to his number have been rejected.

The gentleman said;

'The peace this has given me is great; it is helping with my recovery because I am not being bamboozled by people'

**Community Safety Committee**

## Focus for 2016/17

- Protect people who may be vulnerable to exploitation due to economic circumstances and scamming.  
**Community Safety Committee**
- Prioritise resources to ensure that the most vulnerable people in our communities are protected.  
**Community Safety Committee**

## KEY PERFORMANCE INDICATORS

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Performance |       |       |       | Targets |     |       |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 13/14       | 14/15 | 15/16 | Trend | 15/16   | RAG | 16/17 | 17/18 | 22/23 |
| Number of businesses participating in Perth and Kinross Better Business Partnership (Corporate Plan)<br><b>Community Safety Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 268         | 262   | 252   | ↓     | 280     | ●   | 260   | 300   | 350   |
| <b>Comments on performance during 2015/16 and targets</b><br>During the period April 2015 to February 2016 the Trading Standards Team has received 12 applications. Of those one was rejected by Police Scotland, two were rejected by the Trading Standards Team, seven were approved and two are being reviewed. During the year a survey of members revealed that several had closed as a result of the economic climate, resulting in a net drop in the number of businesses participating. A marketing plan has been put together by the communications team identifying marketing options, including actions which can be implemented without incurring any cost and also cost incurring options. The non-cost incurring actions were to be implemented in the last quarter of 2015/16; unfortunately the secondment of an officer to a post outside Trading Standards resulted in a delay in implementing those actions. This work will now be explored in 2016/17. |             |       |       |       |         |     |       |       |       |
| Number of Perth and Kinross Council staff and voluntary carers of vulnerable adults given training in 'scam' awareness<br><b>Community Safety Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 164         | 218   | 122   | ↓     | 100     | ○   |       | 120   | 150   |
| <b>Comments on performance during 2015/16 and targets</b><br>The 2015/16 target reflects saturation in respect of training for employees within the Council and the opportunity has been taken to extend sessions to target bank, financial institution, and legal professionals. Numbers in future years are anticipated to pick up again through refresher training and training for new starts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             |       |       |       |         |     |       |       |       |



## ORGANISED TO DELIVER

This section of our Business Management and Improvement Plan outlines how the Service is structured and how it will deliver on the objectives and local outcomes identified.

### GOVERNANCE AND MANAGEMENT STRUCTURE OF THE SERVICE

There are 4 sections within the Service:

[Environmental and Consumer Services- Head of Service Willie Young](#)

[Performance and Resources- Head of Service Stewart MacKenzie](#)

[Planning and Development- Head of Service David Littlejohn](#)

[Property Services- Head of Service Stephen Crawford](#)

As well as the 4 Service sections, the Environment Service has overall responsibility for the Roads Maintenance Partnership (RMP) and lead responsibility for the Council's Transformation and Improvement Framework.

### CUSTOMER FOCUS AND COMMUNITY ENGAGEMENT

Corporately the Scottish Government's [four pillars of public service reform](#) are our guiding principles in the design and delivery of our services going forward:



- **Place** based partnerships and integrated service provision.
- **Prevention** and approaches that deliver better solutions and outcomes for individuals and avert future costs to the public sector.
- **People** work together across organisational boundaries to provide seamless, high quality integrated services.
- **Performance** management of strategic objectives, actions and measures to improve outcomes.

Building on our approach to delivering services to communities, The Environment Service will work with Community Planning Partners and the Local Community Planning Partnerships to establish a clear and shared understanding of the area's needs and develop a strong 'place'-based approach to tackle these challenges. This will include approaches which will strengthen relationships among CPP partners, local communities, the Third Sector and business interests to deliver the services which communities want and need.

Perth and Kinross Council is a customer focussed organisation, ensuring that the needs of service users are at the heart of service design and delivery.

The Service carries out a monthly customer satisfaction survey. Our latest survey for January 2016 shows that 84% of responders confirmed they experienced no problems in dealing with The Environment Service, although keeping customers up to date on progress with their enquiries remains an area for improvement.

[Customer Service Standards](#) are monitored using our FLARE database and reported every 4 weeks to The Environment Service Management Team. We aim to respond to all customer service requests within 15 working days. Heads of Service follow up any instances where

performance fails to meet the standards set. Performance in 2015/16 has been consistently solid and between 1 April and 29 February the target was met on 93% of occasions.

Responses to political mail are monitored using our FLARE database and reported every 4 weeks to The Environment Service Management Team. We aim to respond to all political mail within 15 working days. Performance in 2015/16 has been consistently solid and between 1 April and 29 February the target was met on 85% of occasions. Instances where performance has not met the standard are addressed on an individual basis.

A well evolved and effective process is used to deal with Service [Complaints](#) including 4 weekly reporting to The Environment Service Management Team. Recommended improvement actions are passed from the Complaints Officer to the relevant Service Manager and Head of Service so that service improvements are made from lessons learned. We aim to resolve complaints within 20 working days and met the target on 98% of occasions from April 2015 to the end of February 2016. During that period, 6 complaints were upheld; 11 partly upheld; 18 not upheld and 5 were withdrawn.

Lessons learned from complaints and used to improve the service included;

- reminding staff of agreed procedures
- developing new procedures
- raising awareness of data protection legislation
- improving our website
- managing expectations
- improving communication

Complaints are seen as being a key means of identifying where the services we deliver need to improve. As a result, the lessons learned over the last year have led to a significant reduction in the number of complaints upheld.

There are different levels of engagement in place, ranging from information sharing and feedback to consultation and active involvement. Several Surveys have been undertaken to assess changes in public attitudes and behaviours and there are many examples of staff helping local communities to develop their skills, abilities and confidence to self-help. These are detailed in our [Consultation and Community Engagement](#) web site pages. Service led examples include the [Local Development Plan](#), the [Tay Landscape Partnership](#), Conservation Areas, Traffic Management, Flood Mitigation and Waste Management.

Other opportunities for Service engagement with our customers include the Planning Users Forum; our Trading Standards Business Questionnaire; our Employability Strategy; the Core Paths Plan; our Building Standards Customer Survey; Building Standards Focus Groups; Food business surveys; Public Transport Surveys; our Parks and Open Spaces Visitors Survey; our Mixed Food and Garden Waste Household Collection Survey; our Household Waste Customer Satisfaction Survey and our Environment Service Satisfaction Survey.

Examples of how this customer engagement has resulted in improved outcomes for customers are shown below:

Through the household waste survey, householders in Perth and Kinross asked for more opportunities to recycle household waste. The Service responded by adding food and drink cartons and packaging to the range of items which can be recycled in blue-lidded bins. Data from our reprocessors show that around 0.3% of the blue bin material is made up of Food and Beverage cartons, while 2.15% of the material they received from trial areas was soft plastic (film). These materials had not been recycled before due to resale price volatility but changing market conditions allowed the Service to negotiate this service with the contractor at no additional cost.

Local food business operators identified through a consultation exercise, that they would rather receive instantaneous feedback after a food safety inspection than wait for a detailed written report up to ten days later. Our regulatory team has responded by moving to providing verbal feedback immediately following inspections and e-mailing out a summary report to businesses on return to the office. This provides a more customer focused service whilst ensuring public safety is maintained.

Engagement with the Pitlochry User Group identified priorities for improving the Park, Pavilion and viewing terraces at Pitlochry Recreation Park. In partnership with the local community, our Greenspace team responded by undertaking improvements to the play area and pavilion in the current year and will deliver further improvements to the park in 2016/17.

Engagement and consultation with residents in Perth City, Bankfoot, Scone, Crieff, Pitlochry and Acharn identified specific improvements to the local play areas in each of these communities.

Our Community Greenspace team has responded to a request from North Muirton Community Council in Perth to undertake an environmental audit which has identified a wide range of environmental improvements including seats; litter bins; play area and new shrub beds.

The Public Transport Unit undertook a public consultation day in Crieff to gather residents' views on their local bus service. Following discussion with local bus operators, the level of bus service was increased, resulting in improved transport links between residential areas in Crieff and Strathearn Community Campus and Crieff hospital.

Feedback from the Council's Customer Service centre indicated that customers were looking for improved access to the Council's roads maintenance service. An automated link has now been established between the Council's Customer Service Centre and our Roads Management System to ensure that customer enquiries are directly forwarded via e-mail to the appropriate area roads supervisor. All of our roads supervisors are equipped with mobile devices to allow them to receive and respond to enquiries when out in the field and to provide a speedy response.

## **PREPARING OUR PEOPLE FOR THE FUTURE**

We recognise that our people are our most valuable asset, and it is through their commitment and expertise that the Council will effectively support the achievement of better outcomes for all, at every life stage.

84% of service staff completed the [2015 Employee Survey](#). This was an improvement on the engagement rate in 2014 (80%) and above the Council average (64%). Satisfaction rates were steady for the majority of lines of enquiry.

Working in partnership with Corporate and Democratic Services, a wide range of people practices are in place to provide leadership and direction, ensure services are organised to deliver, keep colleagues informed and contributing to Council business, support learning and skills development, sustain effective employment relationships, extend collaborative working and promote health and wellbeing.

Building on existing approaches, we will continue to evolve the cultural conditions to support modern ways of thinking and working which promote continuous improvement and innovation. We will continue to address skills shortages innovatively e.g. by employing professional trainees and collaborating with staff from other Councils. We will focus on the following priorities:

- Celebrate the success evidenced by the Employee Survey and engage with staff to tackle the areas where the survey has shown that more work needs to be done together. Specific actions will be included in Team Plans and the Service Business Management and Improvement Plan.
- Further increase the percentage of staff who participated in an Employee Review and Development meeting with their line manager in the last rolling year.

- Manage employee health, attendance and performance in a positive and supportive manner with the aim of reducing absence levels.
- Undertake workforce planning, training and development of staff particularly in the light of reviews being undertaken across the Service and support the evolution of our organisational culture using the Centre for Innovation and Improvement to create a renewed and re-energised focus on innovation and improvement, placing it at the heart of everyone's, everyday business.
- Maintain our focus on continuous improvement, creativity and innovation.
- Cultivate and develop talent and leadership at all levels within the Service.
- Enhance employee engagement arrangements to better engender leadership, innovation and ownership throughout the organisation.
- Build on collaboration with Fife Council to provide property services and with Dundee City to deliver the major refurbishment of Canal Street Multi Storey car park.

## **PARTNERSHIP WORKING**

We understand that real improvement in our local services and delivery of our strategic objectives and local outcomes will come from our commitment to more integrated arrangements for joint working. We continue to promote and nurture a positive culture and behaviours and encourage integrated working, based on a common purpose, to deliver the best possible outcomes for our communities.

Key partnerships with The Scottish Government; Tayside Contracts; the local business community; the local Voluntary Sector; Police Scotland; the Scottish Fire and Rescue Service and Perth College UHI are central to the delivery of our Service outcome. The Delivery of the Perth City Plan, in partnership with the Perth City Development Board and the ongoing work in developing a City Deal for the Tay Cities Region, in partnership with Angus, Dundee City and Fife Councils will be integral to the delivery of an ambitious programme of infrastructure improvements in the Perth and Kinross and wider area.

Community Greenspace employees collaborate closely with colleagues in schools whilst property employees now work closely with colleagues in Fife Council for electrical engineering works, colleagues in Dundee and Angus Councils on structural engineering and across Tayside Councils on procurement.

The Salmon in the Classroom project is aimed at primary school pupils from age seven upwards. It is a 'hands on' project to help understand salmon and their lifecycle. It takes the children through a structured sequence of events using real salmon eggs from the local Tay catchment hatchery at Almondbank. This project links into local outcomes where our area will have a sustainable natural and built environment, as well as objectives in the Community Greenspace team plan. This is by 'facilitating active community engagement in a variety of biodiversity projects through involving local primary schools.

Significant steps have been made in improving local resilience to severe weather events through supporting the development of local resilience partnerships with rural communities. 20 community plans are now established with another 5 in the pipeline. Further opportunities to work more closely in partnership with local communities are anticipated to emerge through participation in the newly established local community planning partnerships.

## **FINANCIAL/RESOURCE MANAGEMENT**

We invest heavily in our people to ensure a wide range of practices are in place to provide leadership and direction, develop capacity and ensure services are well organised to deliver for the future.

The Environment Service manages a net annual revenue budget of £58m and a 6 year capital budget of £144m. The Service continues to operate in a very challenging financial environment with reducing real term resources set against a background of increasing demand for the more

'traditional' Council services it delivers. The Council's medium term financial plan to 2020 recognises that these challenges will remain at least into the foreseeable future as a result of the continuing economic challenges at a national and international level. It is likely this will have a continuing consequential impact on public spending.

In addition, the Service is working in an environment of increased demand for services and exposure to market pressures for some of its fee generating services, for example Commercial Property and Recycled Waste, as well as having to meet the cost of contract inflation and inflationary increases for core service provision. The Service is also making a significant contribution to corporate savings targets to meet future estimated pressures in respect of reduced Revenue Support Grant, the Health and Social Care agenda and pay inflation.

However, the Service has adapted well to the challenging financial environment and demonstrated an ability to modernise and maintain or improve service delivery predominantly through a series of transformation and service reviews. These have resulted in cashable efficiency savings of £800k 2015/16, £1.3m in 2014/15, £1.3m in 2013/14, £1.2m in 2012/13, £3.8m in 2011/12 and £3m in 2010/11. Further transformation reviews are scheduled for the next 5 financial years targeted at areas of service delivery where opportunities for shared working, rationalisation and efficiency will help to meet some of the challenges ahead.

Our 2016-2020 transformation projects comprise the Corporate Property Asset Management review; the Procurement review; Council Vehicle Fleet Utilisation and Optimisation review; Review of Council Assets for Commercial Sponsorship; Review of Roads Activities; Review of Recycling Service; Community Greenspace review; Review of Administration and Finance Support activities and Introduction of 7 Day Working across Operations. Collectively these will deliver an estimated £6m of additional revenue savings by 2020 across the Council, £2.5m of which will be delivered through yet further procurement efficiencies and £2.5m from a more efficient, fit for purpose property estate.

## **MANAGING EXPECTATIONS, SELF EVALUATION AND RISK MANAGEMENT**

The Service's performance management system is critical to ensuring the Service delivers on the Council's ambitious strategic objectives.

Performance plans are developed and articulated in the Service Business Management and Improvement Plan, Team Plans and Individual Work Plans. Progress is regularly monitored at The Executive Officer Team, the Service Management Team, Service Committees, Divisional and Team meetings. Performance is reported on an exception basis to Committee at the six month mark and comprehensively at the financial year end. The Service annually self-evaluates using the Council's How Good is our Council improvement toolkit and this together with the annual Employee Survey influences forward planning.

A significant part of our approach means we examine, on a 4 weekly basis, our effectiveness in addressing Customer Service Standards, Customer Complaints, Political Enquiry Responses and areas of specific interest such as Planning Performance.

## **RISK MANAGEMENT**

Risk management is embedded within the day to day operations of the Service. Key risks are identified annually and are reviewed on a regular basis. The reviews examine any required additions, amendments or deletions and include a review of progress with controls and actions associated with risks.

The key risks the Service is required to manage are contained within the Council's Risk Management Strategy and are, as at 1 April 2016;

| Strategic Objective                                                                                                                                                                                                  | Risk                                                                                                                                                                                                              | Residual Risk |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------|
|                                                                                                                                                                                                                      |                                                                                                                                                                                                                   | Impact        | Probability |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | Support the most vulnerable in our society during welfare reform                                                                                                                                                  | 4             | 2           |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | Effectively manage changing financial circumstances                                                                                                                                                               | 4             | 3           |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | Deliver the Council's capital programme                                                                                                                                                                           | 3             | 2           |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | Ensure the health, safety and wellbeing of Council employees and those who are affected by the Council's work                                                                                                     | 4             | 2           |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | Effective corporate governance                                                                                                                                                                                    | 5             | 1           |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | Growing the economy                                                                                                                                                                                               | 4             | 2           |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | Policy and legislative reform agenda                                                                                                                                                                              | 5             | 1           |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | Access appropriate delivery mechanisms for property contracts                                                                                                                                                     | 4             | 2           |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | The Service may be subject to significant increases in costs in areas over which it has limited control as a result of prevailing economic or market conditions or the special nature of services being provided. | 4             | 3           |
| <b>KEY</b><br><b>Impact</b><br>1 - Insignificant    2 - Minor    3 - Moderate    4 - Major    5 - Critical<br><br><b>Probability</b><br>1 - Rare    2 - Unlikely    3 - Possible    4 - Likely    5 - Almost Certain |                                                                                                                                                                                                                   |               |             |

## HEALTH AND SAFETY

The Corporate and Service Health and Safety Consultative arrangements ensure effective regular consultation between Service Management representatives and employees, providing a forum for the discussion of Service Health & Safety matters.

The key health and safety priorities for the service are to;

- Ensure the provision of a Health, Safety and Wellbeing Team that will provide competent, specialist health & safety advice to the Council in accordance with the Council's duties under the Management of Health and Safety at Work Regulations 1999.
- Inform the Chief Executive and Directors of developments in health & safety, highlighting good practice and areas for improvement.
- Provide health & safety monitoring information at a Strategic level to the Corporate Management Group and the Corporate Health, Safety & Wellbeing Consultative Committee.
- Develop and maintain the Health and Safety document framework which includes a Corporate Health & Safety Policy supported by topic specific Management Arrangements and Guidance to support managers and employees to fulfil their statutory health and safety duties.
- Support the development of Team Performance Monitoring Records which evidence the completion of risk assessments, safe systems of work and operational procedures and provide a tool to monitor and review progress in this regard.

## SERVICE IMPROVEMENT PLAN

| Focus and Major Change 2016/17                 | Key Action & Lead Responsibility                                                                             | Delivery Timescales | Comments on progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Creation of conditions for investment and jobs | Develop the new Economic Development Strategy and Action Plan<br><i>(Head of Planning &amp; Development)</i> | 31/12/16            | The new Economic Development Strategy and Action Plan will have a positive impact on creating the right conditions for investment and jobs in Perth and Kinross. The strategy and action plan is at draft stage and scheduled to be presented to Enterprise and Infrastructure Committee in January 2017.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                | Continue the Commercial Property Investment Programme (CPIP)<br><i>(Head of Planning &amp; Development)</i>  | On-going            | <p>The new access road and main site servicing works at Kinross West were completed in July 2014, with landscaping work completed in November 2014. Delays in securing agreement from Scottish Water pushed completion of the project into 2015/16. Active marketing of individual plots has commenced with two of the plots now under offer.</p> <p>Site servicing at Perth Food &amp; Drink Park was completed in August 2014 and junction improvements at Dunkeld Road were completed in April 2015. Negotiations with Scottish Water to acquire an additional 10 acres for long-term expansion were completed in January 2016. A landscaping contract has been recently awarded. Active marketing of individual plots has commenced with two plots under offer.</p> <p>A consultancy design and build contract for Perth Food &amp; Drink Park Small Business Units has been tendered and construction is estimated to start in Spring 2016.</p> <p>Aberuthven - The remaining undeveloped plot at the Business Park was considered to have potential for the development of business units. However, site marketing identified a purchaser and the plot was sold to a local business, allowing construction of a new showroom/business unit.</p> <p>Crieff – Plans have been prepared for a development of 5 new industrial units totalling 420 sqm at Crioch Business Centre. The existing suite of 8 units (built in 2000) is fully let and can now be sold on, with the capital receipt used to part fund the new development.</p> <p>Pitlochry – The Council was approached by a local consortium interested</p> |



|  |                                                                                                                    |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--|--------------------------------------------------------------------------------------------------------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |                                                                                                                    |                | <p>in developing a major tourist attraction at Fonab Business Park. The group is developing their proposals with a view to determining the economic viability of the project no later than Summer 2016. In the meantime, and as planned, proposals will be taken forward for a development of a row of small business units for completion in 2017/18, should the tourism project not proceed.</p> <p>Some projects have been taken forward outwith the CPIP, such as the Premier Inn and Mill Quarter (Thimblerow) developments, with the Council benefitting from the uplift in value of the completed projects. Joint venture partnerships would also be considered by the Council. However, as yet, no formal joint venture arrangements have needed to be put in place to secure investment.</p> <p>Since 2013, 9.15 ha of serviced employment land has been provided by the Council to support business growth and attract inward investment, thereby contributing to Corporate and Community Plan key indicator targets. However, it is recognised that the pace of delivery has been slower than expected. This is explained by a weak demand by businesses for commercial and industrial land. This is due to continued economic uncertainty; difficulties experienced by the private sector in accessing capital to finance growth; and, in some cases identified physical constraints, such as drainage connections, at some sites. In the medium term, however, Perth and Kinross's economic competitiveness will be influenced by a good supply of serviced land and premises in a range of locations.</p> <p>The Strategic Policy and Resources Committee has agreed to continue with, and accelerate, the delivery of the programme and to enter into innovative funding agreements in 2016/17 and beyond (Report number 16/182 refers).</p> |
|  | <p>Support the delivery of the <a href="#">Perth City Plan</a><br/>(<i>Head of Planning &amp; Development</i>)</p> | <p>31/3/21</p> | <p>The Perth City Plan was approved by Council on 24 February (report number 16/71 refers).</p> <p>Work by the Perth City Development Board and Council has secured broad consensus on the strategic priorities for investment to support growth of the city over the longer term. The future vision for growth of the city, detail of key underpinning programmes and projects and place making guidance has been further developed through dialogue with businesses, agencies and endorsed by the public following further extensive consultation. The Council agreed to amendments to the 2015 plan arising from consultation with actions to be championed via agreed theme lead representatives of the Perth City Development Board. The development of projects associated with the identified big moves are initially led by the Council; use the plan to inform and support funding for key activities, infrastructure and projects and to promote the plan through ongoing communication of activity, actions</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |



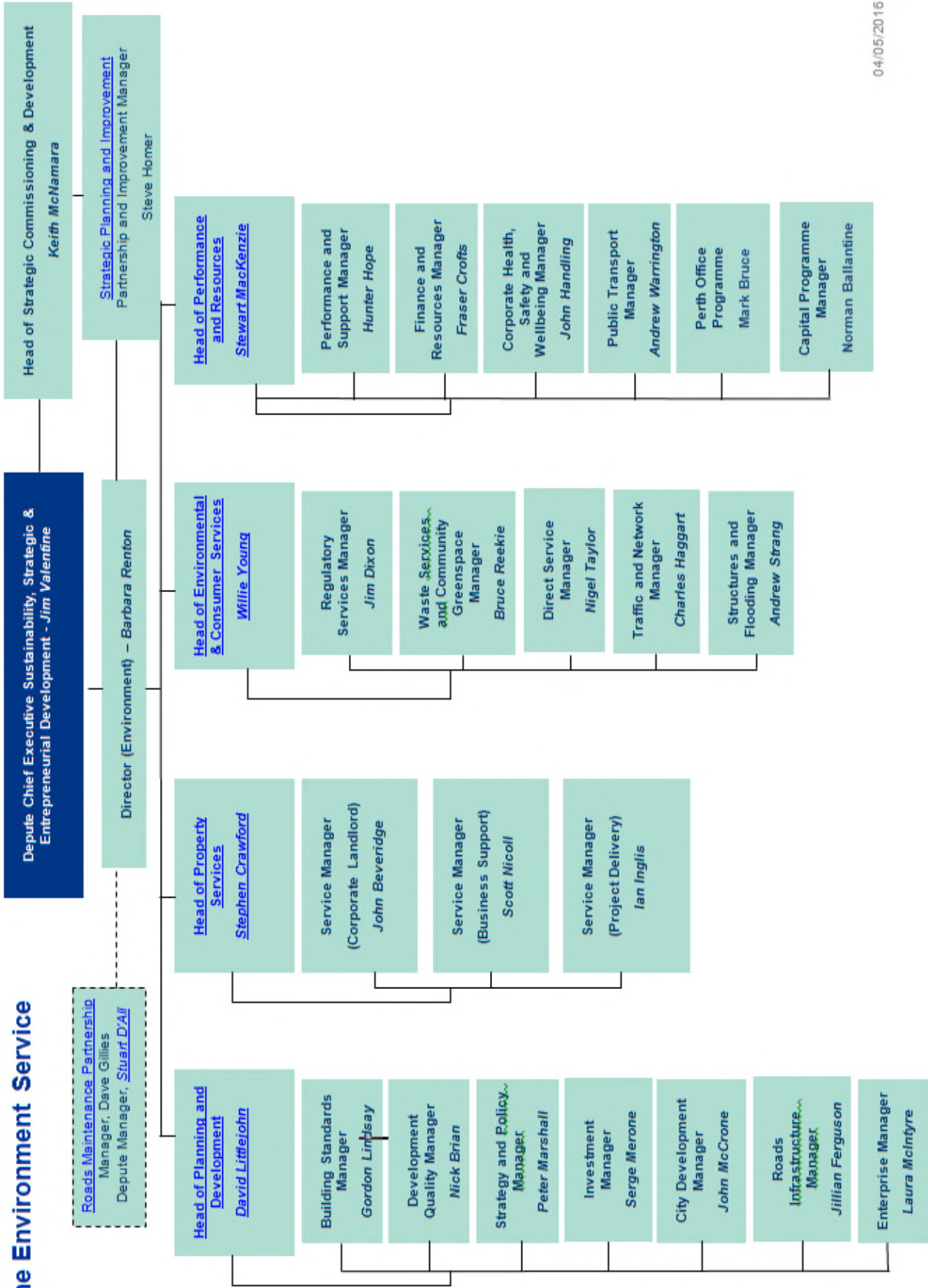
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|                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | and opportunities via Invest In Perth and other media channels.<br>Linked work is ongoing in respect of the Tay Cities Deal. |
| Employment Opportunities for all                                                                                                                                                                                                                                                                                       | Deliver Targeted Recruitment Incentives and tackle inequalities in the labour market<br><i>(Head of Planning &amp; Development)</i>                                                                                                                                                                                                                                                                                            | On-going | 41 young people were part funded by the Youth Employment Scotland Fund, 33 by the Scotland Employer Recruitment Incentive and 23 by the Council's Employer Recruitment Incentive in 2015/16.<br><br>10 places have been awarded through the Scotland Employer Recruitment Incentive, 44 through the Council's Employer Recruitment Incentive and 28 through the Wage Incentive for individuals with multiple barriers to employment this year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                              |
| Ensure full engagement with members, employees, partners and service users to agree and deliver the priorities for the area;<br><br>Continue to recognise the contribution our staff and partners make on a daily basis to support our service delivery and make the changes we need to secure continuous improvement; | Improve satisfaction ratings in the annual employee survey.<br>Continue to engage with staff through a changing public sector environment.<br><br>Continue to roll out the Council's Achieving and Maintaining Standards Procedure – Performance across the Service<br><br>Continue to improve our approach to workforce planning to ensure we have sufficient qualified employees.<br><br><i>(All Senior Management Team)</i> | 30/9/16  | The annual employee survey was completed in September 2015 and the results shared with all employees. Managers have action plans in place to work together with employees to make sure everyone in the Service is able to give of their best and to have a high quality work life balance.<br><br>Four key areas highlighted by employees are being targeted for improvement over the next year.<br><br>All employees within the Service are aware of the Council's Achieving and Maintaining Standards Procedure and managers will work with employees using the procedure in a supportive way to help employees to give of their best.<br><br>All employees within the Service are aware of the changes which will affect them going forward through cascade from manager's briefings and the ERIC website. The Council's Learn Innovate Grow initiative affords all employees an opportunity to engage in responding to the challenges and encourages a shared, mutually supportive approach going forward.<br><br>We have worked hard to ensure that all teams understand the impact of service changes and budget reductions. We will continue to engage with employees about the future of the Service and reflect their commitment to deliver the best services possible within the resources available. |                                                                                                                              |
| Manage stakeholder                                                                                                                                                                                                                                                                                                     | Continue to develop and                                                                                                                                                                                                                                                                                                                                                                                                        | On-going | Stakeholders who need to be aware of changes in the level of service that the                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                              |

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|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| expectations in relation to future levels of service. | communicate plans around key activities.<br><i>(All Senior Management Team)</i>                                  |          | Service can provide are communicated with effectively. Examples from the recent budget round include proposals in respect of the North Inch Golf Course and the transformational review of recycling currently being rolled out across Perth and Kinross.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                       | Deliver community benefits from procurement.<br><i>(Head of Property)</i>                                        | 31/3/17  | All new property contracts now include community benefit clauses.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                       | Implement the Smart Perth and Kinross Strategy and Action Plan<br><i>(Head of Planning &amp; Development)</i>    | 31/3/17  | Perth City Development Board (PCDB) was formed to help support growth of the city and surrounding region with input from both the public and private sector. The Board has been working hard to develop a vision for the growth of the city and how that could be achieved through the public and private sector working together through a revised version of the Perth City Plan - Smart growth for Perth City: Perth City Plan 2015-2035. The Perth City Plan approved by Council on 24 February will form the route map for growth.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Access to Next Generation broadband                   | Ensure the hardest to reach communities have access to broadband.<br><i>(Head of Planning &amp; Development)</i> | On-going | An alternative solution to the national roll-out will be required for between 5 and 10% of households, however, we do not yet know where these are due to a lack of information from British telecom.<br><br>We will influence and deliver broadband to hard to reach communities by keeping a watching brief on the current roll-out by BT Open-reach and Community Broadband, by identifying and anticipating any gaps in provision post roll-out and then planning and developing interventions to plug the gaps.<br><br>We have secured funding from the Scottish Government Public Wireless Scotland Programme to install Wi-Fi into five part time libraries and four mobile libraries reaching remote communities and three Community Centres in Fairfield (Perth), Rattray and Blairgowrie. This will open up these venues to programmes that deliver training in digital skills to excluded communities.<br><br>We will engage with Community Broadband Scotland to increase their capacity to work with communities out of scope of the BT Open-reach scheme, identify areas of concern – i.e. those that may not have coverage in the future and ensure that concerned citizens are kept fully informed via the Council website. |
| Attractive, welcoming environment                     | Help communities to be more resilient.                                                                           | On-going | Significant adverse weather impacts have alerted communities to the benefits of developing and sustaining local community resilience plans. The Council has been keen to harness this interest and 2015/16 has seen an unprecedented increase in                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

|                              |                                                                                                        |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------|--------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              | <i>(Head of Performance &amp; Resources)</i>                                                           |          | the number of plans supported with 20 in place and a further 5 in the pipeline. It is hoped that this work will provide a blue print for exploring other areas where communities can work to be more resilient.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                              | Progress the Tay Cities Deal<br><i>(Head of Planning &amp; Development)</i>                            | 31/3/17  | <p>An initial bid document was submitted by the 4 Council Leaders to the Scottish Government in early March, setting out our ambition to create a smarter, fairer region.</p> <p>The first formal meeting with Scottish Government officials was held on 24 March with agreement reached to work together to refine the 'offer' and 'asks'. 4 stakeholder engagement workshops have been held across the region, each focussing on the principles of the bid which is shaped around Inclusive Tay, Innovative Tay, International Tay and Connected Tay. Discussions are also taking place at a senior level about Empowered Tay which is an offer to Government to explore a new model for economic development delivery. Work is now progressing to narrow down and define the benefits and impacts of the current long list of potential investment projects.</p> <p>It is anticipated the Tay Cities Deal will be finalised by April 2017.</p> |
|                              | Support delivery of the Council's capital programme<br><i>(Head of Performance and Resources)</i>      | On-going | The Strategic Investment Group meets regularly to review progress with the capital programme and is supplied with up to date information with which to assess performance and instruct corrective action.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                              | Develop robust property asset management planning<br><i>(Head of Property)</i>                         | On-going | <p>The Council's new Property Asset Management System, Concerto was implemented through 2015/16. The modules rolled out covered Property Site register; Helpdesk repairs; property works requests and scheduling; Condition Surveys and Compliance; Estates Management; Rental invoicing and the Property Finance interface with Integra.</p> <p>A Property Asset Management Plan will be developed in 2016/17 once we have reached agreement on the corporate strategy for managing property assets. Further modules due for roll out in 2016/17 are Year End Manager; Contractor Portal; Timesheet Recording and Project Management.</p>                                                                                                                                                                                                                                                                                                        |
| Performance and Benchmarking | Continue to evaluate and understand performance and the impact of the changes to resource availability | On-going | A wide range of performance information continues to be available across The Environment Service. This continues to show that the Service performs relatively effectively in all areas. This needs to be analysed and understood within the changing economic environment. Across the Service, levels of service delivery need to be clarified and then promoted with all stakeholders.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|                             |                                                                                                                                                     |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                             | <p>(All SMT)</p> <p>Continue to use benchmarking as an improvement tool across the Service,</p> <p>(All SMT)</p>                                    | On-going | <p>Benchmarking has been used effectively across parts of the Service for a number of years in areas such as Trading Standards, Roads and Building Standards. The Local Government Benchmarking Framework is also used as a tool to improve services through analysis and discussion with other Councils, either on an individual basis or as part of benchmarking groups.</p>                                                                                                                                                                                                                                                                                                                             |
| Customer focus and feedback | <p>Continue to improve our approach to customer interaction and our use of their feedback to further improve service delivery.</p> <p>(All SMT)</p> | On-going | <p>A range of mechanisms are used across the Service to get feedback on customers' views on the services we deliver. Going forward there will be a greater focus on using the information we receive to change the services we deliver</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Collaborative Working       | <p>Deliver key collaborative opportunities</p> <p>(All SMT)</p>                                                                                     | On-going | <p>The Service has worked collaboratively for several years with other local authorities, particularly in relation to areas of work where we have difficulties in recruiting suitably qualified staff. This has included support from Angus, Dundee and Fife Councils, particularly in respect of all aspects of engineering. Further effective collaboration takes place in areas of mutual interest and reliance, for example in respect of civil contingency planning and response.</p> <p>The Strategic Policy and Resources Committee on 20 April 2016 approved a paper on collaborative working and Service staff will be involved in many of these areas over the course of the next few years.</p> |

# The Environment Service



04/05/2016

## Performance Indicators where data is unavailable

## Appendix B

| Indicator<br>(Source)                                                                                                                                                               | Performance |                  |                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------|-----------------------|
|                                                                                                                                                                                     | 13/14       | 14/15            | 15/16                 |
| Tourism generated revenues (£m)<br>(Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                               | 465         | 527              | Available<br>Jul 2016 |
| Assistance to businesses to trade out with<br>Scotland as a proportion of total business<br>stock (%) (Community Plan)<br><b>Enterprise and Infrastructure Committee</b>            | 1.1         | Not<br>Available | Not<br>available      |
| % of unemployed people assisted into work<br>from Council operated / funded Employability<br>Programmes. (SOLACE Benchmarking PI)<br><b>Enterprise and Infrastructure Committee</b> | 15.22       | 20.94            | Available<br>Nov 2016 |
| Net Cost of Waste Collection per Premise (£)<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                                            | 71.41       | 68.96            | Available<br>Nov 2016 |
| Net Cost of Waste Disposal per Premise (£)<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                                              | 98.46       | 102.32           | Available<br>Nov 2016 |
| Gross waste collection cost per premise (£)<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                                             | 86.13       | 84.59            | Available<br>Nov 2016 |
| Gross waste disposal cost per premise (£)<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                                               | 116.66      | 119.30           | Available<br>Nov 2016 |
| % of total Household Waste arising that is<br>recycled<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                                  | 53.98       | 56.5             | Available<br>Nov 2016 |
| % of adults satisfied with refuse collection<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                                            | 92          | 88               | Available<br>Sep 2016 |
| Cost of parks and open spaces per 1,000<br>population (£)<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                               | 37,245      | 44,700           | Available<br>Nov 2016 |

| Indicator (Source)                                                                                                                                              | Performance |        |                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|-----------------------|
|                                                                                                                                                                 | 13/14       | 14/15  | 15/16                 |
| % of adults satisfied with parks and open spaces<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                    | 91          | 93     | Available<br>Sep 2016 |
| Net cost of street cleaning per 1,000 population (£)<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                | 16,791      | 16,600 | Available<br>Nov 2016 |
| Overall cleanliness score % (SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                                            | 96          | 96     | Available<br>Dec 2016 |
| % of adults satisfied with street cleaning<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                          | 82          | 80     | Available<br>Sep 2016 |
| Cost of maintenance per kilometre of roads (£)<br>(SOLACE Benchmarking PI)<br><b>Enterprise and Infrastructure Committee</b>                                    | 2,842       | 2,868  | Available<br>Nov 2016 |
| Percentage of A class roads that should be considered for maintenance treatment<br>(SOLACE Benchmarking PI)<br><b>Enterprise and Infrastructure Committee</b>   | 37.4        | 38.1   | Available<br>Nov 2016 |
| Percentage of B class roads that should be considered for maintenance treatment<br>(SOLACE Benchmarking PI)<br><b>Enterprise and Infrastructure Committee</b>   | 34.8        | 34.7   | Available<br>Nov 2016 |
| Percentage of C class roads that should be considered for maintenance treatment<br>(SOLACE Benchmarking PI)<br><b>Enterprise and Infrastructure Committee</b>   | 33.0        | 34.3   | Available<br>Nov 2016 |
| Percentage of U Class roads that should be considered for maintenance treatment<br>(SOLACE Benchmarking PI)<br><b>Enterprise and Infrastructure Committee</b>   | 36.23       | 34.7   | Available<br>Nov 2016 |
| Cost of trading standards and environmental health per 1,000 population (£) (SOLACE Benchmarking PI)<br><b>Community Safety Committee/Environment Committee</b> | 21,475      | 20,500 | Available<br>Nov 2016 |

| Indicator<br>(Source)                                                                                                                | Performance |        |                       |
|--------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|-----------------------|
|                                                                                                                                      | 13/14       | 14/15  | 15/16                 |
| Cost of trading standards per 1000 population (SOLACE Benchmarking PI)<br><b>Community Safety Committee/Environment Committee</b>    | 3,891       | 3,627  | Available<br>Nov 2016 |
| Cost of environmental health per 1000 population (SOLACE Benchmarking PI)<br><b>Community Safety Committee/Environment Committee</b> | 17,583      | 16,900 | Available<br>Nov 2016 |



**PERTH AND KINROSS COUNCIL****Housing and Health Committee – 25 May 2016****Community Safety Committee – 8 June 2016****Scrutiny Committee – 15 June 2016****Housing and Community Care  
Joint Business Management and Improvement Plan  
and Annual Performance Report****Report by Director (Housing and Social Work)****PURPOSE OF REPORT**

This report presents the Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16 for Housing and Community Care and sets out the key strategic priorities and improvements.

**1. BACKGROUND/MAIN ISSUES**

- 1.1 Service Business Management and Improvement Plans and Annual Performance Reports are a core element of the Council's Service Planning Framework.
- 1.2 This report presents the Housing and Community Care Annual Performance Report for the period 2015/16 and the Business Management and Improvement Plan for the period 2016/17.
- 1.3 The Housing and Community Care Annual Performance Report 2015/16 reviews Service progress over the past year in meeting targets and commitments.
- 1.4 The Housing and Community Care Business Management and Improvement Plan 2016/17 sets out the strategic priorities and improvement actions which will be delivered to ensure better outcomes and contribute to the delivery of the Council's five strategic objectives and key local outcomes as set out in the Perth and Kinross Corporate Plan 2013/18.

**2. PROPOSALS**

- 2.1 The Housing and Community Care Business Management and Improvement Plan focusses on our key service objectives and outlines how we intend to continue to improve the services we provide and purchase.
- 2.2 The aim of this plan and report is to:

- Provide clear direction and actions for the future within the context of the national agenda, the Corporate Plan and the Single Outcome Agreement/Community Plan.
- Outline our key strategic priorities and improvement areas.
- Provide a focus on delivery of outcome focused services.
- Set out objectives, with measures, targets and standards for improvement.
- Monitor and report on performance.

2.3 Our Business Management and Improvement Plan which incorporates the report on our Annual Performance includes the following:

- Our vision, strategic objectives and outcomes.
- What we will do to meet the objectives.
- Context within which we work, including workforce development, financial overview and performance and risk management.
- Key performance indicators and improvement plan.

2.4 In the coming year our key priorities will be:

- Progressing with the personalisation agenda and Self Directed Support.
- Continuing the roll-out of integrated health and social care services and take forward the recommendations within the Strategic Commissioning Plan including delivery of Living Wage for Social Care workers in October 2016.
- Delivering on the Transformation Programme.
- Supporting clients who are affected by the roll out of Universal Credit.
- Building on our previous success of our Community Justice Services towards the establishment of a new Community Justice Partnership in April 2017.
- Progressing the Rent Restructure consultation, engagement and approval of the approach to harmonization.
- Continuing to provide more high quality affordable accommodation.

2.5 Frontline services will implement our Business Management and Improvement Plan through their team plans. These will include a range of performance measures and specific targets to ensure:

- Clarity of purpose for teams across the Service.
- Linking strategic plans to employee roles.
- Improving accountability.
- Ensuring learning and development is linked to supporting service improvement.

2.6 Housing and Community Care had a successful year in 2015/16 and achieved significant progress across a range of services which provided positive outcomes for citizens and communities. In the ethos of continuous improvement the targets set have been challenging, particularly where external factors such as changes to national policies have an indirect impact.

- 2.7 We will continue to improve and transform our services through our transformation agenda, supporting and reflecting the four pillars of public sector reform; reporting through the Service's Transformation Board and the Integrated Joint Board.

### 3. CONCLUSION AND RECOMMENDATIONS

- 3.1 The Joint Business Management and Improvement Plan and Annual Performance Report details progress against the Service's targets and improvement actions over the last year and sets out how the Service will take forward the strategic objectives and local outcomes set out within the Corporate Plan 2013/18.
- 3.2 It is recommended that the Housing and Health Committee and the Community Safety Committee, for their specific area of interest, approve the Housing and Community Care Service's Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16.
- 3.3 It is recommended that the Scrutiny Committee scrutinises and comments as appropriate on the Housing and Community Care Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16.

#### Author

| Name        | Designation                       | Contact Details                     |
|-------------|-----------------------------------|-------------------------------------|
| Alan Taylor | Head of Corporate IT and Revenues | 01738 476702<br>amtaylor@pkc.gov.uk |

#### Approved

| Name        | Designation                                                                    | Date        |
|-------------|--------------------------------------------------------------------------------|-------------|
| John Walker | Depute Chief Executive, HCC,<br>(Corporate and Community Development Services) | 12 May 2016 |

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

All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1.1 Strategic Implications

The Council's Corporate Plan 2013-2018 lays out five objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:-

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

### 1.2 Assessments

#### Equalities Assessment

The Council's Corporate Equalities Assessment Framework requires an assessment of functions, policies, procedures or strategies in relation to race, gender and disability and other relevant equality categories. This supports the Council's legal requirements to comply with the duty to assess and consult on relevant new policies to comply with the duty to assess and consult on relevant new policies to ensure there is no adverse impact on any community group or employees.

The function, policy, procedure or strategy presented in this report was considered under the Corporate Equalities Impact Assessment Framework and was assessed as not relevant for the purposes of Equalities Impact Assessment.

### Strategic Environmental Assessment

Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all plans, programmes and strategies, including policies (PPS).

The matters represented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and it was assessed that no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

### **1.3 Consultation**

The Executive Officer Team has been consulted in the development of this report.

## **2. BACKGROUND PAPERS**

2.1 No background papers were consulted.

## **3. APPENDICES**

3.1 **Appendix 1:** Housing and Community Care Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16.



# **Appendix 1**

## **HOUSING AND COMMUNITY CARE**

### **JOINT BUSINESS MANAGEMENT AND IMPROVEMENT PLAN**

**2016/17**

**AND**

### **ANNUAL PERFORMANCE REPORT**

**2015/16**

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## INTRODUCTION

Welcome to the Housing and Community Care Business Management and Improvement Plan (BMIP) 2016/17 and Annual Performance Report 2015/16.

These are exciting and challenging times for the service, and the last 12 months has seen us achieve some significant successes which this report will evidence. We continue to provide and commission quality services for the citizens of Perth & Kinross and in the ethos of continuous improvement the targets we set can be challenging particularly where external factors have an indirect impact such as changes to national policies.

We have continued to make great progress in building upon existing partnerships with health, the independent and voluntary sectors, local housing associations and other Council Services to deliver positive outcomes for the people who use our services, in their own communities.

April 1<sup>st</sup> saw a major milestone, when the Integration of Health and Social care went live. Integration of health and social care poses a major challenge to all the agencies involved due to significant demand pressures. We have worked closely alongside our colleagues from NHS Tayside and the third sector to reach a point where integration is now a reality. The contribution from all H&CC services and community planning partners will be critical to the success of the partnership.

The key to this success continues to be the commitment and willingness of our staff to innovate and embrace change, and our staff have responded magnificently to this challenge. All the positive results illustrated in this report are down to the efforts of staff across the service.

Over the next few years and into the foreseeable future there will continue to be pressure on public funds across Scotland. This will provide us with significant challenges against a backdrop of increased demand for our services.

However, we will remain focussed on transforming our services to support and reflect the four pillars of public sector reform. I am confident in our ability and capacity to improve even further, and provide person-centred services which produce the outcomes that our service users want.

Our priorities for the next year will include:

- Progressing with the personalisation agenda and promoting Self Directed Support.
- Continuing the roll-out of integrated health and social care services and take forward recommendations within the Strategic Commissioning Plan including delivery of the Living Wage for Social Care workers.
- Delivery of Transformation Programme.
- Supporting clients impacted by the introduction of Universal Credit.
- Building on our previous success of our Community Justice Services towards the establishment of a new Community Justice Partnership in April 2017.
- The progression of the Rent Restructure by consultation, engagement and approval of the approach to harmonisation.
- Continuing to provide more high quality affordable accommodation.

By working together across the service, and with our community partners, we can continue to achieve positive results and build on the reputation of Perth and Kinross as one of the most attractive and desirable places to live, work and visit in Scotland.

**John Walker**  
**Depute Chief Executive**  
**Corporate & Community**  
**Development Services**

**Bill Atkinson**  
**Director of Social Work**  
**& Housing**

# VISION, STRATEGIC OBJECTIVES AND LOCAL OUTCOMES

*“Our vision is of a confident and ambitious Perth and Kinross with a strong identity and clear outcomes that everyone works together to achieve. Our area will be vibrant and successful; a safe, secure and healthy environment; and a place where people and communities are nurtured and supported.”*

## THE COUNCIL’S STRATEGIC OBJECTIVES

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

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

The vision and strategic objectives support the delivery of the Community Planning Partnership’s Single Outcome Agreement for 2013–2023, focusing on 12 local outcomes that will achieve improvements for the area, our local communities, and our citizens.

Housing and Community Care (HCC) will support the delivery of the strategic objectives and local outcomes described within the document.

| Acronyms Explained |                                                                |           |                                                   |
|--------------------|----------------------------------------------------------------|-----------|---------------------------------------------------|
| ASB(O)             | Anti-Social Behaviour (Order)                                  | ICA       | Integrated Care Approaches                        |
| ASP                | Adult Support and Protection                                   | ICF       | Integrated Care Fund                              |
| B&B                | Bed and Breakfast                                              | ISD       | Information Services Division (NHS)               |
| CJS                | Criminal Justice Service                                       | LSCMI     | Levels of Service Case Management Inventory       |
| CPO                | Community Payback Order                                        | LD        | Learning Disabilities                             |
| CCIG               | Complex Care Integration Group                                 | MAPPA     | Multi Agency Public Protection Arrangements       |
| DHP                | Discretionary Housing Payment                                  | MH        | Mental Health                                     |
| EBI                | Estate Based Initiative                                        | HRA       | Housing Revenue Account                           |
| ECS                | Education and Children’s Services                              | NHS       | National Health Service                           |
| ECO                | Energy Company Obligation                                      | OWLS      | Offending Women’s Learning Service                |
| EEA                | European Economic Area                                         | PKAVS     | Perth & Kinross Association of Voluntary Services |
| ESF                | European Social Fund                                           | POA       | Psychiatry of Old Age                             |
| GIRFEC             | Getting it Right for Every Child                               | RGBS      | Rent Bond Guarantee Scheme                        |
| H&SCI              | Health & Social Care Integration                               | SDS       | Self-Directed Support                             |
| HEEPS-ABS          | Home Energy Efficiency Programme Scotland – Area Based Schemes | SHQS      | Scottish Housing Quality Standards                |
| HCC                | Housing and Community Care                                     | SOLACE    | Society of Local Authority Chief Executives       |
| HMO                | Houses in Multiple Occupation                                  | SURE Team | Service User Review and Evaluation Team           |
| HMRC               | HM Revenues and Customs                                        | UPW       | Unpaid Work                                       |
| HMICS              | Her Majesty’s Inspectorate of Constabulary                     | tba       | To be agreed                                      |
| HWAS               | Housing with Additional Support                                | TISS      | Tayside Intensive Support Service                 |

# GIVING EVERY CHILD THE BEST START IN LIFE

## SERVICE CONTRIBUTION - Net cost: £222,000

We will improve the life chances of children and families at risk by looking at the whole life of a child, individual and family by:-

- Placing a focus on preventative services
- Improving outcomes and reduce inequalities faced by many children
- Providing support through housing, education, employment and promoting healthy lifestyles

## Performance Summary for 2015/16

The provision of safe and secure housing fulfils a basic need essential to meet wider life outcomes. We recognise the impact that damp, overcrowded and unsuitable accommodation has on children's development and educational outcomes.

We worked with all our partners to achieve positive outcomes for children and families:-

- By providing more suitable housing for children within families, we have reduced the number of tenants on our waiting list in overcrowded situations, through the application of our allocation policy.
- Improved outcomes for children and young people by working in partnership with our colleagues within Education and Children's Services through our involvement in the Early Years Collaborative and Evidence to Success.
- We have reduced the impact of homelessness on children and families by moving families straight into permanent instead of temporary accommodation.
- Provided a more integrated service for families by delivering housing advice surgeries to intervene early to help address housing issues, prevent homelessness where possible, and promote tenancy sustainment
- Supported vulnerable children and families who are affected by parental substance abuse by working with Change is a Must (CIAM) multi agency team
- Supported women affected by domestic abuse by continuing to have close multi-agency partnership with Police Scotland and Women's Aid to ensure that safe accommodation is provided.
- Offered accommodation and support to 26 Syrian refugees.
- Supported vulnerable children and families, including kinship carers, through advice and assistance from both the Welfare Right and Welfare Fund Team.

## KEY PERFORMANCE INDICATORS for 2015/16

(Data covering to year end unless otherwise stated)

### Key for Performance

#### RAG

- On Target
- Not on Target
- Not available

#### Trend

- ↑ Performance has significantly improved
- Performance has remained roughly the same
- ↓ Performance has significantly deteriorated
- Not applicable

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |       |       |       | Targets |       |       |       |       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 13/14                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 14/15 | 15/16 | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Homeless Presentations - Families with Children</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       |       |       |         |       |       |       |       |
| 1.1 Number of families with children presenting as homeless<br><b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 279                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 244   | 337   | ↓     | 275     | ●     | <275  | <275  | <275  |
| <p><b>Comments on Performance during 2015/16 and targets:</b> As with the rest of Scotland, there was an increase in people presenting as homeless in Perth and Kinross during 2015/16.</p> <p>The main reasons for families presenting were: family breakdown, domestic abuse, and receiving a 'notice to quit' from their private landlord.</p> <p>Work to prevent homelessness continues to be our priority. We continue to support family mediation to help prevent relationship breakdown and link with a range of agencies to support people with financial difficulties and trouble meeting their housing costs. We also work closely with Police Scotland and Women's Aid to make sure safe accommodation is provided for those at risk of domestic abuse. Tackling domestic abuse is a priority for partners in the Violence Against Women Partnership and the number of women presenting as homeless due to domestic abuse may reflect a greater awareness of services and support available.</p> <p>As part of our work to increase the availability of suitable accommodation in the private rented sector, we are planning to hold a Private Landlord forum in the autumn to develop closer working relationships with them.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       |       |       |         |       |       |       |       |
| <b>Overcrowding</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       |       |       |         |       |       |       |       |
| 1.2 Number of overcrowded households in Council tenancies<br><b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 141                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 141   | 127   | ↑     | 148     | ○     | 135   | 135   | 135   |
| 1.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p><b>Comments on Performance during 2015/16 and targets:</b> This excellent performance has resulted in fewer families living in overcrowded Council houses and is due to a number of factors: our success in purchasing the highest number of former Council houses this year (24 buy-backs this year), as well as completing 132 new build social rented houses and flats. In addition, this year we brought 8 properties back into use through our empty homes initiative providing 18 bedrooms, with a further 8 properties with 13 bedrooms nearing completion, providing much needed accommodation.</p> |       |       |       |         |       |       |       |       |

# NURTURING EDUCATED, RESPONSIBLE AND INFORMED CITIZENS

**SERVICE CONTRIBUTION - Net cost: £10,227,000**

We will work with all our partners to make sure everyone has the best chance to have a meaningful, worthwhile and productive future by:-

- Supporting the most vulnerable individuals and families to empower and encourage them to have core skills
- Offer people of all ages and abilities opportunities to learn, develop and expand their abilities

## Performance Summary for 2015/16

We continue to work with our partners to make sure people have the best chance to have a meaningful, worthwhile and productive future. We want to promote independence and encourage people to have attainable aspirations, supported through lifelong opportunities.

We have undertaken a variety of activities to ensure our young people are ready for life and work. We have:-

- More people with complex needs are now entering employment or further education when they leave school. This has been achieved by working collaboratively with Education and Children's Services to make the transition between services easier. The 'Transitions within the Community' project received a Gold Securing the Future award in 2015.
- Our Employment Support Team worked with individuals with learning disabilities, mental health difficulties, autism spectrum conditions and acquired brain injury. The team have been successful in working with and maintaining employment support to 148 individuals including paid jobs, voluntary and work experience placements.
  - 2016 will see the development of additional "Working Roots" projects across Perth & Kinross Council, being delivered in partnership with PKC Environment Services and Blairgowrie Day Opportunities.
  - The team will also take forward collaborative working across Drugs & Alcohol Services where service users will progress through support of PKC's Social Prescribers, with the expectation that individuals' employability outcomes will have a higher probability of being achieved.
- Improved outcomes for those with an Autism Spectrum Condition (ASC) by working with our partners in Education and Children's Services, NHS and the third sector. Key areas of work carried out during 2015-16 included:-
  - PKC Autism website which is an online one stop shop providing advice, support and learning opportunities.
  - ASC Modern Apprentice scheme that promotes positive discrimination within the workplace.

- Two successful applications to the Scottish Government Autism Development Fund for 'Autism Work Experience' and 'Easing the Move' which focus on employment skills.
- Young people have successfully taken part in "Renting Ready" courses in Perth to prepare for a successful tenancy. Courses are run in partnership with the Housing Service and with the housing charity Crisis. Sessions help young people who are looking for a tenancy or flat share to understand what to look for in a property, their rights and responsibilities as a tenant, and how they can manage their tenancy on a limited budget

**Our focus for 2016/17 will be:**

- Take forward actions outlined within the Strategic Commissioning Plan that relate to Learning Disabilities and Employability for people on the Autism Spectrum.

**KEY PERFORMANCE INDICATORS for 2015/16**  
(Data covering to year end unless otherwise stated)

|                            |                                              |
|----------------------------|----------------------------------------------|
| <b>Key for Performance</b> |                                              |
| <b>RAG</b>                 | <b>Trend</b>                                 |
| ○ On Target                | ↑ Performance has significantly improved     |
| ● Not on Target            | → Performance has remained roughly the same  |
| ● Not available            | ↓ Performance has significantly deteriorated |
|                            | — Not applicable                             |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Performance |       |       |       | Targets |       |       |       |       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 13/14       | 14/15 | 15/16 | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Young People Presenting as Homeless</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |             |       |       |       |         |       |       |       |       |
| 2.1: Number of single young people aged 16 to 25 presenting as homeless                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | n/a         | 161   | 184   | ↓     | 210     | ○     | <200  | <200  | <190  |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |       |       |       |         |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b> As with the rest of Scotland, there was an increase in people presenting as homeless in Perth and Kinross during 2015/16. However the number of young people presenting was lower than anticipated (as reflected in our target) and this is due to good homeless prevention activity in our main secondary schools and other youth settings. The focus here is on advice and assistance in relation to housing issues facing young people, as well as budgeting, family relationships and mediation.                                                                                                                                                                                                                                                                                                                             |             |       |       |       |         |       |       |       |       |
| <b>Tenancy Sustainment - Young People</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |       |       |       |         |       |       |       |       |
| 2.2: % young people (16-25) sustaining a council tenancy for more than one year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 88%         | 92%   | 79%   | ↓     | 92%     | ●     | >92%  | >92%  | >92%  |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |       |       |       |         |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b> During 14/15, 141 young people were allocated permanent Council tenancies and the majority of them sustained this tenancy for more a year (111, 79%). Of those who did not manage to sustain their tenancy for a year (30), many were for positive or reasons outwith our control, including: <ul style="list-style-type: none"> <li>• 12 secured more suitable or alternative housing through mutual exchange or transfer, private sector or outwith the area 3 moved on due to change in relationship/family reasons.</li> <li>• 3 ended due to external factors.</li> </ul> <p>The remainder were due to reasons such as abandonment, under occupation and change of mind. We will however, continue to make every effort to match and allocate properties appropriately and offer support for young people as necessary.</p> |             |       |       |       |         |       |       |       |       |

**KEY PERFORMANCE INDICATORS for 2015/16**  
*(Data covering to year end unless otherwise stated)*

**Key for Performance**

**RAG**

- On Target
- Not on Target
- Not available

**Trend**

- ↑ Performance has significantly improved
- Performance has remained roughly the same
- ↓ Performance has significantly deteriorated
- Not applicable

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                | Performance |       |                                        |       | Targets |       |       |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|----------------------------------------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                      | 13/14       | 14/15 | 15/16                                  | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Employability Network</b>                                                                                                                                                                                                                                                                                                                                                                                         |             |       |                                        |       |         |       |       |       |       |
| 2.3: The total number of clients that the Network work with <i>(including a breakdown on ages between 16-24 and 25+)</i><br><br><b>Housing and Health</b>                                                                                                                                                                                                                                                            | 1,402       | 1,418 | New Indicator:<br>(Info Av. June 2016) | ↑     | -       | ○     | 1,440 | 1,456 | 1,462 |
| 2.4a: The number of clients working with/worked with at Stage 1 of the Employability Pathway <i>(Referral, Engagement and Assessment)</i><br><br><b>Housing and Health</b>                                                                                                                                                                                                                                           | n/a         | n/a   | New Indicator:<br>(Info Av. June 2016) | -     | -       | ○     | TBC   | TBC   | TBC   |
| 2.4b: The number of clients working with/worked with at Stage 5 of the Employability Pathway <i>(In Work Support and Aftercare)</i><br><br><b>Housing and Health</b>                                                                                                                                                                                                                                                 | n/a         | n/a   | New Indicator:<br>(Info Av. June 2016) | -     | -       | ○     | TBC   | TBC   | TBC   |
| <b>Comments on Performance during 2015/16 and targets:</b> Targets will be determined once 2015/16 figures are available.                                                                                                                                                                                                                                                                                            |             |       |                                        |       |         |       |       |       |       |
| The Employability Network strives to improve employability services for young people and adults in Perth & Kinross who have ill health, a disability or other support need. Information from our annual performance review survey is used to gain an overview of the employability achievements of the Network members in Perth and Kinross over the previous year and results will be shared with our PKC partners. |             |       |                                        |       |         |       |       |       |       |



# DEVELOPING A PROSPEROUS, INCLUSIVE AND SUSTAINABLE ECONOMY

## SERVICE CONTRIBUTION – Net Cost: £1,468,000

We will encourage the growth of businesses, attract new investment and provide a spectrum of employment opportunities by:-

- Commissioning services based on population needs which offer value for money
- Working with the third and private sectors to offer a balanced local economy
- The efficient collection of rents and taxes
- Continuing to manage and achieve efficient and effective contracting and monitoring processes to ensure value for money

## Performance Summary for 2015/16

We continue to provide and commission a range of services, provided in-house and from the third and private sectors, ensuring value for money whilst creating employment across Perth and Kinross.

We have supported our tenants to maximise their incomes to meet their responsibilities in respect of rent through a range of preventative and supportive approaches.

- We launched new rent arrears arrangements in January 2016 focusing on early intervention and earlier escalation of rent arrears. These actions sit alongside the Rent 1<sup>st</sup> Campaign supporting a change in culture towards the payment of rent.
- We implemented the delivery of the 'Made of Money' programme to 27 members of staff across both the Council and 3<sup>rd</sup> sector. This provides staff with the skills and training materials to be used both on a one to one basis, and in small groups, enabling them to work with residents to encourage them to think about how they can save money, budget their income and learn about different types of credit.
- Our Customer and Community Engagement Team have developed a Resident Academy "Skills with Bills" which will offer small group learning over 3 weeks which will be piloted in the North Perth area and will go on to be delivered across our localities during 2016/17. Children and Family support workers will embed this learning within individual support plans and Literacy staff plan to deliver sessions within their learning groups in a variety of contexts including those leaving institutional care.
- We have developed a service specific Universal Credit (UC) Action Plan with key actions to mitigate the impact for our tenants.

- We reviewed our Rent Setting Consultation Process with tenants and they also played a key part in the Rent Restructure Review to ensure we have a fair and equitable way of setting and charging rents for different types of properties. Subject to Committee approval the new rent structure will be introduced in April 2017.
- We continue to strengthen our relationships with advice agencies such as Citizens Advice Bureau and Welfare Rights, and champion the Cred-E-Card budget accounts offered by Perth and Kinross Credit Union to ensure people are given the opportunity to succeed in their tenancies.

Overseen the Welfare Reform changes and preparation for the Universal Credit:

- Progressed with the preparation for the implementation of the permanent Scottish Welfare Fund in April 2016. Our approach to the Scottish Welfare Fund - “Christier than Christie” project won a Gold Securing the Future Gold Award.
- Expanded Welfare Rights Outreach surgeries throughout Perth and Kinross and opened up different media channels e.g. facebook to ensure people can access the right advice and information at the right time. Integrated Care funding was awarded for the Local Early Advice Project (LEAP) a joint project with Citizens Advice Bureau to create referral pathways from health to social care.
- We have secured funding from the European Social Fund (ESF) to provide more Welfare Rights Officers who will work with schools in the most deprived areas throughout Perth and Kinross.
- Progressed the development of Poverty Awareness work as part of our ongoing support to communities. Project groups have been set up to ensure preparedness in Perth and Kinross for the implementation of Universal Credit from April 2016.
- Completed our channel shift project for Council Tax by extending this beyond an online self-serve facility to a telephone assisted facility for those unable to self-serve.
- Supported the development and expansion of the Perth and Kinross Credit Union with an additional offices opening in Blairgowrie, Crieff and Letham. The Credit Union also supported the Scottish Flood Forum and liaised with housing staff in Alyth to help residents following the recent flooding in town.

#### **Our focus for 2016/17 will be:**

- Managing the impact of Universal Credit by supporting tenants and other customers and ensuring all staff are fully prepared for challenges that Universal Credit will bring.
- Collection of Income for Perth and Kinross Council.
- Rent Restructure - consultation, engagement and approval of the approach to harmonisation (August 2016); introduction of the new model for rent calculation April 2017.
- We will continue to focus our efforts on the prevention of rent arrears and where they occur we will manage and reduce them with a continuum of support through to final sanctions.

**KEY PERFORMANCE INDICATORS for 2015/16**  
(Data covering to year end unless otherwise stated)

|                            |                                              |
|----------------------------|----------------------------------------------|
| <b>Key for Performance</b> |                                              |
| <b>RAG</b>                 | <b>Trend</b>                                 |
| ○ On Target                | ↑ Performance has significantly improved     |
| ● Not on Target            | → Performance has remained roughly the same  |
| ● Not available            | ↓ Performance has significantly deteriorated |
|                            | — Not applicable                             |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Performance |       |       |       | Targets |      |       |       |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 13/14       | 14/15 | 15/16 | Trend | 15/16   | R/AG | 16/17 | 17/18 | 22/23 |
| <b>Rent Management (Voids and Arrears)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             |       |       |       |         |      |       |       |       |
| 3.1a: Current and former tenant rent arrears as a % of gross rent due for the reporting year<br>(SOLACE Benchmarking PI)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | n/a         | 9.28% | 10.4% | ↓     | 10.5%   | ○    | 9.5%  | 9.5%  | 9.5%  |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |       |       |         |      |       |       |       |
| 3.1b: % of rent due in the year that was lost due to voids<br>(SOLACE Benchmarking PI)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0.7%        | 0.5%  | 0.6%  | →     | 0.6%    | ○    | 0.6%  | 0.6%  | 0.6%  |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |       |       |         |      |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             |       |       |       |         |      |       |       |       |
| <p>●<b>Rent Arrears</b> - Preventing and reducing rent arrears remains a priority. We continue to implement a range of improvement activities, and each team has local improvement targets designed for staff to intervene early, encouraging tenants to pay in advance, set up budget accounts, and receive support from Welfare Rights and the Credit Union. For any tenant with arrears who does not engage, new procedures are in place to escalate formal proceedings, including legal proceedings and evictions.</p> <p>We will review future targets as the impact of Universal Credit is fully realised. We know however, that there has been a rise in the number of people experiencing debt, with 342 more people accessing the Citizen’s Advice Bureau and an increase in sequestrations, from 18 accounts in 14/15, to 52 accounts this year.</p> <p>●<b>Re-letting Properties</b> - We continue to turn around void (empty) properties very quickly and faster than the Scottish average. As a result, we have minimal income lost due to voids. This good performance is despite the fact we had 20% more properties to deal with in 2015/16 than the previous year (880 and 735 respectively).</p> |             |       |       |       |         |      |       |       |       |

**KEY PERFORMANCE INDICATORS for 2015/16**  
(Data covering to year end unless otherwise stated)

**Key for Performance**

**RAG**

- On Target
- Not on Target
- Not available

**Trend**

- ↑ Performance has significantly improved
- Performance has remained roughly the same
- ↓ Performance has significantly deteriorated
- Not applicable

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Performance |        |        |       | Targets |       |       |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|--------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 13/14       | 14/15  | 15/16  | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Rent Management (Voids and Arrears)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             |        |        |       |         |       |       |       |       |
| 3.2a: % of income due from Council Tax received by the end of the year<br>(SOLACE Benchmarking PI)<br><b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 98.46%      | 98.27% | 98.5%  | →     | 98%     | ○     | 97.5% | 97.5% | 97.5% |
| 3.2b: % of income due from Non Domestic Rates received by the end of the year<br><b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 98.40%      | 98.25% | 98.04% | →     | 98.1%   | ○     | 98%   | 98%   | 98%   |
| <b>Comments on Performance during 2015/16 and targets:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             |        |        |       |         |       |       |       |       |
| <p>•<b>Council Tax:</b> Early indications are that we will be one of the top performing council's for council tax collection in 2015/16. The 2015/16 collection level has exceeded our target and expectations. This has been extremely difficult to achieve in the context of continuing hardship, inward migration and the consequential benefit processes, the administration of Discretionary Housing Payments and the Scottish Welfare Fund and preparation for Universal Credit. Therefore the future targets have been revised and set at a realistic but still challenging level. The main driver behind the setting is the anticipated impact on the ability to pay created by the introduction of Universal Credit, within Perth and Kinross, taking effect from 25<sup>th</sup> April 2016.</p> <p>The Scottish Average (LGBF) for this indicator was 95.5% in 2014/15. Perth and Kinross were the highest performing authority in 2014/15</p> <p>•<b>Non Domestic Rates:</b> It is anticipated that the collection of Non-Domestic Rates will become increasingly challenging in the years ahead. In addition to the difficulties already experienced by high street traders, through on-line and out of town retailing, there are legislative changes taking effect from 1<sup>st</sup> April 2016 that will bring further pressure and impact on ability to pay.</p> |             |        |        |       |         |       |       |       |       |
| 3.3: % of HCC invoices that were paid within 30 days<br><b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 97%         | 97%    | 96%    | →     | 97%     | ●     | 96%   | 97%   | 98%   |
| <b>Comments on Performance during 2015/16 and targets:</b> Housing and Community Care are still ahead of the Council target of 94% and performance is generally improving on a monthly basis.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |             |        |        |       |         |       |       |       |       |

**Information not available**

- *Cost per dwelling of collecting Council Tax (SOLACE Benchmarking PI)*  
Available June 2016

# SUPPORTING PEOPLE TO LEAD INDEPENDENT, HEALTHY AND ACTIVE LIVES

## SERVICE CONTRIBUTION - Net Cost £32,087,000

We will help people sustain and improve their health and wellbeing to help them meet their full potential and to remain in their own homes, or in a homely environment, by:-

- Developing models of community based care to support people to remain safely at home for as long as possible.
- Focusing on work that promotes early intervention and prevention, promoting healthier lifestyles and tackling health inequalities.
- Placing individuals at the core ensuring any care is personal to their needs and results in positive outcomes.
- We worked with communities to create and design responsive services whilst reducing inequalities.
- Reshaping care for older people to prevent unplanned admissions to hospital and supporting discharge to enable people to live independently with appropriate flexible support

## Performance Summary for 2015/16

We have focussed on work that promotes early intervention and prevention, promoting healthier lifestyles and tackling health inequalities through a range of activities as described below. It is anticipated a greater impact will be made in tackling these challenges through the opportunities that present themselves through integrated health and social care provision.

We placed individuals at the core ensuring any care is personal to their needs and resulted in positive outcomes:-

- This year saw the launch of the Carers Strategy which introduced participatory budgeting for Carers in Perth and Kinross, bringing their expertise into the development of services for carers. Carers attended an event in February this year and 15 projects were awarded funding on the day. Projects included respite for families with children with additional needs, day trips and weekend respite for older carers, carers from the minority ethnic community.
- Supported people with complex needs through working with our partners to deliver a range of projects as part of the Integrated Care Fund, for example, Meal Makers and the Befriending Projects both aim to reduce isolation and loneliness. Healthy Eating Healthy Living has supported 43 people with learning disabilities to improve their own health and wellbeing through encouraging healthy eating as a way of life.

- Provided a diverse range of support and services for mental health and wellbeing. For the third year running we held our Mental Health and Wellbeing Fair, a series of events under this umbrella also marked the Scottish Mental Health Awareness week and World Mental Health Day.
  - Latest data for 2015 from the Office for National Statistics Annual Wellbeing Survey indicated that people in Perth and Kinross have reported a higher personal wellbeing than the UK average and a higher personal wellbeing than people in Edinburgh, Glasgow and Dundee. Wellbeing has increased within Perth & Kinross since 2012, the year we started the Wellbeing Fair events.
- Supported people with addictions through the Smart Recovery Programme where people learned self-empowering skills and how to support each other through recover. The 4-point Programme support people by:-
  - Building and maintaining motivation
  - Coping with urges
  - Managing thoughts, feeling and behaviour
  - Living a balanced life
- During 2015/16 the current Learning Disability strategy was consulted upon and reviewed. The new strategy builds on the achievements of the previous strategy and aims to improve access to healthcare for people with a learning disability, improve support for older people with a learning disability, and support for expectant mothers with a learning disability.
- Focussed on reducing homelessness by the development of a national housing options training toolkit in partnership with the Scottish Government. The electronic toolkit provides staff, agencies and key stakeholders with training and information to support the delivery of effective housing options and ultimately prevent homelessness and increase tenancy sustainment.
- In March 2016, the Care Inspectorate carried out an unannounced inspection of our Housing Support Service and awarded Excellent for the Quality of Care and Support, Staffing and Management, and Leadership. The inspection focused on the team's commitment and dedication in involving service users with the delivery of service, and how they respond positively to the support needs of people who are homeless or threatened with homelessness.

We worked with communities to create and design responsive services whilst reducing inequalities.

- Promoted health and wellbeing and provided support to people to enable them to stay in their own homes, or in a homely setting, by further expanding Technology Enabled Care. The service purchased a digital server in 2015 which will enable people in Perth and Kinross to benefit from the latest telecare and telehealth technology. This will be an area for further development in the coming year.
- We focussed on prevention and early intervention to support tenants to remain in their own homes by providing an enhanced range of locality services by introducing a new model of service delivery. This model combined previously separate housing functions into integrated local teams and is based on the disaggregation of key functions such as, repairs and tenancy support.

The management of housing options, housing access, private sector activity and homelessness remains centralised, for consistency and efficiency with the delivery of specialist surgeries.

We focussed on reshaping care for older people to prevent unplanned admissions to hospital and supporting discharge to enable people to live independently with appropriate flexible support:-

- Enabled individuals to take more choice and control over their health and social care support by working with our partners. We undertook a number of activities to allow people to remain in their own home or in a homely setting such as Rapid Response, Immediate Discharge Service, Reablement, Home and Day Care Services.
- Supported people in a homely setting by the continued expansion of Housing with Additional Support (HWAS).
- Work is well underway on the first stage of modernising Dalweem Care Home as an integrated Health and Social Care facility. The new facility will be a centre which provides nursing and residential care with both an in-reach and outreach function for other community services.

To support the delivery of our key outcomes and recognising the four pillars of public service reform we have carried out the following activities:-

- Over 4, 000 people from across our communities spoke to us about their aspirations for locally delivered Health and Social Care Services as part of 'Join the Conversation' which informed the actions and priorities of the Health and Social Care Strategic Plan. Our Community Care thematic strategies which include The Learning Disability Charter, Joint Mental Health Strategy, Equalities Strategy and Carers Strategy, continue to promote positive engagement with service users and their involvement is invaluable to each of them.
- Developed locality teams to take forward the actions outlined within the Strategic Commissioning Plan.
- Established the Integrated Care Fund Programme with representation from health, social care, third and independent sector - 35 projects were successful in their bids.
- Assisted people with a physical disability and/or sensory impairment with the launch of an on-line self-assessment system in June 2015 for small equipment/minor adaptations. People can now complete online assessments to access small items of equipment/minor adaptations which will assist anyone with a physical disability and/or sensory impairment in activities of daily living.
- NHS Tayside and Perth and Kinross Council Occupational Therapy services started to integrate during 2015/16. Health and Council OT's are now co-located in Pitlochry and Blairgowrie and referrals are jointly screened and allocated.

**Our focus for 2016/17 will be:**

- Delivery of the Transformation Programme:-
  - Communities First Review.

- Review of Residential Care.
  - Review of Day Care Services.
  - Review of Community Care Packages for Adults.
- 
- Care at Home Redesign /Commissioning.
  - Take forward actions in the Strategic Commissioning Plan.
  - Develop a new Mental Health Strategy.



**KEY PERFORMANCE INDICATORS for 2015/16**  
(Data covering to year end unless otherwise stated)

**Key for Performance**

**RAG**

- On Target
- Not on Target
- Not available

**Trend**

- ↑ Performance has significantly improved
- Performance has remained roughly the same
- ↓ Performance has significantly deteriorated
- Not applicable

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                            | Performance |                      |                      |       | Targets           |       |                     |               |               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------|----------------------|-------|-------------------|-------|---------------------|---------------|---------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                  | 13/14       | 14/15                | 15/16                | Trend | 15/16             | R/A/G | 16/17               | 17/18         | 22/23         |
| <b>Achieving Outcomes</b>                                                                                                                                                                                                                                                                                                                                                                                                        |             |                      |                      |       |                   |       |                     |               |               |
| 4.1: % of clients achieving goals set out in their Outcome Focussed Assessment                                                                                                                                                                                                                                                                                                                                                   | 87%         | 87%                  | 84%                  | →     | 87%               | ●     | 87%                 | 88%           | 89%           |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                        |             |                      |                      |       |                   |       |                     |               |               |
| 4.1a: No. of people who access Self Directed Support (SDS) as % of all service users (excluding Community Alarm)                                                                                                                                                                                                                                                                                                                 | n/a         | Option 1<br>- 1.43%  | Option 1<br>- 1.90%  | ↑     | Option 1<br>- 5%  | ●     | Option 1<br>- 2.1%  | Option 1- tbc | Option 1- tbc |
|                                                                                                                                                                                                                                                                                                                                                                                                                                  |             | Option 2<br>- 0.89%  | Option 2<br>- 1.84%  |       | Option 2<br>- 5%  |       | Option 2<br>- 2.3%  | Option 2- tbc | Option 2- tbc |
|                                                                                                                                                                                                                                                                                                                                                                                                                                  |             | Option 3<br>- 93.14% | Option 3<br>- 89.33% |       | Option 3<br>- 83% |       | Option 3<br>- 88.1% | Option 3- tbc | Option 3- tbc |
|                                                                                                                                                                                                                                                                                                                                                                                                                                  |             | Option 4<br>- 4.56%  | Option 4<br>- 6.6%   |       | Option 4<br>- 7%  |       | Option 4<br>- 7.5%  | Option 4- tbc | Option 4- tbc |
| <b>Comments on Performance during 2015/16 and targets:</b>                                                                                                                                                                                                                                                                                                                                                                       |             |                      |                      |       |                   |       |                     |               |               |
| <b>Achievement of Goals within Outcome Focussed Assessment</b> – Placing individuals at the core, ensuring any care is personal to their needs is a key focus however a person’s circumstances may change between assessment and review therefore impacting on the achievement of their original goals.                                                                                                                          |             |                      |                      |       |                   |       |                     |               |               |
| <b>Self-Directed Support</b> – People are shifting the options they are selecting to manage their care. It should be noted that setting targets in this way may not be the best methodology as no option is preferable to another if people are appropriately supported to decide on their care packages and achieve their desired outcomes. PKC ranks 6 <sup>th</sup> in Scotland in terms of Option 1 (Direct Payments spend). |             |                      |                      |       |                   |       |                     |               |               |
| <i>(1= Having a direct payment; 2 =Choosing the services they want and asking the Council to arrange them; 3= Letting the Council decide what services are right; 4= A mix of all or any of these options)</i>                                                                                                                                                                                                                   |             |                      |                      |       |                   |       |                     |               |               |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Performance |       |       |       | Targets |       |       |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 13/14       | 14/15 | 15/16 | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Living at Home</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |             |       |       |       |         |       |       |       |       |
| 4.2a: % 65+ who live at home<br>(Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 97%         | 97.5% | 97%   | →     | 98%     | ●     | 98%   | 98%   | 98%   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |       |       |         |       |       |       |       |
| 4.2b: % 65+ requiring no<br>further service following<br>Reablement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 37%         | 37%   | 51%   | ↑     | 40%     | ○     | 50%   | 50%   | 50%   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |       |       |         |       |       |       |       |
| 4.2c: Number of service<br>users aged 65+ with<br>Technology Enabled Care<br>(excluding community<br>alarms)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 593         | 737   | 942   | ↑     | 720     | ○     | 1,000 | 1,100 | 1,200 |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |       |       |         |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b> Against the backdrop of an ever increasing elderly population we are successfully keeping people at home and the performance under these particular activities, in the main, shows significant upward trends over the three year period. Our Reablement Service is key to supporting people following discharge from hospital with over 50% not requiring ongoing support following this intervention. We have also seen a 60% increase in people using Technology Enabled Care since 2013/14, developments in this area will be a key focus for us.                                                                    |             |       |       |       |         |       |       |       |       |
| <b>Homecare Provision</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |       |       |         |       |       |       |       |
| 4.3a: % of home care service<br>users receiving care<br>overnight                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 52%         | 56%   | 53%   | →     | 53%     | ○     | 54%   | 55%   | 56%   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |       |       |         |       |       |       |       |
| 4.3b: % 65+ with intensive<br>care needs receiving care at<br>home<br>(SOLACE Benchmarking PI)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 27.6%       | 23.4% | 24.8% | ↓     | 27%     | ●     | 27%   | 29%   | 31%   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |       |       |         |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b> We have increased the flexibility of home care provision to ensure people receive care at the appropriate times. However the success of Re-ablement has had an impact on the achievement of the target we set in relation to people with intensive care needs – as well as people no longer requiring ongoing services. For those who do require ongoing support, the number of hours required is also less. This is in the context of an increasing demographic where people's needs are more complex. Since 2013/14 the average care package per client has risen from 7.4 per week to 8.9 per week (a 20% increase). |             |       |       |       |         |       |       |       |       |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Performance |        |        |       | Targets |       |        |        |        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|--------|-------|---------|-------|--------|--------|--------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 13/14       | 14/15  | 15/16  | Trend | 15/16   | R/A/G | 16/17  | 17/18  | 22/23  |
| <b>Delayed Discharge</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |             |        |        |       |         |       |        |        |        |
| 4.4a: No. of bed days lost to delayed discharge (excluding complex cases)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 13,430      | 12,200 | 15,697 | ↓     | 13,500  | ●     | 11,000 | 11,000 | 11,000 |
| 4.4b: No. of people delayed in hospital for more than 14 days                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | n/a         | 87     | 191    | ↓     | 87      | ●     | 130    | 100    | 0      |
| <b>Housing &amp; Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |             |        |        |       |         |       |        |        |        |
| <p><b>Comments on Performance during 2015/16 and targets:</b> Managing delayed discharge continues to be a key focus for the Health and Social Care Partnership. The average age of people entering care is 82 years of age. This, together with increase in demand, demonstrates an increasingly frailer older population. Emergency admissions create pressures across the health and social care system with knock-on effects on delayed discharge, social work assessments and care at home. The increase in unplanned admissions for those aged 85+ is higher than other age groups and this age group is more likely to be delayed in hospital (this age group represents approximately 29% of the overall unplanned admissions). In the 10 year period from 2005/6 to 2014/15 there has been an increase of 30% across all age groups for unplanned admissions.</p> <p>The Council and NHS Tayside have invested in a number of initiatives to provide alternatives to hospital admission such as the Rapid Response Team who have successfully diverted people from admission however there has been a surge in demand for care and nursing home placements in the latter half of the year. In addition to the Hospital Discharge Team which has operated for several years, the Partnership has also introduced the Immediate Discharge Service from A&amp;E and the Enhanced Care Support service. A multi-agency panel is in place to provide scrutiny around the assessment process to ensure that all possible areas are explored in order for people to be supported back into the community from hospital.</p> <p>Benchmarking with other partnerships is currently being undertaken with a view to learning areas of good practice.</p> |             |        |        |       |         |       |        |        |        |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Performance |       |              |       | Targets       |       |       |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|--------------|-------|---------------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 13/14       | 14/15 | 15/16        | Trend | 15/16         | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Re-referrals for Drug Alcohol</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |       |              |       |               |       |       |       |       |
| 4.5: Number of service users exiting Drug and Alcohol Team re-referred within 6 months (Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                                    | 41          | 53    | 42           | →     | 40            | ●     | 40    | TBC   | TBC   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |             |       |              |       |               |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b> Although our target is to reduce the number of re-referrals, it should be noted that repeat referrals are not necessarily signs of failure of the service provided. There are service users that may be encouraged by relatives to attend, but in reality are not ready to engage and may return months later. We understand the limitations on reporting on this indicator and are looking at more outcomes focused indicators for the future. |             |       |              |       |               |       |       |       |       |
| 4.6: The % of clients receiving their first intervention who wait no longer than 3 weeks from the point of referral (Social Work Drug and Alcohol team)                                                                                                                                                                                                                                                                                                                                                    | 92%         | 89%   | Av. May 2016 | –     | New Indicator | ○     | 90%   | TBC   | TBC   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |             |       |              |       |               |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b> Awaiting figures for 2015/16. Drug and Alcohol waiting times are reported annually to Scottish Government.                                                                                                                                                                                                                                                                                                                                      |             |       |              |       |               |       |       |       |       |

### Information not available

- % of adults satisfied with social care services (SOLACE Benchmarking PI) - Full survey will be available in June 2016. However we have feedback from our Reablement Service shows a 98% satisfaction rate with the service provided. Available June 2016

[Further information on customer engagement and feedback on pages 36-39.]

- SDS (Direct Payments) spend on adults 18+ as a % (SOLACE of total social work spend on adults 18+ Benchmarking PI) Available Nov/Dec 2016
- % of carers' satisfaction with support services received (Corporate Plan) Available June 2016
- Older Persons (65+) Home Care Costs per hour (SOLACE Benchmarking PI) Available Nov/Dec2016

# CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

## SERVICE CONTRIBUTION – Net Cost £52,040,000

We want our communities to be places where people want to live, in houses they can afford which are warm and safe and in neighbourhoods that are well maintained and have a positive community spirit.

- Supporting people who commit offences to re-engage with the community and reduce the risk of re-offending
- Working with communities to resolve disputes between neighbours over noise and other anti-social behaviours
- Ensuring vulnerable adults feel safe and protected
- Bringing empty properties into use as quickly as possible
- Ensuring our tenants live in attractive, well managed neighbourhoods in homes that are warm, safe and comfortable.

## Performance Summary for 2015/16

We are building on the Council's success in creating safe and sustainable communities and over the past year we have been working with our partners to prepare for the Community Justice Bill. We continue to work with our partners to support people who commit offences to re-engage with the community and reduce the risk of re-offending.

- Due to the excellent local leadership and commitment of the Community Justice Team and their multi-agency work with partners and commissioned providers of service, Perth and Kinross has the 5<sup>th</sup> lowest frequency of reconviction rate in Scotland behind the Island Authorities and one Mainland Authority. This gives the Council confidence in looking to the formation of the new Community Justice Partnership in which the Council will play a leading role.
- In order to develop more of a business focus in the delivery of Community Payback Orders, the Unpaid Work Team has undergone a significant restructuring this year. As a result expansive marketing and promotion, as well as word-of-mouth recommendations the number of number of job requests has increased. These include painting, gardening, fencing, litter-picking, graffiti removal, chewing gum removal, garden furniture construction, renovation and anything else that the team can safely do to benefit the public.

Next year will see the implementation of the Allotment Strategy which will see the allotment area at Westbank put over into Food Production and a broadening of the definition of 'unpaid work' away from just Community Payback to including, Perth Prison, The Open Estate and the young offenders from the Right Track Programme.

- The Right Track initiative based on structured deferred sentence enables the sheriff to have a better understanding of the young person's circumstances. We have expanded the Right Track initiative for young people aged 16-26 who have been convicted at Court and where the Sherriff is considering a custodial sentence. In June 2015 this initiative was expanded to include graffiti removal and litter picking which gives a positive role to those involved and a very positive impact on the communities affected by these issues.
- Integrated the Tayside Intensive Support Service (TISS) with the Safer Communities Team. The Community Safety Hub has allowed the Police Staff to form strong links with other Council services, in particular Housing. Their remit has been broadened to include assisting with antisocial behaviour, vandalism, risk management of vulnerable persons and the management of violent offenders. Whilst the team still carries out the TISS remit their expanded role provides enhanced partnership working and greater coordination across a number of areas.
- The Scottish Government has signalled its intention through the recently published Community Justice Bill, to radically change the overnight arrangements for both strategy and service delivery in Scotland (effective in 2017). We organised seminars for key stakeholders to raise awareness and outline the implications of the redesign. Work has already started on planning how best to support local strategic planning and the delivery of Community Justice Services through Community Justice Partnerships.
- An evaluation of the Offending Women's Learning Service (OWLS) was carried out. A "Readiness for Change" questionnaire completed by participants who originally felt negatively about their situation, showed a much improved outlook on the future by the time they completed the programme. Analysis of those who attended also revealed a 65% decrease in the number of crimes (not convictions) recorded by Police Scotland.
- The Care Inspectorate and Her Majesty's Inspectorate of Constabulary in Scotland (HMICS) carried out a thematic MAPPA review. Positive feedback was received for Perth and Kinross Council, and an action plan will be taken forward by the Strategic Tayside group based on recommendations from the Inspectorate.
- Over the past year Community Wardens have worked all over Perth and Kinross, often in partnership with Housing, Youth Services, the Fire Service and the Police. This activity included the Home Safety Visits initiatives with the Fire Service which helps to keep vulnerable people in their own homes and ensures they get access to other services and support they need. Prevention and Education are part of their core role through initiatives such as Safe Taysiders and the Junior Warden Scheme. This year will see the appointment of a new warden in Aberfeldy jointly funded and supported by the Council and the Fire Service.
- The Anti-Social Behaviour (ASB) Investigators work much more closely with Housing, Police and other partners to use early intervention and problem solving techniques to resolve situations. Close cooperation with Legal Services allows staff to get Interim ASBOs within a couple of weeks, rather than months and these really help to moderate behaviour and provide Police with powers to take action when required. Joint visits by Investigators, Police and Housing are supported by information sharing and collaboration with the co-located Police Hub.

A multi-agency Graffiti Strategy has seen the clean-up of over 350 vandalisms over the past year. This year will see the publication of a new Anti-Social Behaviour Strategy.

- Worked in partnership with mental health charity Penumbra, a successful “Working Together” event was held at McDiarmid Park, Perth, in March this year to promote Self-Directed Support, Creativity, Choice, and Mental Wellbeing in Perth & Kinross.

We ensured vulnerable adults feel safe and protected:-

- Undertook a range of adult protection activities. One of the main priorities has been working with care homes to develop processes for dealing with challenging behaviours and reporting incidents. An integral part of this process was partnership working with the NHS Care Liaison Team.
- We focussed on financial harm by working with financial institutions to refer instances of unusual activity on bank accounts of vulnerable people.
- Worked in partnership with Police Scotland to ensure that vulnerable person reports were screened effectively to allow for a more targeted approach to those at risk.

We ensured our tenants live in attractive, well managed neighbourhoods in homes that are warm, safe and comfortable:-

- Progressed with the recommendations for the Garage sites and Lock Ups. Lock Up refurbishment work started in April 2016 and demolition/clearance of sites earmarked to be decommissioned is expected to start summer 2016. All works are scheduled to be completed across all phases by the end of calendar year 2017.
- Launched our Estate Based Initiatives programme where council tenants and local residents identified community improvement projects in their local neighbourhoods. A total of over 30 projects were delivered through our Estate Based Initiatives project. These projects ranged from enhancement of communal garden including the provision of seating within one of our sheltered housing complexes to the clearance of overgrown areas with consultation around potential for a community garden in Letham. The projects have delivered wider community benefits, including community capacity building and supported social enterprises such as Stepping Stones.
- We have built 132 new homes for social rent compared to 62 last year and these are in areas where there are high housing needs. We have also bought back 24 former council properties bringing the total to 70 since 2012/13.
- We continue to work in partnership with Scottish and Southern Energy (SSE) to utilise ECO funding and grant funding from the Scottish Government’s HEEPS-ABS programme. HEEPS Funding totalling £8.1m has been received during the period from 2013 to 2016 which has allowed 1,750 homes within Perth & Kinross to receive improved insulation measures and has helped to reduce the number of households in fuel poverty. The Scottish Government has awarded a further £1.17m for work in 2016/17 (giving a total HEEPS investment of £9.27m).

- A revised and new Responsive Repairs Policy has been implemented and aims to ensure the Council meets its legislative obligations as a landlord. The new policy is more customer-friendly and sets out clearly our responsibilities as a landlord and the responsibilities placed on tenants in respect of repairs.
- Our Service User Review and Evaluation (SURE) Team carried out an evaluation of the delivery of our Repairs Service and made a number of valuable recommendations on how parts of this service could be improved. As a result, the housing management team prepared an improvement plan and presented it to the SURE team, committing to making a range of key improvement which they will monitor.

We continued our efforts to bring empty properties into use as quickly as possible:-

- Through our private sector and empty homes initiatives in the past three years we have provided 152 people with suitable accommodation in 33 properties. In 2015/16 we created bed spaces for 42 people (flats and for flat sharing) with a further 16 bed spaces nearing completion.
  - This was highlighted as an example of best practice by Shelter Scotland and recognised nationally in the Camelot Scottish Empty Homes Champion. The project has also been recently shortlisted for a COSLA Excellence Award.

### **Our focus for 2016/17 will be:**

- Delivery of Transformation Projects:-
  - Home First
  - Review of Housing Repairs
- Estate Based Initiatives - delivery of over 30 projects identified and prioritised in consultation with tenants across Perth and Kinross supporting social enterprise projects.
- Establish a Shadow Community Justice Partnership in 2016/17 which will develop an improvement plan and appropriate governance for the Community Justice Partnership when it is formally established in April 2017.
- Integrate Health and Social Care Services by implementing the key actions and priorities in the Strategic Commissioning Plan, supported by Housing Services, the Third Sector and other key partners.



**KEY PERFORMANCE INDICATORS for 2015/16**  
*(Data covering to year end unless otherwise stated)*

**Key for Performance**

**RAG**

- On Target
- Not on Target
- Not available

**Trend**

- ↑ Performance has significantly improved
- Performance has remained roughly the same
- ↓ Performance has significantly deteriorated
- Not applicable

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                  | Performance |       |       |       | Targets |       |       |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                        | 13/14       | 14/15 | 15/16 | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Supervision Requirements</b>                                                                                                                                                                                                                                                                                                        |             |       |       |       |         |       |       |       |       |
| 5.1: % clients with a supervision requirement seen by a supervising officer within 5 working days                                                                                                                                                                                                                                      | 79%         | 87%   | 87%   | ↑     | 80%     | ○     | 85%   | 85%   | 85%   |
| <b>Community Safety</b>                                                                                                                                                                                                                                                                                                                |             |       |       |       |         |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b><br>We continue to perform well in this area and have exceeded our target.                                                                                                                                                                                                   |             |       |       |       |         |       |       |       |       |
| <b>MAPPA Cases</b>                                                                                                                                                                                                                                                                                                                     |             |       |       |       |         |       |       |       |       |
| 5.2: % MAPPA cases with an up-to-date risk assessment completed jointly by CJS and Police Scotland (Corporate Plan)                                                                                                                                                                                                                    | 93%         | 96%   | 100%  | ↑     | 100%    | ○     | 100%  | 100%  | 100%  |
| <b>Community Safety</b>                                                                                                                                                                                                                                                                                                                |             |       |       |       |         |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b> We have successfully worked with our partners to achieve this target. There has been a change in process which has resulted in more cases requiring to have a jointly completed risk assessment – since 2013-14 the number of cases has risen from 26 to 44 (69% increase). |             |       |       |       |         |       |       |       |       |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                   | Performance |       |       |       | Targets |      |       |       |       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                         | 13/14       | 14/15 | 15/16 | Trend | 15/16   | R/AG | 16/17 | 17/18 | 22/23 |
| <b>Community Payback Orders - Unpaid Work Team</b>                                                                                                                                                                                                                                      |             |       |       |       |         |      |       |       |       |
| 5.3a: % of Community Payback Orders Unpaid Work (UPW) Requirements where the post sentence assessment has been completed within 1 working day                                                                                                                                           | 80%         | 82%   | 94.3% | ↑     | 85%     | ○    | 80%   | 86%   | 87%   |
| <b>Community Safety</b>                                                                                                                                                                                                                                                                 |             |       |       |       |         |      |       |       |       |
| 5.3b: % of clients with a CPO whose order has been reviewed within 20 working days                                                                                                                                                                                                      | n/a         | n/a   | 95%   | -     | 79%     | ○    | 80%   | 80%   | 85%   |
| <b>Community Safety</b>                                                                                                                                                                                                                                                                 |             |       |       |       |         |      |       |       |       |
| 5.3c: % of Community Payback Order Unpaid Work Requirements (Level 1 and Level 2) completed within agreed timescales                                                                                                                                                                    | 97%         | 96%   | 95%   | ↓     | 94%     | ○    | 95%   | 96%   | 96%   |
| <b>Community Safety</b>                                                                                                                                                                                                                                                                 |             |       |       |       |         |      |       |       |       |
| <b>Comments on Performance during 2015/16 and targets</b>                                                                                                                                                                                                                               |             |       |       |       |         |      |       |       |       |
| <p><b>Community Payback Orders:</b> We continue to perform well in this area and although we have achieved the target this can be challenging. An impacting factor on undertaking assessments is that Orders are not necessarily placed by Perth Courts which can result in delays.</p> |             |       |       |       |         |      |       |       |       |
| <b>Adult Support and Protection</b>                                                                                                                                                                                                                                                     |             |       |       |       |         |      |       |       |       |
| 5.4: Proportion of people who have been determined as safer as a result of our adult protection intervention                                                                                                                                                                            | 100%        | 100%  | 100%  | →     | 100%    | ○    | 100%  | 100%  | 100%  |
| <b>Community Safety</b>                                                                                                                                                                                                                                                                 |             |       |       |       |         |      |       |       |       |
| <p><b>Comments on Performance during 2015/16 and targets –</b> The numbers of people are small and often do not have capacity to determine whether they feel safer as a result of our intervention.</p>                                                                                 |             |       |       |       |         |      |       |       |       |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Performance |       |       |       | Targets       |       |       |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 13/14       | 14/15 | 15/16 | Trend | 15/16         | R/A/G | 16/17 | 17/18 | 22/23 |
| 5.5a: Cases of adult protection screened within 24 hours of notification<br><b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                                                                                        | 65%         | 77%   | 94%   | ↑     | 100%          | ●     | 95%   | 95%   | 95%   |
| 5.5b: % ASP case conferences held within agreed timescale after investigation<br><b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                                                                                   | 77%         | 100%  | 50%   | ↓     | 100%          | ●     | 100%  | 100%  | 100%  |
| 5.5c: % ASP on-going case conferences reviewed within three months<br><b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%        | 100%  | 66%   | ↓     | 100%          | ●     | 100%  | 100%  | 100%  |
| <p><b>Comments on Performance during 2015/16 and targets:</b></p> <p><b>Screening</b> – The target we set ourselves for 15/16 was ambitious and although we aim to achieve this within the timescales it is not always possible as additional information can be necessary to enable robust screening.</p> <p><b>Case Conferences</b> – The numbers of case conferences are low thus impacting on percentages. Where desired timescales have not been met people are in a safe care setting and therefore not at risk.</p> |             |       |       |       |               |       |       |       |       |
| 5.6: The % of Social Circumstance reports completed within 28 days following Emergency or Short Term detentions<br><b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                                                 | n/a         | 87%   | 76%   | –     | New Indicator | ○     | 80%   | 90%   | 95%   |
| <p><b>Comments on Performance during 2015/16 and targets:</b> Social Circumstance reports are a statutory function for Mental Health Officers to complete after a significant event occurs. Due to an increase in Guardianship reports and Mental Health Act reports we are piloting a change to team roles to concentrate on the statutory duty.</p>                                                                                                                                                                      |             |       |       |       |               |       |       |       |       |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Performance |       |       |       | Targets |      |       |       |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 13/14       | 14/15 | 15/16 | Trend | 15/16   | R/AG | 16/17 | 17/18 | 22/23 |
| 5.7a: Overall level of public satisfaction with the way the antisocial behaviour complaint was dealt with<br><br><b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | n/a         | n/a   | 76%   | -     | 75%     | ○    | 76%   | 78%   | 80%   |
| 5.7b: Number of complaints of domestic noise received during the year settled without the need for attendance on site<br><br>(SOLACE Benchmarking PI)<br><b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                                                                                                               | 165         | 102   | 88    | ↑     | 100     | ○    | 100   | 100   | 100   |
| 5.7c: Number of complaints of antisocial behaviour received by the Council<br><b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2,460       | 3,365 | 2,295 | ↑     | 3,000   | ○    | 2,400 | 2,200 | 2,000 |
| <b>Comments on Performance during 2015/16 and targets:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |       |       |       |         |      |       |       |       |
| <b>Public Satisfaction</b> - We continue to work closely with internal and external partners such as the Environment Service and the Unpaid Work Team and The Police and Fire Services. Early Intervention and a problem solving approach will seek to identify opportunities to resolve situations quickly but also to escalate them via the Multi Agency Tasking and Co-ordinating mechanisms as necessary.                                                                                                                                                                                                                  |             |       |       |       |         |      |       |       |       |
| <b>Domestic Noise Complaints</b> - During 2015/16 there was a total of 88 complaints of domestic noise received by the service without the need for attendance on site.                                                                                                                                                                                                                                                                                                                                                                                                                                                        |             |       |       |       |         |      |       |       |       |
| <b>New Builds</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |             |       |       |       |         |      |       |       |       |
| 5.8: Number of new publicly built social housing units<br>(Corporate Plan)<br><b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 67          | 70    | 132   | ↑     | 145     | ●    | 120   | 180   | 150   |
| <b>Comments on Performance during 2015/16 and targets:</b> We built more affordable houses this year than in previous years, although we were slightly below our target of 145 for 15/16. However, a further 7 houses were completed in May (taking the total to 139) and 36 due for completion by the end of June which would take the total to 175. Our Local Housing Strategy 2016-21 has just been developed and outlines our plans to increase new build, Mid-Market Rent and Shared Equity housing to support those in housing need. Over the next 3 years the new build plan; - year 1 = 120; year 2= 180; year 3 = 150 |             |       |       |       |         |      |       |       |       |
| *as from 2016/17 the above indicator will include conversions and buy backs – we purchased 24 properties this year and converted or are in the process of converting 17 units for social housing.                                                                                                                                                                                                                                                                                                                                                                                                                              |             |       |       |       |         |      |       |       |       |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Performance     |                 |                           |       | Targets |       |             |             |                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|---------------------------|-------|---------|-------|-------------|-------------|----------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 13/14           | 14/15           | 15/16                     | Trend | 15/16   | R/A/G | 16/17       | 17/18       | 22/23          |
| <b>Quality of Housing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                 |                           |       |         |       |             |             |                |
| 5.9a: % of dwellings meeting SHQS (SOLACE Benchmarking PI)                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 83%             | 92.3%           | 94.6%                     | ↑     | 100%    |       | 100%        | 100%        | Awaiting SHQS2 |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                 |                           |       |         |       |             |             |                |
| <p><b>Comments on performance during 2015/16 and targets:</b> We have continued to bring properties up to the Scottish House Quality Standard (SHQS), with 94.6% meeting the standard and a reduced number of 'failures', with 36 properties compared to 49 last year. The majority of 'failures' relate to Secure Door Entries and having the agreement of private owners to agree installation and payment of their share of the cost.</p> <p>The Scottish Average for this indicator was 90.4% (LGBF)</p> |                 |                 |                           |       |         |       |             |             |                |
| 5.9b: % households in fuel poverty (Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 35% (2011-2013) | 38% (2012-2014) | 22.3% (Local Survey 2015) | ↑     | 29%     | ○     | 20% (local) | 19% (local) | 18% (local)    |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                 |                           |       |         |       |             |             |                |
| <p><b>Comments on performance during 2015/16 and targets:</b> The performance data relate to the national Scottish Housing Survey which traditionally samples small numbers. It should also be noted that the calculation of this indicator has changed in the intervening years.</p> <p>The local survey we undertake is carried out every 5 years and uses a larger sample size. Performance information available for 2015/16 = 22.3%.</p>                                                                |                 |                 |                           |       |         |       |             |             |                |
| <b>Repairs and Maintenance</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                 |                           |       |         |       |             |             |                |
| 5.10a: % of repairs appointment kept                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | n/a             | 92.9%           | 96%                       | ↑     | 95%     | ○     | 95%         | 95%         | 95%            |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                 |                           |       |         |       |             |             |                |
| 5.10b: Average length of time taken (in hours) to complete emergency repairs                                                                                                                                                                                                                                                                                                                                                                                                                                 | n/a             | 3.29hrs         | 3.74hrs (April to Feb 16) | →     | 6hrs    | ○     | 5hrs        | 5hrs        | 5hrs           |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                 |                           |       |         |       |             |             |                |
| <p><b>Comments on performance during 2015/16 and targets:</b> We have performed well in keeping repairs appointments (7,707 scheduled, 7,380 met) and completing emergency repairs, exceeding both sets of targets. In both we compared very well with the Scottish average - keeping appointments (96% compared to 92% for Scotland) and for emergency repairs, averaging 3.7 hours compared to Scotland's 5.9 hours.</p>                                                                                   |                 |                 |                           |       |         |       |             |             |                |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Performance |       |       |       | Targets |       |       |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 13/14       | 14/15 | 15/16 | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Re-letting Empty Properties</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |       |       |       |         |       |       |       |       |
| 5.11a: Average length of time (days) taken to re-let properties (includes mainstream and difficult to let properties)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | n/a         | 21.16 | 25.2  | ↓     | 28      | ○     | 28    | 28    | 28    |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |             |       |       |       |         |       |       |       |       |
| 5.11b: Average time to re-let (days) homeless temporary accommodation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 19          | 22    | 26.6  | ↓     | 23      | ●     | 23    | 23    | 21    |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |             |       |       |       |         |       |       |       |       |
| <b>Comments on performance during 2015/16 and targets:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |             |       |       |       |         |       |       |       |       |
| <p>●<b>Mainstream/Difficult to Let:</b> We continue to turn around void (empty) properties very quickly and faster than the Scottish average (36.8 days, 14/15), enabling tenants to quickly access more suitable housing. This is despite an increase of 20% in void properties in the year (880 compared to 735 last year).</p> <p>●<b>Temporary Accommodation:</b> Due to changing demands, and as we move homeless people directly into settled, permanent accommodation, we have a higher level of vacancies within temporary accommodation. Although this is currently impacting on void turnover within temporary accommodation, it is a positive measure that supports our review of temporary accommodation and implementation of the Home First model.</p> |             |       |       |       |         |       |       |       |       |
| <b>Homeless Presentations</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |             |       |       |       |         |       |       |       |       |
| 5.12: Number of households presented to the Council as homeless (Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 826         | 824   | 898   | ↓     | 820     | ●     | 820   | 800   | 800   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |             |       |       |       |         |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b> Although homeless presentations have increased, through the delivery of housing options, early intervention and homeless prevention activity we manage to resolve homelessness before it occurs in a high number of cases. In 2015/16 over 2,000 housing options approaches were made with only 775 (38%) of these requiring homelessness assistance. During this period many applicants managed to resolve their homelessness with our support.                                                                                                                                                                                                                                                          |             |       |       |       |         |       |       |       |       |
| <b>Tenancies</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |       |       |       |         |       |       |       |       |
| 5.13a: Overall % of new tenancies sustained for more than a year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | n/a         | 92%   | 88%   | ↓     | 93%     | ●     | 90%   | 94%   | 95%   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |             |       |       |       |         |       |       |       |       |
| 5.14b: % of tenancy offers refused during the year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | n/a         | 36%   | 35%   | ↓     | 33%     | ●     | 36%   | 30%   | 28%   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |             |       |       |       |         |       |       |       |       |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Performance |       |       |       |       | Targets |       |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|-------|---------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 13/14       | 14/15 | 15/16 | Trend | 15/16 | R/AG    | 16/17 | 17/18 | 22/23 |
| <b>Comments on Performance during 2015/16 and targets:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |       |       |       |       |         |       |       |       |
| <p>•<b>Tenancy Sustainment:</b> Of the 587 tenancies allocated to Council tenancies between Apr 14-Mar 15 the majority (516) were supported and able to sustain their tenancy for more than 12 months, compared to 88.8% nationally. Of the 71 tenancies which ended during the year, many were for positive reasons, such as a move to alternative accommodation, outwith the area or a move to residential care.</p> <p>The Annual Return information for the Scottish Social Housing Charter (2014/15) shows that the national average across all 193 social housing providers for tenancy sustainment is 88.82%, similar to that of the Council.</p> <p>•<b>% Tenancy Offers Refused (this includes withdrawals):</b> We have continued to improve our performance in this area and perform very well in comparison to the Scottish average of 47% (14/15). Our new Common Allocations Policy introduced from Apr 16 will also support continued improvement in this area. Reasons for refusals include people's circumstances changing, the location and type of property offered, and if an applicant is not yet ready to move at the time of offer.</p> |             |       |       |       |       |         |       |       |       |
| <b>Housing Benefit/Council Tax Claims – move to purple section</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |             |       |       |       |       |         |       |       |       |
| 5.15a: Average number days per case to process new Housing Benefit / Council Tax Reduction Claims                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 24          | 26    | 26    | ↓     | 22    | ●       | 25    | 23    | 21    |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |             |       |       |       |       |         |       |       |       |
| 5.15b: Average number days per case to process change events for Housing Benefit / Council Tax Reduction Claims                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 20          | 15    | 12    | ↑     | 17    | ○       | 13    | 13    | 13    |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |             |       |       |       |       |         |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |       |       |       |       |         |       |       |       |
| <p><b>Processing New Claims:</b> While approximately only 7% of new claims (254) are for customers from EEA countries, they are complex cases that significantly increase the average processing time for all new claims. HMRC Real Time information (RTI) referrals are proving to be labour intensive and have to be balanced with processing new claims. This increased activity has also led to a rise in overpayment; however, there has also been an increase in the recovery. An action plan has been developed which assists with the work requirements for the implementation of Universal Credit on 25 April 2016.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |       |       |       |       |         |       |       |       |

#### Information not available

- |                                                                             |                       |
|-----------------------------------------------------------------------------|-----------------------|
| • % of council dwellings that are energy efficient (SOLACE Benchmarking PI) | Available May 2016    |
| • Number of attendees at "Show Racism the Red Card" events                  | Available June 2016   |
| • Rates of re-conviction across all categories (%)                          | Available June 2016   |
| • No. of people within the 20% most deprived data zones in Scotland         | Available August 2016 |

### GOVERNANCE AND MANAGEMENT STRUCTURE OF HOUSING AND COMMUNITY CARE

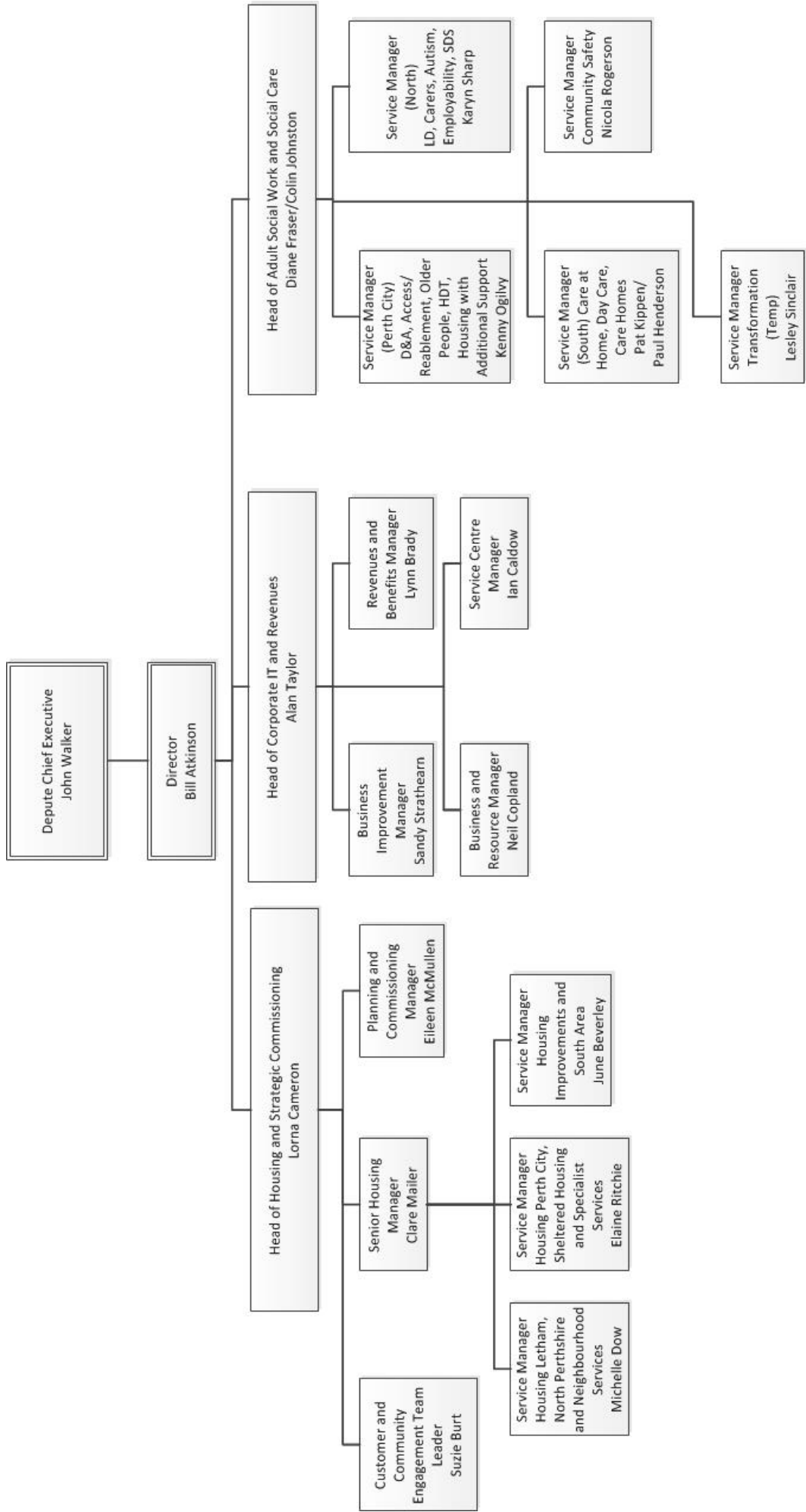
Housing and Community Care is one of the Council's four Service areas. We provide a range of services for:

- Social work services for adults with physical disability and older people;
- Services and support for adults with learning disabilities;
- Mental health services;
- Drug and Alcohol services;
- Adult protection and domestic abuse services;
- Carers support services;
- Health improvement services;
- Residential care homes/nursing care home placements;
- Care at Home;
- Reablement Services;
- Respite and Day care;
- Council tenants and people needing social housing;
- Homeless people and people at risk of homelessness;
- Residents experience anti-social behaviour;
- People needing Housing Benefit and Council Tax Reduction advice and support;
- Billing and collection of local taxes and non-domestic rates;
- Welfare rights and assistance from the Scottish Welfare Fund;
- Housing Support Services (in sheltered housing);
- Aids and Adaptations equipment and telecare

The Housing and Health Committee and the Community Safety Committee oversee the work of the Service within the Council. Our services are also subject to a range of inspections carried out by external organisations. These inspections check that our service delivery meets national standards, provides value for money, and satisfies service user requirements. The two main regulatory bodies are the Care Inspectorate and the Scottish Housing Regulator.



# Housing & Community Care Structure



## OUR PRIORITIES INCLUDE

Supporting families and individuals by:

- Placing people who use our services at the centre of what we do
- Promoting person centred health, care and support
- Reducing inequalities and unequal health outcomes and promoting healthy living
- Focussing on prevention and early intervention
- Reducing homelessness
- Working together with communities
- Managing and improving our council houses
- Meeting the challenges of UK Government welfare reform
- Maximising income for both Customers and the Council
- Making best use of available facilities, people and other resources

## CUSTOMER FOCUS AND ENGAGEMENT

Housing and Community Care services work in partnership with service users, carers, tenants and a range of other stakeholders to develop and improve services. This is done in a number of ways, including through community engagement, service satisfaction surveys, user reference groups, service planning groups and tenant scrutiny groups.

The health and social care '**Join the Conversation**', which was led by the 3<sup>rd</sup> sector, health and social care staff, engaged over 4,000 people across Perth and Kinross to inform the priorities and actions in the health and social care Strategic Commissioning Plan. The extensive engagement programme revealed a lot about how individuals and communities experience health and social care services and their priorities for future delivery. Importantly, many of those involved in the events are continuing to influence and inform local planning and priorities through local network groups. Some examples:-

- A Service Jam was held in Crieff on 19 March 2016. This event, funded through the Council's Angels Share, brought together local residents, third and public sector, local social enterprises and Scottish Government staff to explore key Health and Social Care issues raised through "Join the Conversation". Utilising a Service design approach people explored potential solutions to local issues around hearing loss as well as increasing the opportunities available to people eligible to Self-Directed Support. Feedback was positive about the chance for stakeholders to work shoulder to shoulder to create better supports for people in the area. This event has created a demand for further Service Jams in Crieff and another event is now planned for June 2016.
- In order to ensure that the Carer and User voice is represented on the Integrated Joint Board (IJB) a selection process is currently underway to identify people who will participate in IJB meetings and ensure that relevant issues are discussed at this decision making forum. The intention is that the representatives will report back to a local forum.
- Members of the public and service users often praise staff, and regularly take the time to write or email staff to say thank you for a job well done. Some examples as follows:
  - *'Please thank everybody involved in organising and facilitating mum's discharge home from Cornhill. The family are delighted with how quickly this was organised and advised they were surprised by how stress-free this was for the family, who have all been through a lot recently. A big thanks to the Our Rapid Response Team who provided outstanding care prior to admission to Cornhill. Everybody was excellent.'*

- *May I pass on our thanks to all involved, the Access Team, Occupational Health and all others involved in rescuing us! We very much appreciated the delivery of the necessary equipment via the immediate response team on the same day.*
- *The home provides my (relative) with a quality of life that she would not have had had she continued to be at home first class service.*
- *We are very pleased with the care provided the staff at Dalweem. All the residents appear to be happy and content. Staff are always available to discuss any concerns and keep us fully informed of what is going on with (my relative)*
- *Since starting Day Opportunities it has changed my outlook on life. Great place to be, a very happy place.*

The way tenants participate and engage with Perth and Kinross Council as their landlord has been transformed over the past 2 years with the establishment of the **SURE Team** (Service User Review and Evaluation). Tenant engagement has evolved from a small number of tenants attending monthly



meetings, to groups of skilled and trained tenants delivering a programme of activities which scrutinise the work of the Council. They then work with managers to agree and timetable a set of improvement actions. This has been ground breaking, innovative and exciting work. We now have a team of trained, experienced and committed tenants who plan, deliver and scrutinise housing services. As a result, we can demonstrate the positive impact our tenant-led scrutiny activities have had on improving housing

services. This initiative has been recommended as a best practice example in CIH Scotland, HouseMark Scotland and the Scottish Government's draft guide on developing effective tenant scrutiny in the category of **'enabling constructive feedback to help review and challenge performance.'**

A group of tenants carried out a **Mystery Shopping** exercise on our Customer Service Standards and the performance of staff working in the Local Area Housing and prepared a report with their findings and over 20 recommendations, which were accepted. These included delivering more opportunities for staff training, reviewing our telephone systems, reception areas and information to tenants about our services. These have either been put in place or are underway.

The tenant **Quality Panel** supported and informed key service reviews, including the Council's Garage Site and Lock-Up Review, high profile, sensitive, and extensive project. In recognition of the work needed to improve the time and process for re-letting our empty/void properties, the Quality Panel provided the critical tenant perspective undertaking quality checks of void properties. The panel also checks the way the council communicates with tenants with a 'Customer Approved' logo which is awarded to leaflets, standard letters etc. approved by them, making sure they are jargon-free and easy for tenants to understand. This is used across the service.

**Homeless Services** and Tenant Participation Staff have engaged with people who have experienced their homelessness through a bespoke learning programme which has led to Resident Inspections of hostel and temporary accommodation. These have led to a range of improvements to reception areas, housekeeping and communication within Greyfriars Hostel and Rio House.

Feedback from those taking part is extremely positive. Our staff are impressed at the commitment and professional approach given by the people involved and value the recommendations put forward to improve the customer experience. Our tenants have described the experience of getting involved as *'empowering'* and *'great ! we are making good relationships with Council staff and really get to grips with helping to improve services'*

Key to the sustainability of our tenant led scrutiny has been **leadership and buy-in from tenants and staff** which have helped overcome issues and problems and a key, consistent message from senior management that **this is the future** – this is how tenants should and will be involved in shaping and improving services.

There is real potential: we can work with people, whether they are viewed as our customers, service users or tenants to help us improve what we do by understanding and acting on their **unique customer focus**. We are scoping out the potential to use this model of **scrutiny with Health and Social Care Services** to help embed a quality assurance framework and build on service user involvement. There could also be possibilities to link with other community planning partners to employ this methodology in service improvement and we look forward to learning from the SURE Teams' next scrutiny activity in relation to Anti-Social Behaviour policies

**The Digital Inclusion Project** has created new and innovative ways for people who experience inequalities through disability, disadvantage or having a caring role, to access support them to get online. The approach taken is unique and LEAD Scotland report that we are one of the first Local Authorities in Scotland to tackle digital inequalities in this way. The approach enables a personalised approach to learning, but ensures that people gain the 5 basic skills identified to help them become 'digitally agile'. The worker or volunteers co-design the learning programme with the learner creating a unique experience for them, ensuring they are learning what they need to know to improve digital agility. By Dec 2015, 134 individual learners had been supported by the project and 12 volunteers had been recruited to support learner, exceeding the target of 50 learners and 5 volunteers per year.

Feedback from them provides strong evidence of the project objectives being met and people are experiencing very positive personal outcomes. It has, in fact, **changed their lives**.

- 97% learners had improved their digital skills and confidence to use them and their devices.
- One learner went on to attend college as direct impact of the project
- Another learner became more independent and able to order shopping on-line  
*"I feel like everyone else and I can pick what I want"*.
- One learner now has regular visual contact with her family who live all over the world. The impact on her well-being as a result is immeasurable.
- Another disabled learner explains *"I can take my iPad to a coffee shop and use it to communicate to staff what I want without feeling out of place, everyone has an iPad."*  
*'this is the first time since becoming ill that I have actually felt anything like hope'*.

### **Homeless Boxing Project**

The feedback from people taking back, as well as staff involved, has been very positive. Participants have said that they experienced increased levels of fitness by taking part in the Boxing Training Sessions and have told us that they:

- Feel better about themselves and motivated to deal with other things in their lives.
- Have reduced their substance intake, including drugs and alcohol.
- They tell this begins with a reduction the day before each boxing session, and some to the extent that they have actively requested medical support to help them become stable.
- Feel less lonely and isolated and more confident to speak to people
- Feel more sociable and have better relationships with their families.

Four participants told us that they are no longer taking, or are on reduced levels of, prescription anti-depressants and *'feel more alive'* as a result.

Partners have noted *'fantastic changes'* in the people, especially in their behaviour, appearance and showing respect for others and being able to exercise increased levels of self-discipline. This evidenced by the relationship some of the participants have had with the Police in the past which has

changed significantly, to the extent that local officers actually help the participants to get to the gym out-with the project sessions and give up their own time to take in the training with them. One Officer said:

*‘There is the potential to replicate this model in localities and also with much younger people in relation to prevention and this will be explored after further research. There is also the potential to further develop the Boxing Ambassador role’.*

### **Syrian Refugees**

We recently welcomed and supported 26 Syrians in 5 families. After careful planning, working together and offering very individual care and support, based on the needs of each member of the five families, they have been able to move into our local community, with warm, safe housing, medical support, interpreting services and support each day to learn English. The children and young people have settled into local schools or college placements, supported by specialist and mainstream staff and plans are in place to prepare many of the adults for work, once their language skills are further developed. Despite only being in the area for a few months, feedback from the Syrian families has been very positive, as demonstrated by some of the quotes below:

- *Once on the bus for our journey to Perth I felt safe and didn't feel anxious at all”.*
- *“My children love school”.*
- *“I love my house. It makes me feel safe, warm and happy”.*
- *“All I can say is thank you”.*

### **COMPLAINTS**

Complaints are dealt with confidentially and are investigated and responded to in line with our complaints procedures. Where possible, the service develops improvement actions and shares wider opportunities for learning from the issues raised in complaints. Where themes are emerging and there is a requirement to address issues such as redesigning our processes, improving communication and/or training these are progressed through the relevant management teams.

### **PREPARING OUR PEOPLE FOR THE FUTURE**

We recognise that our people are our most valuable asset, and it is through their commitment and expertise that the Council will effectively support the achievement of better outcomes for all, at every stage in life.

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

Building on existing approaches, we will continue to evolve the cultural conditions to support modern ways of thinking and working which promote continuous improvement and innovation. Within the Service we support the Learn Innovate Grow ethos and encourage staff to seek opportunities to learn about new things and to share these skills, knowledge and expertise to support and improve the outcomes for both our customers and the professional development of our staff.

To support the implementation of the Housing Review a comprehensive Leadership and Management Programme (LAMP) was developed and implemented to support staff through this change process. This programme involved a range of organisational development and learning opportunities such as Frontline Futures, Financial and Performance Management and change management methodologies.

The annual employee survey was carried out in September 2015, the response rate for 2015 was 59.8% compared to 57.6% in the previous year. The senior management team acknowledge the response rate is still an area for improvement.

Results from the survey showed that the majority of the workforce across Housing and Community agreed that their roles are clearly defined (87.4%) and that there was a good fit between the job they do and skills/abilities (82.8%). The staff survey also highlighted that staff know how their job contributes to the Councils objectives (84 %), their team is passionate about delivering excellent customer service (83.6%) and staff feel that the people they work with are committed to doing their best (85.4%).

## **PARTNERSHIP WORKING**

We understand that real improvement in our local services and delivery of our strategic objectives and local outcomes will come from our commitment to more integrated arrangements for joint working with all our partners.

The Service engages appropriately with partner agencies such as Community Planning Partners, the private and voluntary sector and with other public service bodies across Tayside such as Health, Councils, Police and Fire services in seeking to improve services and further strengthen strategic planning.

### **Health & Social Care Integration**

During 2015 we worked collaboratively with our health and third sector partners to meet the requirements of the Scottish Government's programme of reform to improve outcomes for adults who use health and social care services, making sure they meet the particular needs of local communities. This follows the passing of the Public Bodies (Joint Working) (Scotland) Act in the Scottish Parliament.

In Perth and Kinross, the local authority and NHS Tayside have chosen the body corporate model of integration which is the delegation of functions and resources by Health Boards and Local Authorities to an Integrated Joint Board.

The Chief Officer was appointed in September 2015 for the Perth and Kinross Integration Joint Board for health and social care. This body will take forward integration work from 1<sup>st</sup> April 2016. The Chief Officer and the Integration Joint Board is overseeing the arrangements for the integration of adult health and social care services provided by NHS Tayside and Perth & Kinross Council, including those delivered in partnership with local third sector organisations.

### **Criminal Justice Partnership**

As part of the redesign of Community Justice in Scotland, a shadow Community Justice Partnership has been established in Perth and Kinross. It will work with the current Tayside Community Justice Authority (CJA) to ensure that the current close partnership working, which has led to significant reductions in reoffending rates, continues with the new arrangements. To this end it benefits from being chaired by the current vice-convenor of the Tayside CJA. The statutory partners are currently working with third sector organisations to ensure their inclusion in the partnership. This will strengthen its ability to reduce reoffending by using the skills, energy and flexibility of the voluntary sector.

The partnership is also currently considering the most effective ways of hearing the "voices" of victims, service users and communities to improve its decision making ability. Over the coming year the partnership will develop an improvement plan to ensure that when it formally comes into being in April 2017 it is ready to continue the journey to reduce reoffending in Perth and Kinross.

## **FINANCIAL/RESOURCE MANAGEMENT**

Housing and Community Care will continue to face challenges due to the continuing fiscal situation and increasing demand for services. The increase in the number of older people, and the impact of UK

Government welfare reform will, in particular, lead to increased challenges to service provision. We have prepared for increased pressure in regard to income maximisation, benefit advice and claims and this will continue. We are also expecting to face increased difficulty in recovering monies due to the Council. We are anticipating increased demand for affordable housing, as well as services for those who are homeless or threatened with homelessness. Reduced public sector budgets in real terms will continue, and there is an increased likelihood that there will not be a return to higher settlements for some time.

Housing & Community Care manages a net annual revenue budget of £65.4m of which £45m is expended on externally commissioned services. The Housing Revenue Account (HRA) has a gross budget of £28.3m. In addition, we manage a capital allocation of £16.4m, £13m of which relates to investment within the Housing Revenue Account

The following table provides a breakdown of our financial and people resource:

|                                   | Net Budget 2016/17 |               |
|-----------------------------------|--------------------|---------------|
|                                   | £m                 | FTE           |
| Community Care                    | 51.4               | 682.18        |
| Housing - General Fund            | 2.9                | 25.00         |
| Finance & Business Support        | 5.9                | 189.97        |
| Strategic Support & Commissioning | 5.2                | 35.25         |
| <b>Total General Fund</b>         | <b>65.4</b>        | <b>932.40</b> |
| HRA                               | <b>0</b>           | <b>225.18</b> |

The Council has a strong track record in facing up to the future, no matter how challenging that future looks. The Council is recognised as a high performing organisation; it has strong financial management, good governance, and a committed workforce.

## TRANSFORMATION

Our ability to address the future is evidenced by our current transformation journey which was embodied in our 2010 transformation strategy 'Securing the Future for our Communities Beyond 2015'. This included an extensive service review programme of 37 reviews. Many of these reviews have been completed. The Council have now moved to the next phase of its transformation agenda and on 1 July 2015 the Transformation Strategy 2015-2020 was approved. The strategy takes a proactive approach to public sector reform and will help us sustain the high quality services we provide.

The transformation projects for Housing & Community Care include; Communities First; Review of Community Care Packages for Adults, Review of Community Care Day Services; Review of the Council's Older People's Residential Care, Home First and the Review of Housing Repairs. This transformation programme will be a key focus for the Service in the coming year.

## PERFORMANCE, SELF EVALUATION AND RISK MANAGEMENT

This plan is monitored monthly by the Service's Senior Management Team. We also compare our performance against other local authorities through the Scottish Housing Best Value Network which compares our housing performance with other local authorities in Scotland. In addition, the Scottish Government conducts a comprehensive census of the use of Community Care Services from all local authorities, as well as collecting quarterly information on some key areas which is published on the Scottish Government website. The Scottish Community Care Benchmarking Network also collates and presents national information for comparison.

We carry out an annual self-evaluation of the Service using the 'How Good is Our Council?' toolkit. Staff and teams are experienced in using these tools to identify strengths and areas for improvement. We are also regularly inspected by external agencies, including the Care Inspectorate and the Housing Regulator.



The Service has identified a number of risks which are managed through the Service and Corporate risk profile, as well as in a range of business cases identified through the Transformation Programme. We report on performance and budgets monthly both to the Executive Officer Team and Senior Managers. The key risks managed by Housing and Community Care are:

| Strategic Objective                                                                                                                                                              | Risk                                                                                               | Residual Risk |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|---------------|-------------|
|                                                                                                                                                                                  |                                                                                                    | Impact        | Probability |
| Strategic Objective 4                                                                                                                                                            | Protect adults at risk                                                                             | 5             | 1           |
| Strategic Objective 5                                                                                                                                                            | Policy and legislative reform agenda (Corporate Risk 10)                                           | 5             | 1           |
|                                                                                                                                                                                  | Deliver the Housing Standard Delivery Plan                                                         | 4             | 1           |
|                                                                                                                                                                                  | Support the most vulnerable in our society during welfare reform (Corporate Risk 3)                | 4             | 2           |
|                                                                                                                                                                                  | Provide adequate and affordable social housing                                                     | 5             | 1           |
|                                                                                                                                                                                  | Effectively manage changing financial circumstances (Corporate Risk 4)                             | 4             | 3           |
|                                                                                                                                                                                  | Maintain security of information and prevent public sector fraud and corruption (Corporate Risk 6) | 4             | 3           |
|                                                                                                                                                                                  | Effective corporate governance (Corporate Risk 8)                                                  | 5             | 1           |
| <b>KEY</b><br><b>Impact</b> 1 – Significant 2 – Minor 3 – Moderate 4 – Major 5 – Critical<br><b>Probability</b> 1 – Rare 2 – Unlikely 3 – Possible 4 – Likely 5 – Almost Certain |                                                                                                    |               |             |

## HEALTH AND SAFETY

Housing and Community Care follows the corporate governance arrangements for Health, Safety & Wellbeing and staff across the Service are familiar with the Corporate Occupational Health & Safety Policy. HCC consults with all staff through the HCC Health & Safety Consultative Committee. Membership of the Committee includes senior managers from every area within HCC as well as safety representatives from all the trade unions. Through the Committee, strategic and operational issues are discussed. The Committee also considers quarterly reports on Health & Safety training and incident reports. The management representatives' report on issues raised at this Committee through their own management teams. The Committee are also informed of any new Health & Safety legislation or policies and take appropriate action as required. Health & Safety performance indicators are reported quarterly to the Senior Management Team.

## SERVICE IMPROVEMENT PLAN for 2016/17

| Focus and Major Change for 2016/17                                                                                                                                                                                                                                                                                                                      | Key Action (Lead Responsibility)                                                                                                                                                                                                                                                                                                                                                     | Delivery Timescales                                                     | Comments on Progress                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| <p><b>1. Welfare Reform</b><br/>Ensuring we are prepared for the impact of full implementation of Welfare Reform and in particular Universal Credit</p> <p><b>Head of Corporate Information Technology and Revenues</b></p>                                                                                                                             | <ul style="list-style-type: none"> <li>• Universal Credit - Implementation for Perth and Kinross</li> <li>• Perth and Kinross Training on the Roll Out of Universal Credit</li> <li>• Housing Benefit Migration</li> </ul>                                                                                                                                                           | <p>25/04/16</p> <p>25/04/16</p> <p>31/10/17</p>                         | <p>Work has been undertaken to prepare for the implementation of UC across the Service.</p>          |
| <p><b>2. Strategic Commissioning Plan</b></p> <p><b>Head of Community Care/Head of Housing &amp; Strategic Commissioning</b></p>                                                                                                                                                                                                                        | <p>Progress thematic areas outline in the plan</p> <ul style="list-style-type: none"> <li>• Prevention and Early Intervention</li> <li>• Person centred health, care and support</li> <li>• Work together with communities</li> <li>• Inequality, unequal health outcomes and healthy living</li> <li>• Making the best use of available facilities, people and resources</li> </ul> | <p>Key timescales outlined for 2016/17 priorities</p>                   | <p>2016/17 timescales reported to Integrated Joint Board, May 2016</p>                               |
| <p><b>3. Rent Restructure</b><br/>Ensure we have a fair and equitable way of setting and charging tenants rent for different types of properties.</p> <p><b>Head of Housing and Strategic Commissioning</b></p>                                                                                                                                         | <ul style="list-style-type: none"> <li>• Progress Phase 2 of the project and work with tenants to agree the best way of moving from the current to the new model.</li> <li>• Submit report to Housing and Health Committee with recommendations</li> <li>• Implementation of new model</li> </ul>                                                                                    | <p>June-July 2016</p> <p>Aug 2016</p> <p>April 2017</p>                 | <p>Initial consultation with tenants has taken place</p>                                             |
| <p><b>4a. Communities First</b><br/>Review options around reshaping current commissioning arrangements, co-production opportunities with communities, developing a wider marketing provision, which will support people to live as independently as they can, with greater choice and control, and accessing Council services when they needed them</p> | <ul style="list-style-type: none"> <li>• Implement Localities model within Community Care</li> <li>• Phase 1 – Integrate Development Workers into communities</li> <li>• Phase 2 – Integrate Development Workers into communities</li> <li>• Phased integration between services and community provision</li> </ul>                                                                  | <p>01/08/2016</p> <p>31/03/2017</p> <p>08/01/2017</p> <p>31/02/2018</p> | <p>Locality Management Structure complete and consultation and engagement plans are in progress.</p> |

| Focus and Major Change for 2016/17                                                                                                                                                                                                        | Key Action (Lead Responsibility)                                                                                                                                                                                                                                                                                                                                                                                      | Delivery Timescales                                                                             | Comments on Progress                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| <b>Head of Community Care</b>                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                 |                                                                                   |
| <p><b>4b. Communities First – Develop Technology to support efficiencies in service delivery</b></p> <p>Implement improved electronic ways of working, streamlining and taking advantage of new technologies for staff and customers.</p> | <ul style="list-style-type: none"> <li>Implementation of new AIS and Swift Technology</li> <li>Scanning – Electronic Social Care Records</li> <li>Implementation of Integrated Care Module</li> </ul>                                                                                                                                                                                                                 | <p>July 2016</p> <p>April 2016</p> <p>October 2016</p>                                          | <p>Plans in place</p> <p>Scanning element has been completed. Plans developed</p> |
| <b>Head of Corporate Information Technology and Revenues</b>                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                 |                                                                                   |
| <p><b>5. Review of Residential Care Services</b></p> <p>Review residential care provision to ensure that people are supported to live in the community for longer and that available care home provision across PKC is fully utilised</p> | <ul style="list-style-type: none"> <li>Review current assessed needs of existing Local Authority care home residents to inform future shape of residential care</li> <li>Undertake a period of engagement and consultation with current local authority care home residents</li> <li>Undertake a period of engagement and consultation with current external care home providers to review use and options</li> </ul> | <p>31<sup>st</sup> August 2016</p> <p>31<sup>st</sup> October 2016</p> <p>From October 2016</p> | <p>Stakeholder engagement plans are currently being developed.</p>                |
| <b>Head of Community Care</b>                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                 |                                                                                   |
| <p><b>6. Review of Day Care Services</b></p> <p>Review and Redesign existing day care services</p>                                                                                                                                        | <ul style="list-style-type: none"> <li>Review current day provision</li> <li>Develop and implement consultation and engagement plan</li> <li>Agree revised model of day care</li> <li>Commence Implementation of new model</li> </ul>                                                                                                                                                                                 | <p>30/04/2016</p> <p>30/06/2016</p> <p>30/06/2016</p> <p>31/03/2017</p>                         | <p>Stakeholder engagement plans are currently being developed.</p>                |
| <b>Head of Community Care</b>                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                 |                                                                                   |
| <p><b>7. Review of Adult Care Packages</b></p> <p>Work with community care clients, their families and carers, to provide financially sustainable care packages</p>                                                                       | <ul style="list-style-type: none"> <li>Consultation and engagement with client and families</li> <li>Engagement and communication with providers</li> <li>Approval of policy change sought</li> <li>Commence individual review of care packages</li> </ul>                                                                                                                                                            | <p>30/06/2016</p> <p>30/06/2016</p> <p>31/08/2016</p> <p>31/08/2016</p>                         | <p>Stakeholder engagement plans are currently being developed.</p>                |
| <b>Head of Community Care</b>                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                 |                                                                                   |

| Focus and Major Change for 2016/17                                                                                                                                                                                                                                                                                                                                                                                                                   | Key Action (Lead Responsibility)                                                                                                                                                                                                                                                                                                          | Delivery Timescales                                                           | Comments on Progress                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>8. Technology Enabled Care</b><br/>The installation of a new digital server will be a central component of PKC's new Telecare Strategy. A key aim of the strategy is to see an increase in the number of people being supported to remain living in their own home.</p> <p><b>Head of Community Care</b></p>                                                                                                                                   | <ul style="list-style-type: none"> <li>•Maximise opportunities offered by the new digital server</li> <li>•Test technology enabled care for the bariatric cohort and evaluate outcomes</li> <li>•Take forward actions identified within the Strategic Commissioning Plan</li> </ul>                                                       | <p>31/09/2016</p> <p>31/09/2016</p> <p>TBC</p>                                | <p>Plans are currently being developed.</p> <p>Cohort identified and pilot to commence May 2016.</p> <p>TEC strategy being developed</p>                |
| <p><b>9. Learning Disabilities</b><br/>The new Learning Disabilities strategy aims to build on the achievements of the previous strategy:</p> <ul style="list-style-type: none"> <li>• improve access to healthcare for people with a learning disability</li> <li>• improve support for older people with a learning disability</li> <li>• support for expectant mothers with a learning disability</li> </ul> <p><b>Head of Community Care</b></p> | <ul style="list-style-type: none"> <li>•Implement recommendations and actions within the Learning Disabilities Strategy</li> </ul>                                                                                                                                                                                                        | <p>August 2016</p>                                                            |                                                                                                                                                         |
| <p><b>10. Community Justice Redesign</b><br/>Establish a Shadow Community Justice Partnership in 2016/17 which will develop an improvement plan and appropriate governance for the Community Justice Partnership when it is formally established in April 2017.</p> <p><b>Head of Community Care</b></p>                                                                                                                                             | <ul style="list-style-type: none"> <li>• Establishment of Shadow Community Justice Partnership</li> <li>• Public Consultation in respect of draft priorities for Improvement Plan</li> <li>• Develop third sector, victims, people with convictions interface</li> <li>• Develop draft Improvement Plan/ Performance Framework</li> </ul> | <p>May 2016</p> <p>September 2016</p> <p>September 2016<br/>December 2016</p> |                                                                                                                                                         |
| <p><b>11. Care Inspectorate and Healthcare Improvement Scotland</b><br/>are undertaking a programme of validated self-evaluations to determine extent to which Alcohol and Drug Partnerships are embedding the Quality Principles: Standard Expectations of Care and Support in Drug and Alcohol Services.</p> <p><b>Head of Community Care</b></p>                                                                                                  | <ul style="list-style-type: none"> <li>•Care Inspectorate and Healthcare Scotland will produce report on findings in December 2016</li> </ul>                                                                                                                                                                                             | <p>December 2016</p>                                                          | <p>The evaluation will also assess the impact on improving experiences and outcomes for people who use drug and alcohol services and their families</p> |
| <p><b>12. Home First</b><br/>A new model of service delivery for homeless people that supports them wherever possible to move directly to settled accommodation</p>                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• Undertake an evaluation of the current and future needs of homeless households</li> <li>• Review service provision and identify transitional and long</li> </ul>                                                                                                                                 | <p>tbc</p> <p>tbc</p>                                                         |                                                                                                                                                         |

| Focus and Major Change for 2016/17                                                                           | Key Action<br>(Lead Responsibility)                                                                                                                   | Delivery Timescales          | Comments on Progress |
|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------|
| <b>Head of Housing and Strategic Commissioning</b>                                                           | <ul style="list-style-type: none"> <li>term arrangements and savings</li> <li>• Develop and deliver an implementation plan</li> </ul>                 | 31 <sup>st</sup> March 2017  |                      |
| <b>13. Estate Based Initiatives</b><br><br><b>Head of Housing and Strategic Commissioning</b>                | Delivery of a range of projects identified and prioritised in consultation with tenants across Perth and Kinross supporting social enterprise project | March 2017                   |                      |
| <b>14. Mental Health Strategy</b><br>Develop new Mental Health Strategy<br><br><b>Head of Community Care</b> | <ul style="list-style-type: none"> <li>•Carry out extensive consultation with key stakeholders</li> <li>•Submit report for approval</li> </ul>        | October 2016<br><br>May 2017 |                      |

## DELETED INDICATORS

| Indicator<br>(Source)                                                                                                                                                                                | Performance |       |                   |                 | Comments on<br>performance during<br>2015/16                                                                                                                                                | Reasons for Change /<br>Deletion                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                      | 13/14       | 14/15 | 15/16             | Target<br>15/16 |                                                                                                                                                                                             |                                                                                                                                                                                                        |
| Objective 2: Number of employers engaged with through Employability Network<br><b>Housing &amp; Health</b>                                                                                           | n/a         | 173   | Available mid May | 176             |                                                                                                                                                                                             | A better measure would be to determine the number of people supported through a range of employment opportunities.                                                                                     |
| Objective 4: % of home care service users receiving care at weekends<br><b>Housing and Health</b>                                                                                                    | 81%         | 86%   | 85%               | 84%             | Exceeded our target                                                                                                                                                                         | This is an historic indicator that no longer meets the modern ways of delivering homecare.                                                                                                             |
| Objective 5: Number of new people supported by the Rent Bond Guarantee Scheme (RGSB)<br><b>Housing and Health</b>                                                                                    | 172         | 191   | 153               | 150             | Exceeded our target                                                                                                                                                                         | Propose delete indicator as monitored operationally.                                                                                                                                                   |
| Objective 5: Reduce the number of emergency detentions<br><b>Community Safety</b>                                                                                                                    | n/a         | 46    | 53                | 40              | Key difficulty is during out of hours when there are a lack of Registered Medical Officers (RMO) (psychiatrists) in order to approve Short Term Detentions instead of Emergency Detentions. | This indicator is not within our direct control however we will continue to work with our partners. We will develop a more meaningful indicator surrounding outcomes i.e. Social Circumstances report. |
| Objective 5: (Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those dealt with under the ASB Act 2004 (SOLACE Benchmarking PI)<br><b>Community Safety</b> | 0.0         | 0.0   | 0.0               | 0.3             |                                                                                                                                                                                             |                                                                                                                                                                                                        |
| Objective 5: Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site (SOLACE Benchmarking PI)<br><b>Community Safety</b>       | 0.0         | 0.0   | 0.0               | 0.2             | Police Scotland deal with all enquiries out of hours and in addition due to accessibility of Community Wardens any issues are dealt with immediately.                                       | This is no longer measurable within the service due to a change in process with Police Scotland.                                                                                                       |

**PERTH AND KINROSS COUNCIL****Community Safety Committee****8 June 2016****Perth and Kinross Violence Against Women Partnership  
Annual Report 2015-16****Director (Housing and Social Work)****PURPOSE OF REPORT**

This report introduces the Perth and Kinross Violence Against Women Partnership Annual Report for 2015-16 and outlines its improvement actions.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 Violence against women and girls, in any form, has no place in a successful Scotland. It damages health and wellbeing, limits freedom and potential, and is a violation of the most fundamental human rights.
- 1.2 Violence against women and girls encompasses (but is not limited to):
- Physical, sexual and psychological violence occurring in the family (including children and young people), within the general community or in institutions, including domestic abuse, rape, and incest
  - Sexual harassment, bullying and intimidation in any public or private space, including work
  - Commercial sexual exploitation, including prostitution, lap dancing, stripping, pornography and trafficking; child sexual abuse, including familial sexual abuse, child sexual exploitation and online abuse
  - So called 'honour based' violence, including dowry related violence, female genital mutilation, forced and child marriages, and 'honour' crimes
- 1.3 Too often incidents of violence and abuse against women and girls go unreported, and there is ample evidence on a whole range of fronts to support the view that violence against women and girls remains a serious issue in our communities across Perth and Kinross:
- 944 incidents of domestic abuse were recorded in Perth and Kinross by Police Scotland up to the end of the third quarter of 2015. 79% of all such incidents had a female victim and male perpetrator
  - During this same period in Perth and Kinross, Police Scotland recorded 30 rape offences, 3 assault with attempt to rape offences and a further 62 offences of sexual assault. Where the victim's gender is known, 95% of rapes or assault with attempt to rape offences recorded by the police in this period had a female victim

- Recorded crime statistics up to the end of the third quarter of 2015 show an increase in the number of offences of 'breach of the peace' to 1093 from 721, from the same period in 2014. This was partly driven by offences with a domestic abuse aggravator, particularly for offences such as stalking or threatening and abusive behaviour
- One in five children in the UK will have experienced domestic abuse by the time they reach 18
- In a study published by the NSPCC, girls experienced more frequent and more severe emotional, physical and sexual partner violence than boys – one in three 13 to 17 year old girls reported some form of sexual violence. Girls reported high levels of coercive control including surveillance through the use of online technologies and, unlike the boys in this study, reported that their welfare was severely detrimentally affected

(These two statistics extracted from Scottish Government/COSLA publication "Equally Safe" 2016)

## **2. PERTH AND KINROSS VIOLENCE AGAINST WOMEN PARTNERSHIP**

- 2.1 The work of the Perth and Kinross Violence Against Women Partnership is underpinned by the Scottish Government strategy 'Equally Safe'. 'Equally Safe' is the Scottish Government strategy, the aim of which is to take action on all forms of violent and abusive behaviours perpetrated against women and girls in Scotland. Equally Safe was originally introduced in 2014, but was updated in March 2016 to reflect the additional harm caused to children who may be directly or indirectly affected by abusive relationships.
- 2.2 The Perth and Kinross Violence against Women Partnership (PKVAWP) is a multi-agency group with membership from the statutory and voluntary sector which include Police Scotland, Perth and Kinross Council, NHS Tayside, Perthshire Women's Aid, Barnardo's, Rape Crisis Perth and Kinross, Victim Support and the Scottish Prison Service. The Partnership has also recently welcomed the MEAD Project, representing ethnic minority groups onto the partnership.
- 2.2 Our overarching aim is to encourage an integrated partnership approach to preventing violence against women and girls across Perth and Kinross; developing a unified approach to supporting and protecting women, children and young people and which takes account of and addresses the challenges arising from perpetrators of Violence against Women.
- 2.3 The work of the Partnership follows the 4 P's principles:
- Prevention
  - Protection
  - Provision
  - Participation



2.4 2015/16 has been a challenging period for the Partnership. Due to changes within their own organisations, both the Chair and Deputy Chair had to give up these roles which had a significant impact in respect of the leadership of the partnership. In addition, the Partnership also lost their co-ordinator during the same period and these changes had a marked effect on the work of the partnership.

### **3. PROJECTS WHICH SUPPORT POSITIVE OUTCOMES FOR WOMEN**

#### **3.1 Perthshire Domestic Abuse Outreach Project**

This project is managed by Women's Aid on behalf of the partnership and provides information, emotional and practical support, advocacy, housing support and follow on assistance to women and children in rural Perthshire who are or have experienced domestic abuse. Specialist advocacy support is available for women in rural areas who have been assessed as being at high risk. In this year the project has assisted 79 women who have 97 children between them, with emotional and practical support and an additional 53 women assessed as being at the highest risk have been supported by the advocate for the project. Through this project, women are empowered to make positive choices by building their self confidence and resilience. Staff support them to remain safely in their home or when it is not safe to do so, to access suitable, alternative accommodation elsewhere. Access to outreach staff within their own area reduces isolation and provides links to vital services.

#### **3.2 Fireproof letterboxes**

Fireproof letterboxes are supplied to women at risk as a result of domestic abuse, perhaps where the perpetrator has been excluded from the house, or the service user has been rehomed. This helps to prevent hazardous and/or flammable materials being posted into the house. These letterboxes are fitted by community wardens employed by the Council. As a result affected women feel safe and supported in their homes.

#### **3.3 Bail address initiative**

The bail address initiative was set up in Perth and Kinross as a result of concerns that alleged perpetrators of domestic abuse were offering addresses when making bail applications which had not been adequately verified as appropriate places of residence in relation to victim access, and which were generally otherwise suitable. As a sub-group of Perth and Kinross Violence Against Women Partnership, Perth Criminal Justice Social Work department took the lead in developing a process with Police Scotland, which they undertake, in which all bail applications in respect of an alleged offence of domestic abuse are checked in relation to victim safety/proximity and suitability. This information is then forwarded to the Procurator Fiscal prior to the bail hearing ensuring the relevant information was in court prior to any decisions being made. This helps victims to feel protected and enables Police Scotland to maintain an awareness of the whereabouts of alleged perpetrators.

### 3.4 **Perth and Kinross Independent Domestic Abuse Advocacy**

Perth and Kinross Independent Domestic Abuse Advocacy is managed by Perthshire Women's Aid and works to secure the safety of women and children across Perth and Kinross who have been victims of domestic abuse and are at high risk of harm from intimate partners or ex-partners working in close collaboration with the police. It is a short term, normally 6-8 week intervention, during which time the advocate works closely with police in the Domestic Abuse Unit. Advocates engage with adult victims from point of crisis, liaise with multiple services to keep women and their children safe, initially by ensuring safe accommodation and being clear with the service user what she should do if she feels threatened. Early intervention, quick access to safety measures and support from other agencies has seen a very sharp reduction in the number of high risk cases in Perth and Kinross. The number of women on the Police high risk register has reduced from 25-30 to as low as three. 58 women were supported through this process in the Perth area, with a further 53 women being supported in rural Perthshire. Of this total, 62 women who were assessed as being at greatest risk of harm were referred to Marac. Advocates are the primary source of contact for women going through the MARAC (Multi-Agency Risk Assessment Conference), ensuring their voice is heard at the meeting and feeding back decisions which help to ensure their safety in the longer term.

### 3.5 **Skyguard Alarm System**

Skyguard are funded through the community safety partnership and are supplied by the police for women who are identified as being possible victims of violence as a result of domestic abuse. The Skyguard is a portable device which ensures a rapid response from the police in the event the woman believes herself to be at risk of harm, thereby reducing her feelings of stress and anxiety and reducing the likelihood that she would be the victim of further abuse.

### 3.6 **Care and Repair Initiative**

Perthshire Care and Repair service operate a domestic abuse initiative which aims to improve the safety of women, children and young people in the home. This is small independent service, managed by the housing association and where there is an identified need will support women deemed at risk in private accommodation. Through this service, home safety improvements can be made which will reduce the likelihood of a domestic abuse perpetrator accessing a property by force. The initiative can install peepholes, door locks, window locks and door chains. The scheme is open to anyone living in Perth and Kinross who is at risk of Domestic Abuse. This relatively small measure will help women to feel secure and reduce the impact of fear and anxiety.

### 3.7 **Safe Accommodation Strategy**

We recognise that for many women wanting to leave an abusive relationship, securing alternative accommodation is key. Records indicate that in 2015/16 135 women presented as homeless as a result of domestic abuse in Perth and Kinross. Of these, 32 women had dependent children, 4 women were pregnant, 14 women had mental health issues, 2 women had learning support

needs, 8 women had physical or medical issues and 7 women had drug and alcohol dependency issues. Our safe accommodation strategy recognises the importance of working collaboratively in order to ensure that potentially vulnerable individuals are provided with safe accommodation and are supported to adjust and recover during a very difficult period.

### 3.8 **Perthshire CEDAR (Children Experiencing Domestic Abuse Recovery) Project**

The Perthshire CEDAR project is managed by Women's Aid on behalf of Perth and Kinross Violence Against Women's Partnership. Now in its' fourth year, the project continues to provide a child centred focus which enables mothers to support their children to recover from the impact of domestic abuse. The project has supported 2 women's groups and 6 children's groups, supporting a total of 38 women and 60 children. The aim of CEDAR is threefold:

Outcome 1 – Children have an improved understanding of domestic abuse and knowledge of how to be safe and a greater sense of self-worth and wellbeing.

Outcome 2 – Mothers have a greater understanding of the impact of domestic abuse on children, improved relationships with their children and a greater sense of self-worth and wellbeing.

Outcome 3 – Partner agencies better understand the complexity of domestic abuse and its impact on children, leading to improved multi-agency responses to domestic abuse.

A recent external evaluation of the CEDAR project was undertaken which highlighted that all three outcomes are being achieved, thereby improving the quality of life for women and children in Perth and Kinross.

3.9 Whilst it is important to recognise and acknowledge the positive work being done across the partnership, we are not complacent and recognise that much more needs to be done to support women and girls across our communities who are affected by gender based violence. To this end we have identified a number of improvement actions we will be taking forward into 2017 to support our work.

The Partnership's Annual Report highlights the following improvement actions:

- We will carry out a critical path analysis for service users to identify gaps in service provision and areas of good practice in order to avoid duplication of services, to prevent service users from having to work with a range of organisations who are effectively providing the same service; to ensure there are no gaps in service provision and to provide clear signposting for all service users to reduce anxiety and to ensure clients feel supported throughout what is a very difficult and stressful time

- We will share information amongst the partners and work collaboratively in the development of individual and joint services in order to ensure that service provision is the best it can be, that staff are also supported and that good practice is shared on an ongoing basis.
- We will develop a performance framework, taking account of national guidance, to measure effectively the work of the partnership. We recognise that an effective performance framework for the partnership is essential for us to be able to review and develop our services and will promote a coordinated approach to service delivery, whilst also being able to evidence in a more meaningful way to stakeholders the positive contribution we make to the life improvement
- We will plan an integrated programme of activities to coincide with the national 16 Days of Action and ensure the maximum publicity is achieved to highlight the issues of domestic abuse and the work of the partnership across Perth and Kinross
- We will identify and acknowledge the particular issues affecting women and girls in highland and rural Perthshire and work with a full range of partners towards addressing them in order to ensure women affected by domestic abuse do not feel isolated or disadvantaged as a result of their location.

#### **4. CONCLUSION AND RECOMMENDATION(S)**

- 4.1 Violence against women is a major societal issue which is recognised at both national and international level and denies women and girls the most fundamental of human rights: life, liberty, integrity, freedom of movement and dignity of the person. The Perth and Kinross Violence against Women Partnership seeks to encourage understanding of violence against women from an equalities and human rights perspective and is committed to challenging and addressing the many issues arising.
- 4.2 Through their improvement actions, and as outlined in our Report, the Partnership intend to build upon the positive work currently being done being done within and across our communities to support the vision set out in 'Equally Safe'; that *'all individuals are equally safe and respected, and where women and girls live free from all forms of violence and abuse – and the attitudes that help perpetrate it.'* This is how we will deliver better outcomes for women and girls across Perth and Kinross.
- 4.3 It is recommended that the Committee:
1. Note and support the work being undertaken by the Perth and Kinross Violence Against Women Partnership.
  2. Instruct the Director of Housing and Community Care to bring forward a report regarding the activity and performance of the Perth and Kinross Violence Against Women Partnership in 12 months.

**Author(s)**

| <b>Name</b> | <b>Designation</b>                                       | <b>Contact Details</b> |
|-------------|----------------------------------------------------------|------------------------|
| Lex Greig   | Team Leader, Prison Based Social Work Team Chair, PKVAWP | 01738 458172           |

**Approved**

| <b>Name</b>   | <b>Designation</b>                  | <b>Date</b>        |
|---------------|-------------------------------------|--------------------|
| Bill Atkinson | Director (Housing & Community Care) | <b>12 May 2016</b> |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

- 1.1 The recommendation in this report will assist in the delivery of both the Perth and Kinross Community Plan and Single Outcome Agreement in respect of the following local outcomes:

- (i) *Developing educated, responsible and informed citizens*
- (iii) *Promoting a prosperous, inclusive and sustainable economy*
- (iv) *Supporting people to lead independent, healthy and active lives*
- (v) *Creating a safe and sustainable place for future generations*

#### Corporate Plan

- 1.2 The Councils Corporate Plan 2013 – 2018 lays out five strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. The relevant strategic objectives in respect of this report are as follows:

- (ii) *Developing educated, responsible and informed citizens;*
- (iii) *Promoting a prosperous, inclusive and sustainable economy;*
- (iv) *Supporting people to lead independent, healthy and active lives; and*
- (v) *Creating a safe and sustainable place for future generations.*

## 2. Resource Implications

### Financial

- 2.1 This report contains no proposals which would have a financial impact on the Council.

### Workforce

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

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

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

## 3. Assessments

### Equality Impact Assessment

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

This section should reflect that the proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

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

### Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. However, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

### Sustainability

- 3.3 There are no issues in respect of sustainability from the proposals in this report.

### Legal and Governance

- 3.4 This report contains no proposals which would have a legal or governance impact on the Council.

## Risk

There are no issues in respect of risk from the proposals in this report.

## **4. Consultation**

### Internal

4.1 None.

### External

4.2 None.

## **5. Communication**

5.1 There are no communication issues in respect of the proposals in this report.

## **2. BACKGROUND PAPERS**

2.1 None.

## **3. APPENDICES**

3.1 Appendix I – Perth and Kinross Violence Against Women Annual Report 2015/16.

Appendix II - Extract from “Equally Safe” - Scotland’s strategy for preventing and eradicating violence against women and girls



**Perth & Kinross Violence Against  
Women Partnership  
Annual Report  
2014/15**





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# 1. CHAIRPERSON'S FOREWARD

This has been a challenging year for the Perth and Kinross Violence Against Women Partnership. Against a background at the launch of the Governments Equally Safe Strategy, which we strongly support, we lost our Chair, Co-ordinator and our Deputy Chair in quick succession. We now have an inexperienced but enthusiastic Chair and Deputy Chair and have a collective commitment and momentum. We have a delivery plan for Equally Safe, we have short term funding in place for a new Co-ordinator and what we lack in experience we make up for in enthusiasm and determination.

I acknowledge the tremendous efforts of our former Chair and Deputy Chair Mike Whitford and Jim Wallace respectively and make special mention of the work of our former co-ordinator Leighanne Gregg who worked so hard to maintain our momentum at a time of unprecedented change for everyone. Thank you all.

I am pleased to introduce this, my first annual report on the work of Perth and Kinross Violence Against Women Partnership. In it I will seek to tell you where we are now and what our ambitions are for 2016/17.

This report does not seek to tell the reader everything that each of our members does, for that you must look to each members own annual report, it will rather highlight where our collaborations add value to our members core activity and to demonstrate how, by working together, we deliver a better and stronger service for Women and Girls in Perth and Kinross.

Lex Greig

Chair



## 2. BACKGROUND to PKVAWP

This year the Partnership was pleased to respond to the reorganisation of Community Planning arrangements in Perth and Kinross. Violence Against Women and Girls was included in the Vulnerability Theme of the Community Safety and Environment Delivery Group and this Group has agreed to provide oversight for the work of the Partnership.

The Police Local Area Commander was identified as a suitable lead for this theme. This role currently filled by Chief Inspector Maggie Pettigrew. She is supported by the Perth and Kinross Co-ordinators Group which additionally provides the Delivery Group with updates on Children, Adults, Suicide and Self Harm, Missing People, Hate Crime, People Trafficking, Mental Health. This ensures that the different policy areas are not considered in isolation.

### **CO-ORDINATOR ROLE**

During the past 2 years the Violence Against Women Co-ordinator role was filled by a Police Officer provided without cost to the partners, initially by Tayside Police and latterly by Police Scotland. It was always recognised that this arrangement would not continue beyond March 2015.

The partnership developed an initial response by dividing the work between the Chair, the new Vice Chair, Team Leader Community Safety and some welcome administrative support provided by Perth and with Kinross Council. This was a reasonable response in the short term but the subsequent loss of the Chair highlighted the need for co-ordinating and policy support.

The partnership submitted a bid to the Integrated Care Fund and was successful in gaining funding for an 18 hour post for 1 year to consolidate the changes, develop the Partnership response to Equally Safe and consider how the role can be mainstreamed in the future either through obtaining sustainable funding or subsuming its elements within the roles of other existing posts.

John Evans was appointed to the post and commenced work on 14 March 2016.

### **LOCAL CONTEXT OF VIOLENCE AGAINST WOMEN**

Across Scotland in 2014/15 recorded crime fell by 4.7% (Police Scotland, 2015). The exceptions to this were sexual offences, which rose 9.3%, and domestic abuse for which reports increased by 1.8%. Improved ways of tackling such crimes have been introduced and increased media attention has undoubtedly led to an increase in victims of historical offences coming forward.



“The number of domestic abuse incidents reported during 2014/2015 increased by 1.8 per cent to total 59,471. One or more crimes were recorded in 57 per cent of all domestic incidents.

Sexual crime recorded by Police Scotland increased by 9.3 per cent. There were 1,797 rapes recorded during the 12 month period, an increase of 91 compared to 2013/2014. Nearly 40 per cent of those reports were historic”.

The number of incidents attended by Police across Tayside where a victim of domestic abuse was identified is recorded as 1525. Of these incidents, 14% identified victims that were high risk. Perthshire Women’s Aid supported 282 women, a 5.2% increase compared to the previous year. Furthermore, demand for refuge also remained fairly high with 58 requests for refuge being received last year. Of these requests, 37 women and 30 children were able to be accommodated.

Reports of sexual offences increased significantly across 2014/15, with the Scottish Government’s 2014 November Statistical Bulletin states that reports of sexual crimes are at their highest since 1971 (8,604 across 2013-2014). Of these, 3742 were recorded sexual crimes against children and young people up to the age of 18.

RASAC P&K received 61 new referrals and 675 helpline calls. The organisation delivered 685 face to face support sessions and 202 email support sessions. A significant growth in referrals from young people has taken place, with 25% of the organisation’s referrals coming from survivors aged 12-18 years old.

Perth & Kinross Violence Against Women Partnership is committed to working collaboratively to prevent gender based violence and enhance the provision of support services to those affected.

## **EQUALLY SAFE**

Equally Safe is the Scottish Government’s Strategy to take action on all forms of violent and abusive behaviours perpetrated against women and girls in Scotland. The strategy acknowledges the root cause of the violent and abusive behaviour as being a consequence of gender inequality across all strata of society.

Originally developed in 2014 by the Scottish Government and COSLA in association with a wide range of partners from public and third sector organisations, Equally Safe was updated in March 2016 to reflect the additional harm caused to children who may be directly or indirectly affected by abuse, and has four key areas for priority action:

- Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls
- Women and girls thrive as equal citizens: socially, culturally, economically and politically
- Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women and girls
- Men desist from all forms of violence against women and girls and perpetrators of such violence receive a robust and effective response



# 3 Introduction to PKVAWP

Perth and Kinross Violence Against Women Partnership (PKVAWP) has a multi-agency membership, including partners from statutory and voluntary sectors across Perth and Kinross.

The partnership aims to encourage an integrated response to addressing gender based violence and coordinates a range of activities aimed at raising awareness and preventing gender based violence within Perth and Kinross.

The partnership works to address the causes and consequences of violence against women via the 4 P's:

- Prevention** Prevent, remove or diminish the risk of violence against women and its impact on children and young people.
- Protection** Protect women from victimisation, repeat victimisation or harassment by perpetrators and protect the children and young people affected.
- Provision** Provide adequate services to deal with the consequences of violence against women and children to help them to rebuild their lives.
- Participation** Ensure policy making and practice development around violence against women is shaped by the experiences, needs and views of those who use.

The Partnership seeks to ensure that all organisations and individuals within Perth & Kinross are supported to work together effectively to reduce the prevalence and impact of violence against women within our local communities.

The Partnership strives to ensure that women, young people and children affected by such forms of violence are protected, that the existence of violence against women is challenged and not condoned and that perpetrators are brought to account for their actions.



## 4 Strategic Partners

### Barnardo's [www.barnardos.org.uk](http://www.barnardos.org.uk)

Barnardo's Domestic Abuse Service support women and children following an incident of domestic abuse and are deemed to be at high risk of further harm. They team are co-located with Police Scotland.

The work consists of undertaking direct work with clients and their children on a short to medium time bases. We offer advice guidance and support that includes: - safety planning, with the adult, young people and children, this can include putting together a package of support involving, statutory agencies, police and other voluntary organisations. We undertake one to one sessions with children and their families to help them move on or effect positive change.

Contact: 01738 892516 Monday – Friday, 9am – 5pm

### NHS Tayside

**Central Healthcare** is a Nurse-Led Service which aims to target and deliver healthcare to hard to reach groups, including: those at risk of homelessness and those who are vulnerably housed, including prisoners on discharge, children/young people living with or fleeing Domestic Abuse, and Gypsy Travellers.

Services include:

- an outreach team of qualified Nurses and Healthcare Assistants who take referrals from any organisation/ agency, and/or self referrals.
- a practice-based team based located within the Drumhar Health Centre in the centre of Perth
- a Podiatrist, Optician and Dentist.

Contact: Tel: 01738 564261



## Young People's Health Team

Young People from Perth & Kinross aged 12-25 years old can access broad based advice, information and one-to-one support on any health issue. Young people can self-refer or access our drop-in service:

Every Monday: 2.30pm - 4.30pm

Every Saturday: 1.00pm - 4.00pm

Venue: Youth Service @ScottStreet, Perth

Contact: 01738 564294

Email: [yphtperth.tayside@nhs.net](mailto:yphtperth.tayside@nhs.net) [www.facebook.com/youngpeopleshealthteam](http://www.facebook.com/youngpeopleshealthteam)

## Perth & Kinross Community Health Partnership

Perth and Kinross CHP provides advice and support to practitioners on child protection issues and facilitates child protection multi agency work.

Contact: Child Protection Nurse Advisor on 01738 564295

## Perthshire Women's Aid

Woman can contact regarding their legal rights, right to homeless accommodation or if they want to talk about their situation. Women's aid offers Refuges (safe confidential accommodation) and counselling (11 hours per week by appointment only.)

Contact:

Business line: 01738 635404

Available: 9:30 - 5pm Monday - Friday

Email: [contactus@perthwomensaid.org.uk](mailto:contactus@perthwomensaid.org.uk)

Support line telephone: 01738 639043 Available 9:30am - 4pm Monday - Friday

## Perth & Kinross Council Services

**Perth & Kinross Council Homeless Service** is available 24 hours a day 7 days a week. The Advice Team offer free and confidential advice, support and assistance in relation to housing or homelessness to persons who are at risk of violence or abuse.





Applicant's self-assessment of violence/threat of violence will be accepted and no further questions need to be asked other than: Source of violence or threat of violence and place of violence or threat

of violence, to ensure re-housing offered in a safe place. Please contact us straight away if you are at threat of domestic abuse or living in fear.

You can contact us Monday to Friday at the Housing Advice Centre or the nearest local Housing Team. Contact Housing Advice Centre, 10-16 York Place, Perth

Tel: 01738 474500 Available 8.45am – 5pm Monday – Friday

Email: [HomelessAdvice@pkc.gov.uk](mailto:HomelessAdvice@pkc.gov.uk)

Emergency Tel number out with office hours – 0800 917 0708

**Children and Families Service Child Protection / Duty Team** should be contacted if there are any concerns for the welfare of children or young persons affected by domestic abuse or sexual violence.

Advice should be sought from on 01738 476768.

The Access Team can be contacted on 0845 30 111 20 to provide support and guidance and access to a range of services for adults over the age of 16, who may be at risk, where a woman has particular vulnerabilities and additional needs and or have a community care need.

## Police Scotland

Police Scotland is a national service and is committed to “keeping people safe”.

In relation to domestic abuse/violence against women it provides an investigative response to ongoing incidents and reports of historical domestic abuse and sexual violence. Officers from the Domestic Abuse Investigation Unit work within the Public Protection Unit alongside the Barnardo's Worker. They provide assistance to uniform colleagues when dealing with Domestic Abuse, Risk Assessment of Incidents, an investigative response into serious crimes (current or historical) and advice and assistance to victims.

For advice or assistance in non-emergency situations contact 01738 892910 or, alternatively, 01382 591912.

For ongoing crimes or incidents contact the non-emergency number 101. In an emergency contact 999.

**RASAC P&K**  
[www.rasacpk.org.uk](http://www.rasacpk.org.uk)



RASAC P&K(Rape and Sexual Abuse Centre, Perth & Kinross) provides free and confidential support, information and advocacy services to survivors of rape and sexual abuse across Perth & Kinross. The Centre supports anyone who identifies as a woman age 12+, and boys age 12 – 18.

Support is provided either face to face, or via telephone, email and letter. A helpline runs throughout the day Monday – Friday, which can also be accessed by family members or friends looking for support and/or information. Training for external agencies is available and the Centre has a comprehensive resource library for anyone seeking further information.

RASAC Youth Initiative deliver prevention workshops to young people age 12 – 18 across a range of educational and community settings. For further information please contact us.

Contact: RASAC P&K, 18 King Street, Perth, PH2 8JA  
 Business Line: 01738 626290 Helpline: 01738 630965  
 Business Email: [info@rasacpk.org.uk](mailto:info@rasacpk.org.uk) Support Email: [rasacpk@gmail.com](mailto:rasacpk@gmail.com)

## Scottish Prison Service (SPS)

[www.sps.gov.uk](http://www.sps.gov.uk)

The Scottish Prison Service (SPS) is an agency of the Scottish Government and was established in April 1993. The SPS sets out its business objectives in the three year Corporate Plan for the spending review period 2012-2015 and an annual Delivery Plan which is published in the spring of each year.

Its principal objective is to contribute to making Scotland Safer by Protecting the Public and Reducing Reoffending. The SPS aims to achieve this by ensuring delivery of secure custody, safe and ordered prisons, decent standards of care and opportunities for prisoners to develop in a way that help them reintegrate into the community on release.

HM Prison Perth was built between 1840 and 1859 and is Scotland's oldest occupied prison. In its 168 year history it has housed all categories of prisoners. The establishment has undergone significant structural changes over the years and this redevelopment has transformed this former Napoleonic prison into a modern fit for purpose community-facing establishment.

The management and staff of HM Prison Perth are fully committed to a course of transformational change that puts our work firmly in the context of the wider Scottish Government agenda to create a safer and stronger Scotland through reduced offending and re-offending.

## VICTIM SUPPORT

[www.victimsupportsco.org.uk](http://www.victimsupportsco.org.uk)

Victim Support Scotland (VSS) provides emotional support, practical help and essential information to male and female victims, witnesses and others affected by crime. The service is free, confidential and is provided by trained volunteers through a network of community based victim and court based witness services.

Contact: 01738 567171 Email: [victimsupport.perth&kinross@victimsupportsco.org.uk](mailto:victimsupport.perth&kinross@victimsupportsco.org.uk)

Victim Support Perth & Kinross, Unit B1, Highland House, St Catherine's Retail Park, Perth. PH1 5YA.  
 Service Delivery Officer: Jo Armstrong



## 5 2014/15 Activities

### Safe Accommodation Strategy

During 2015 key partners came together to discuss safe accommodation for vulnerable women:

- Domestic Abuse
- Trafficking
- Rape/Serious Sexual Assault
- Women with no recourse to Public Funds
- Protected Witnesses

They recognised that obtaining funding for a purpose-built hostel was unlikely and determined that a partnership approach whereby existing accommodation is shared to meet the needs of vulnerable women and families.

This approach will ensure good value for money and that vulnerable women get access to safe accommodation when they need it. The approach was endorsed by the Community Safety and Environment Outcome Delivery Group and it is currently being implemented. This implementation will include the development of a performance framework to support delivery.

### Sexual Assault Referral Network

RASAC P&K continue to be the referring agency for SARN (the Sexual Assault Referral Network) within Perth & Kinross. The SARN enables survivors to be referred by RASAC P&K for forensic medical examination following a rape or/and sexual assault. This service is available to anyone who has been assaulted within the last 7 days and who does not wish to report to the police at this time. A forensic examination can be organised and should survivors decide to report in the future (within 8 years) that valuable forensic evidence will have been stored.

### MARAC

The Perth and Kinross Multi Agency Risk Assessment Conference (MARAC) comprising representatives from local Police, Criminal Justice Social Work, Health, Independent Domestic



Abuse Advisors (IDAAs) and other specialists from the statutory and voluntary sector, meets on a monthly basis to share information and discuss the safety needs of the highest risk victims of domestic violence. A Safety Plan for each victim is developed at the meeting and each agency accepts responsibility for agreed actions.

The MARAC has, to date, been chaired by a senior police officer but a number of MARAC members have recently received training on the issues requiring to be addressed by those chairing MARAC meetings and it is intended that the MARAC chair will in future rotate between these members on a three meeting cycle.

To further develop the effectiveness of joint working and to share a better understanding of the work of other partners, training for all MARAC representatives is proposed for the coming year and will ensure that the MARAC continues to be as effective as possible in co coordinating the safety issues of high risk victims of domestic abuse.

## MATAC

Working In conjunction with the MARAC, Multi Agency Tasking and Coordinating meetings (MATAC"s) focus attention on the highest risk perpetrators with a view to prevent them committing further incidents of domestic abuse.

Actions against offenders would include focussed investigations, bail compliance and other enforcement activities and at a local level police activity is centred on specialist officers in the Domestic Abuse Investigation Team. The Domestic Abuse Task Force operates on a national level and targets the most serious offenders and those who are serial offenders.

## Claire's Law

Claire's Law, otherwise known as the Domestic Violence Disclosure Scheme, or Disclosure Scheme for Domestic Abuse Scotland (DSDAD) was rolled out across Scotland on 1 October 2015 following pilot schemes in Aberdeen and Ayrshire.

The initiative is named after Clare Wood, who was murdered by her violent ex-boyfriend several years ago. The 36-year-old was strangled and set on fire by George Appleton in Salford, Greater Manchester, in 2009. She was unaware of his history of violence against women.

Her father, Michael Brown, campaigned for people to have the right to ask for information about partners, and for the police and other agencies to have the power to take the initiative and tell someone if there are grounds for concern.

In the past, it was difficult for anyone entering a new relationship to find out if their partner had prior convictions for violence or domestic abuse but the scheme now allows for this information to be made available. Disclosures can also be triggered by friends, relatives, social workers or police officers. If checks show that someone does have a record of abusive behaviour, the police will consider sharing the information with the people "best placed" to protect potential victims. Requests are made via a form on the Police Scotland website.



## Advocacy and Support Project

Shortly after a release of crime figures which highlighted an increase of 11% amongst sexual offences across 2014-2015 (9, 557), the Scottish Government declared an extra £1.85 million investment to support for victims of sexual offences across Scotland. From this, RASAC P&K have been awarded £40,000 in 2016 and 2017 to employ a dedicated Advocacy and Support Worker. This post will enhance the support given to those who are either considering, or who are currently going through the criminal justice process. This support will be available right through the reporting and court process. This increase in capacity to support survivors is vital in supporting RASAC's commitment to providing timely access to support and advocacy services on a consistent basis throughout this often difficult time.

## Commercial Sexual Exploitation

Commercial Sexual Exploitation (CSE) includes a wide range of sexual activities which objectify and harm others (usually women) such as prostitution, stripping, internet sex/chat rooms, pole dancing, lap dancing, pornography, trafficking, and sex tourism/mail order brides, often for the financial gain of others.

It is recognised that many of those affected by CSE will be accessing a range of services in order to address their needs, however, it is also a fact that CSE is often not disclosed. Therefore, no estimated statistics about the prevalence or context of CSE within Perth & Kinross currently exist.

The group is producing a leaflet to be issued to women affected by CSE. The leaflet will include national numbers to ensure that it is relevant for any women moving / being moved around the country.

## CEDAR

**Perthshire Cedar** is now in its fourth year and continues to provide child centred support to families recovering from domestic abuse across Perthshire. The project delivers a therapeutic parallel group work programme enabling mothers to support their children through this healing process. This joint approach is fundamental with children and their mothers learning and moving forward together but supported in separate groups. **This year we ran 2 Women's Groups and 6 Children's groups supporting 38 women and 60 children, 98 in total. In addition providing one to one work as part of the Cedar project.**

Cedar has been referred to as "GIRFEC" in motion. It is an early intervention that works to strengthen the relationship within the family and their wider community, enabling families to be more safe, confident and actively engaged in their education and community. Cedar helps to build and strengthen mother-child relationships as part of domestic abuse recovery. The group work



programme uses a variety of creative tools to work with Mothers and their children, aged 5-16 years over 12 weeks, building resilience, improving communication, emotional intelligence, confidence and self-esteem. The ethos of Cedar is empowerment and the Cedar Co-ordinators work closely with families from initial referral to gain trust and allow families to make choices about their future.

Developments this year have included the project offering its 1-1 work with children/young people prior to, during and following group work to meet the specific needs of families. This also means that as soon as a family is referred to the project they receive family centred support to address their individual needs. A key part of Cedar is our multi-agency approach and we are indebted to our Co-Facilitators who have been 'donated' from a range of statutory and voluntary agencies across Perthshire to facilitate the 12 week group work programme. Over the past years we have had **25 co-facilitators** who have trained and/ or facilitated our group work. Co-ordinators have expressed the many benefits of this multi-agency approach, the sharing of skills and experiences across the statutory and voluntary sector. This year Cedar has been active in raising awareness about Domestic Abuse and Healthy Relationships within the community, schools and by delivering training to other statutory and voluntary agencies. We have had a really positive response to these sessions and wish to continue this prevention work.

A recent external evaluation which gathered the views of all stakeholders, fully endorsed the value of Cedar. We are fortunate in Perth and Kinross to have Cedar in our area and the drive in the last few months has been to secure continued funding for this project which is due to end in September 16.

## Perthshire Domestic Abuse Outreach Project

**Perthshire Domestic Abuse Outreach Project** provides information, emotional and practical support, advocacy, housing support and follow on assistance to women and children in rural Perthshire who are or have experienced domestic abuse. Access to outreach staff within their own area reduces isolation and provides links to vital services. Women are empowered to make positive choices by building their self confidence and resilience. Staff support them to remain safely in their home or when it is not safe to do so, to access suitable, alternative accommodation elsewhere. Support from our statutory partners is vital to meet the needs of women and families. We also now have specialist advocacy support for women in rural areas who have been assessed as being at high risk.

A recent appointment gives the project a complement of 3 outreach workers and an advocacy worker. **In this year the project has assisted 79 women who have 97 children between them, with emotional and practical support and an additional 53 women assessed as being at the highest risk have been supported by the advocate for the project.** This project received its funding from Big Lottery in July 2014. Prior to the inception of the project a very small number of women in rural Perthshire received support from PWA in the rural communities in which they were resident (4 prior to new service). Women in rural areas also have access to our refuges, 7 out of 8 of which are based in Perth.

We worked with the Perthshire Advertiser to raise awareness of domestic abuse in a succession of articles over the Festive Period. Our staff began to reach out to community groups in Highland Perthshire as a pilot, to begin to raise awareness of domestic abuse and explore new ways of





preventing rural isolation of vulnerable women and children and getting services to them at the earliest stage. Along with our Violence Against Women Partners our aim in this coming year is to continue this work, raising the profile of domestic abuse in rural communities. Our aim is to enable and support communities to assist us in our preventative work by increasing their understanding of this sensitive and complex issue and how communities can help. We will continue to work with local representatives and provide advice and information to all those interested in helping us to tackle domestic abuse and to source funding to allow us to continue to do so.

## Independent Domestic Abuse Advocacy Project

**Perth and Kinross Independent Domestic Abuse Advocacy** secures the safety of women and children who have been victims of domestic abuse and are at high risk of harm from intimate partners or ex-partners working in close collaboration with the police. It is a short term, normally 6-8 week intervention. The advocate works closely with police in the Domestic Abuse Unit which has enabled a more effective and preventative approach to be taken. Advocates engage with adult victims from point of crisis, liaise with multiple services to keep women and their children safe, initially by putting in safety measures and ensuring safe accommodation. Making contact with women as close to the point of incident as possible is key to successful outcomes. The primary goal of the service is early intervention and prevention of repeat victimisation.

This year we have substantially improved the time frame of access to the advocacy service with the advocate now working with women as close to the incident as possible. This early intervention, quick access to safety measures and support from other agencies has seen a very sharp reduction in the number of high risk cases in Perth and Kinross. **The number of women on the Police high risk register has reduced from 25-30 to as low as 3. 58 women were supported in Perth area and as above, 53 in rural Perthshire, 111 women in total with 62 of these being referred to Marac.**

Advocates are the primary source of contact for women going through the MARAC Multi-Agency Risk Assessment Conference, ensuring their voice is heard at the meeting and feeding back decisions.

## Prevention and Education

The RASAC Youth Initiative has developed significantly and across the last year alone has worked with over 3,000 young people in schools, alongside an additional 132 through community groups.

From evaluation of the prevention work we have undertaken in both schools and community groups our workshops have enabled young people to develop an increased awareness about sexual abuse and violence. Additionally, evaluations from both young people participating in the workshops alongside teachers and other workers supporting them has indicated that the workshops have provided a safe platform for young people to explore issues such as sexualisation, sexual abuse and exploitation.



The project has produced a DVD in partnership with Ad Lib, a local youth theatre arts group based in Perth, RASAC Youth Ambassadors and the Media students and Lecturers from Perth College. A supporting educational resource for Teachers and Community group workers has been developed to accompany the DVD.

We have continued to co-ordinate a local prevention forum to bring together other services for young people, identify good practice and explore partnership working opportunities. The 'Prevention Network' also provides a forum for new agencies to profile their work. Representatives from agencies who attend are the Drug and Alcohol team, Hope Pregnancy and Perth College. Additionally, we are currently dedicating time to participate in recently established locality groups which aim to support a local approach to the planning of services for children, young people and families.

We are exceptionally proud of the young people involved in our Youth Ambassador Programme, a peer mentoring and campaigning initiative for young people between the ages of 14-18 years. The Youth Ambassadors work alongside Youth initiative Workers participating in local awareness raising events and national campaigns and co-deliver workshops to youth and community groups about the context, prevalence, and impact of gender based violence and equality issues within their own communities. Participation in the Youth Ambassador programme begins with the young people participating in interactive and practical induction sessions where the young people have the opportunity to develop increased understanding of the root causes of gender based violence and the aspects of society which perpetuate it.

The induction sessions also provide young people with the space to explore their own beliefs. Participation in the training enables the young people to develop skills in communication, team work and presentation. Ongoing training on related issues is provided to the young people as they progress through the programme. Four of our existing Youth Ambassadors have already attained a Saltire Ascent award and their portfolios for a Bronze Youth Achievement award have been entered for external verification. Additionally we were thrilled when this group of inspirational young people won a Spirit of Youth Award earlier this month.

## Measuring Performance

All members of the partnership keep records the various services they provide on an individual basis. Currently there is no effective collation of this information by which to measure the effects of working in partnership towards reducing and preventing violence against women.

Work is ongoing with partners to design a template by which this information can be gathered and displayed. At a national level, the National Violence Against Women Network is working with the Scottish Government to design a set of performance indicators in relation to the Equally Safe Strategy and the PKWAWP is an active member of this group.





## Working with Offenders

### **One Stop Women's Learning Service (OWLS)**

The establishment of the One-stop Women's Learning Service was the response by Perth and Kinross to a number of recommendations in the report by the Commission on Women Offenders (the Angiolini Report) published in April 2012. The report clearly stated that the lives of women offenders are characterised by multiple complexities and their potential to offend and re-offend links directly to their chaotic lives and lack of social supports.

The Commission endorsed a holistic approach, a fundamental part of which is the practical support and guidance provided through the mentoring service, progressing to social support via befriending. This approach allows women to build their self confidence and self-esteem and to live more productive and fulfilling lives as valued members of their families and communities.

The OWLS service operates six days a week from its new permanent premises on Mill Street, Perth.

Group work activities cover a wide range of topics including advice and support to stop substance misuse; enhancing and improving women's mental wellbeing; safe guarding and promoting their physical, mental and sexual health; learning to improve their interpersonal and family relationships as well as their everyday life skills for example, cooking and budgeting. Principally all group work activity is aimed at promoting women's self-confidence, self-esteem and self-worth. The activities have involved a broad range of services that have creatively utilised their skills both personal and professional in adapting their way of working to collectively meet the needs of the women in OWLS.



## 6 Moving Forward in 2016

The Partnership has identified a number of key areas for development in the coming year.

- To carry out a critical path analysis for service users to identify gaps in service provision and areas of good practice
- To share this information amongst the partners and work collaboratively in the development of individual and joint services
- To develop a performance framework, taking account of national guidance, to measure effectively the work of the partnership
- To plan an integrated programme of activities to coincide with the national 16 Days of Action and ensure the maximum publicity achieved across Perth & Kinross
- To identify and acknowledge the particular issues affecting women and girls in highland and rural Perthshire and work with a full range of partners towards addressing them

### **Extract from “Equally Safe” - Scotland’s strategy for preventing and eradicating violence against women and girls**

#### **Developing a shared understanding**

It is important that everyone involved has a shared understanding of violence against women and girls: the impact on women and girls who experience it, as well as children and young people who are affected; its causes, the scale of the problem in Scotland, and the risk factors which increase vulnerability to abuse of women and girls. Whilst violence against women and girls occurs across all sections of society, not all women and girls are at equal risk. Some factors can increase vulnerability to abuse and keep women and girls trapped. These include age, looked after status (current and former), financial dependence, experience of child abuse and neglect, poverty, disability, homelessness, insecure immigration status and ethnicity.

#### **Violence against girls and young women**

Equally Safe recognises that, as well as adult women, girls and young women are at risk of violence and abuse precisely because they are female. Some girls are victims of child sexual abuse, including child sexual exploitation. There are a number of specific issues prevalent in the lives of girls and young women; for example, sexting and non-consensual sharing of intimate images (also known as ‘revenge porn’) can also particularly affect young people. Young women disproportionately experience intimate partner violence in relation to young men, and report much greater negative impacts as a result. The prevalence of and easy access to pornography is a constant presence in the lives of young women and men that ultimately contributes to reinforcing the gender norms that play a key role in perpetuating violence against women and girls.

#### **Intersectionality between gender and other characteristics**

Along with their gender, women and girls have other protected characteristics that increases their level of risk of experiencing violence and abuse. Drivers for this are often the continuing prejudice and structural barriers in society which cause inequality. There are challenges in relation to some minority ethnic communities, where traditional gender roles can be stronger and where cultural practices involving violence such as Female Genital Mutilation and forced marriage are more prevalent. Disabled women and girls are more vulnerable to exploitation and coercion, whilst older women may be either caring for, or being cared for by, their abuser. Refugee and asylum seeking women and girls may have experienced particular trauma before or during their journey to Scotland. We are proactive in relation to ending Female Genital Mutilation and forced marriage, and will seek to ensure that issues of intersectionality are reflected in the implementation of Equally Safe. We also recognise that forms of abuse, including abuse perpetrated by adults against children, can take place in situations where there are balances of power that go beyond gender and beyond minority status. These include (but are not limited to) age, physical strength, position of trust and socio-economic status, and addressing violence and abuse in the context of these risk factors will be a key requirement in our future work to prevent violence against women and girls. With all this in mind, equality and child rights analysis and assessment will be an integral part of the process around the development of outcomes and interventions.

## Violence against men

The particular approach we are taking through Equally Safe brings a strategic focus to the issue of men's violence against women and girls, as underpinned by the definition we have adopted, which is in turn based on the principles of international law. A gendered analysis does not exclude men, but rather recognises that women and girls are disproportionately affected by particular forms of violence that they experience because they are women and girls. Many men and boys are victims of violence and abuse. Some boys experience the forms of abuse outlined already in relation to children and young people, whilst some men are victims of domestic abuse, rape, sexual assault, sexual exploitation and forced marriage. The prevailing societal view of what constitutes masculinity makes it difficult for men to identify themselves as experiencing abuse and can prevent them from seeking help. More fundamentally, masculinity and femininity are part of the underlying social construct of gender that contributes to the continuing prevalence of violence against women and girls in society. We condemn all forms of violence and abuse, whilst recognising that particular forms of violence are disproportionately experienced by one gender and require a strong strategic focus. Men have a critical role in challenging violence, breaking down gender norms and in helping to ensure greater gender equality in society – they are also entitled to support when they experience violence and abuse.

## Prioritising prevention

Primary prevention is about preventing violence before it occurs. Our approach focuses on changing behaviour, building the knowledge and skills of individuals, and ultimately delivering a progressive shift in the structural, cultural and societal contexts in which violence occurs. This is complemented by our ambitions in achieving gender equality and eradicating poverty, which will make a critical contribution to ultimately preventing and eradicating violence against women and girls for good. Adopting this approach challenges the notion that violence against women and girls is inevitable and suggest an approach which can contribute to realising our ultimate vision. It aims to change societal attitudes, values and the structures which produce inequality. In particular, it requires a step change in the attitudes which condone and excuse violence against women and girls, which enable perpetrators to deny the reality of what they are doing and place the blame on their victims. It raises fundamental questions about the way our society is currently organised. Although this is a long-term approach, it is not a soft option. By adopting Primary prevention as a core objective in relation to Equally Safe, we recognise that violence against women and girls is not 'caused' by a single factor. Rather it is driven by a complex interaction between a range of underlying or contributing factors, at different levels of influence – individual, relationship, community and societal. This is what we call the 'causal story' of violence against women and girls. In the drive to achieve our long-term aim we are clear about the importance of focusing on primary prevention but we must also be realistic and recognise that women and girls will continue to experience gender based violence in all its forms for some time to come, and children and young people will continue to be affected by violence and the consequences of witnessing and experiencing violence. There are other forms of prevention too, and we will have to employ them all – these include preventing violence from recurring (secondary prevention) and reducing the impact of violence and abuse after it occurs (tertiary prevention). Early intervention and the provision of effective mainstream and specialist services will remain fundamentally important in our future work. The provision of high quality services for those at risk will continue to be important – we must ensure that women and girls are kept safe and that victims and survivors have the support they need to recover. However, we are clear that, by working towards ultimately eradicating the problem altogether we can deliver better outcomes. This is better for the individuals and communities we help keep safe from harm, and for society as women and men enjoy greater equality.

Prioritising primary prevention challenges the notion that violence is inevitable or acceptable. It demands a fundamental change in the societal attitudes, values and structures that give rise to and sustain the problem. It is the most ambitious approach we can take, demanding a determined effort over the long term. It may take some years for this approach to deliver noticeable benefits at a time when public resources are reducing and demand for measurable results is heightened – but prioritising primary prevention is the right approach if we are to achieve our aim of a strong and flourishing Scotland where all individuals, regardless of gender, live Equally Safe.

### Vision

|                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A strong and flourishing Scotland where all individuals are equally safe and respected, and where women and girls live free from all forms of violence and abuse – and the attitudes that help perpetuate it |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Aim of Equally Safe

|                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| To work collaboratively with key partners in the public, private and third sectors to prevent and eradicate all forms of violence against women and girls |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|

### Priorities

|                                                                                                                  |                                                                                               |                                                                                                                                        |                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls | Women and girls thrive as equal citizens – socially, culturally, economically and politically | Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women, children and young people | Men desist from all forms of violence against women and girls, and perpetrators of such violence receive a robust and effective response |
|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|

### Objectives

|                                                                                                                                                   |                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Positive gender roles are promoted                                                                                                                | Women and girls are safe, respected and equal in our communities                                                  |
| People enjoy healthy, positive relationships and children develop an understanding of safe, healthy, and positive relationships from an early age | Individuals and communities recognise and challenge violent and abusive behaviour                                 |
| Women and men have equal access to power and resources                                                                                            | Justice responses are robust, swift, consistent and coordinated                                                   |
| Women, children and young people access relevant, effective and integrated services                                                               | Men who carry out violence against women and girls are identified early and held to account by the justice system |
| Service providers competently identify violence against women and girls, and respond effectively to women, children and young people affected     | Men who carry out violence against women and girls change their behaviour, and are supported to do so             |
| Women, children and young people's voices are heard and their rights respected                                                                    |                                                                                                                   |

### National Outcomes

|                                                                                   |                                                                                                         |                                                                                                                                       |                                                                   |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| We live our lives free from crime, disorder and danger                            | We have tackled the significant inequalities in Scottish society                                        | We have strong resilient and supportive communities where people take responsibility for their own actions and how they affect others | Our children have the best start in life and are ready to succeed |
| We have improved the life chances for children, young people and families at risk | Our public services are high quality, continually improving, efficient and responsive to people's needs | We realise our full economic potential with more and better employment opportunities for our people                                   | We live longer healthier lives                                    |



**PERTH AND KINROSS COUNCIL****COMMUNITY SAFETY COMMITTEE****8 JUNE 2016****Report by Area Manager Colin Grieve, Local Senior Officer,  
Scottish Fire and Rescue Service**

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**SUBJECT: SCOTTISH FIRE AND RESCUE SERVICE HOUSES IN MULTIPLE  
OCCUPATION (HMO) AUDITING POLICY****Abstract**

The Report contains information relating a new Scottish Fire and Rescue Service - Houses in Multiple Occupation (HMO) auditing policy that has recently been implemented by the service.

**1 PURPOSE OF THE REPORT**

To provide information for the Committee regarding a new policy recently implemented by the Scottish Fire and Rescue Service on the auditing of Houses in Multiple Occupation (HMO).

**2 RECOMMENDATIONS**

It is recommended that members:

Note and question the content of this report.

**3 FINANCIAL IMPLICATIONS**

None.

**4 BACKGROUND**

- 4.1 Houses in Multiple Occupation (HMO) are licenced by local authorities under Part 5 of the Housing (Scotland) Act 2006. The responsibility for fire safety within HMO's lies with the duty holder and is enforced by the Scottish Fire and Rescue Service (SFRS) in accordance with the Fire (Scotland) Act 2005.
- 4.2 During the first three years of the SFRS, the services Fire Safety Enforcement Framework included a programme for auditing HMO's in partnership with local



authority inspectors. In order to provide a consistent approach nationally a new policy was introduced on 1<sup>st</sup> April 2016 across Scotland.

- 4.3 Comprehensive consultation nationally about the content of the HMO policy between Scotland's Housing Network and the SFRS has been undertaken and assistance will be given to each local authority to ensure a successful transition to the auditing programme from 1<sup>st</sup> April 2016.

## **5 LOCAL ARRANGEMENTS**

- 5.1 The SFRS has recognised that there may be different arrangements and reporting systems in the various local authority areas. The Fire Safety Enforcement team in Perth & Kinross has consulted with the local authority and will continue to work in partnership with the licensing authority to maintain the high standards of fire safety that are currently experienced in HMO's.

## **6 ROLE OF THE SCOTTISH FIRE AND RESCUE SERVICE**

- 6.1 The role of the SFRS will be to adopt a risk based approach for its audit programme for HMO's based on:

- New HMO applications
- A sample of existing licensed HMO's of which any high risk premises will be audited annually
- Complaints that require further intervention
- At licence renewal where the local authority raises fire safety concerns
- At the request of a licencing officer following an application to change ownership, vary or transfer a licence
- At any other time where fire safety concerns are raised e.g. operational intelligence
- The occurrence of a fire in a HMO

- 6.2 When the audit of a HMO has been completed a standard letter will be sent to the licencing officer indicating the audit outcome and will be one of the following templates:

- Broadly compliant and no further actions are required. The fire authority supports the granting/renewal of a HMO licence
- Areas for improvement or minor deficiencies have been indicated to the applicant or licence holder and no further action is required. The fire authority supports the granting/renewal of a HMO licence
- Fire safety deficiencies that require to be addressed prior to the fire authority supporting the granting/renewal of a HMO licence
- An enforcement notice has been issued and deficiencies need to be addressed prior to the fire authority supporting the granting/renewal of a HMO licence
- A prohibition notice has been issued and deficiencies need to be addressed prior to the fire authority supporting the granting/renewal of a HMO licence



- 6.3 A Fire Safety Enforcement Officer may attend a licencing board, if requested to do so, in order to provide fire safety expertise to assist the board in instances where the SFRS do not support the granting of a licence.

## **7 ROLE OF THE LOCAL AUTHORITY**

- 7.1 Through the consultation process with the local authorities it has been agreed with the licencing officers that they are in a position to inform the SFRS locally of any fire safety issues that they discover during the course of their HMO renewal inspections. Once the local fire safety enforcement officers have been informed they will investigate the issue and if it is necessary they will conduct a fire safety audit, inform the licencing officers of the outcome and ensure the fire safety deficiencies are remedied.
- 7.2 The SFRS locally will support the licencing officers to enable them to identify obvious fire safety issues by discussing with them those issues they could be expected to observe during a HMO inspection and be available to assist them as needs arise.

## **8 CONCLUSION**

- 8.1 The SFRS continues to support the HMO licencing authority in its commitment to ensuring the highest standards of accommodation for HMO's. The local fire safety enforcement team will continue to undertake a programme of fire safety audits for HMO's and work with the licencing authority to act proportionately for any fire safety issues.

## **9 EQUALITY IMPACT ASSESSMENT**

- 9.1 Not applicable.

## **10 ENVIRONMENTAL ISSUES**

- 10.1 There are no environmental issues arising as a consequence of this report.

## **11 SUMMARY**

- 11.1 This report provides information for the Committee regarding a new policy recently implemented by the Scottish Fire and Rescue Service on the auditing of Houses in Multiple Occupation (HMO).

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**SCOTTISH****FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PERTH AND KINROSS COUNCIL****COMMUNITY SAFETY COMMITTEE****8 JUNE 2016****Report by Area Manager Colin Grieve, Local Senior Officer,  
Scottish Fire and Rescue Service**

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**SUBJECT: FIRE AND RESCUE FOURTH QUARTER AND YEAR END PERFORMANCE REPORT****Abstract**

The Report contains performance information relating to the fourth quarter (January-March) of 2015 - 16 on the performance of the Scottish Fire and Rescue Service in support of Member scrutiny of local service delivery as well as the accumulative performance for the full year of the Service.

**1 PURPOSE OF THE REPORT**

To provide information for the Committee regarding the performance of the Scottish Fire and Rescue Service, against the priorities, performance indicators and targets detailed within the Local Fire and Rescue Plan for Perth & Kinross 2014-17, to facilitate local scrutiny.

**2 RECOMMENDATIONS**

It is recommended that members:

Note, scrutinise and question the content of this report.

**3 FINANCIAL IMPLICATIONS**

None.

**4 PERFORMANCE**

4.1 A performance management framework has been developed to facilitate the monitoring of performance against the agreed priorities and outcomes ensuring effective targeting of resources and the principles of Best Value are met.

4.2 The Local Fire and Rescue Plan for Perth & Kinross 2014 – 2017 was approved by the Community Safety Committee on the 21st of May 2014.







4.3 The priorities and outcomes contained within the Local Fire and Rescue Plan reflect 'place' and the contribution of Scottish Fire and Rescue Service to the Perth & Kinross Single Outcome Agreement / Community Plan 2013 – 2023 and Community Planning Partnership.

4.4 In summary the following priorities and targets are detailed within the plan:




- Priority 1 – Local Risk Management and Preparedness
- Priority 2 – Reduction of Accidental Dwelling Fires
- Priority 3 – Reduction in Fire Casualties and Fatalities
- Priority 4 – Reduction of Deliberate Fire Setting
- Priority 5 – Reduction of Fires in Non Domestic Properties
- Priority 6 – Reduction in Casualties from Non Fire Emergencies
- Priority 7 – Reduction of Unwanted Fire Alarm Signals

4.5 Appendix 1 attached to this report provides a detailed breakdown and analysis of all data collected during the fourth quarter reporting period. A performance summary and scorecard is detailed on page 1 of the report. In addition, further sections are included to provide Members with an overview of a range of notable incidents and events undertaken by the local personnel/stations in support of prevention activities and preparation for emergency response.

4.6 The table below provides an overview of the annual performance against performance indicators for the Perth & Kinross area.

| Key Performance Indicator      | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 5 Year Average | Year to Date RAG Rating                                                               |
|--------------------------------|---------|---------|---------|---------|---------|----------------|---------------------------------------------------------------------------------------|
| Accidental dwelling fires      | 112     | 114     | 97      | 125     | 121     | 114            |  |
| Fire casualties and fatalities | 20      | 28      | 44      | 28      | 32      | 30             |  |
| Deliberate Fire Setting        | 184     | 114     | 112     | 90      | 120     | 124            |  |
| Non domestic property fires    | 72      | 68      | 58      | 69      | 72      | 68             |  |
| Special Service - All          | 339     | 321     | 279     | 259     | 382     | 316            |  |
| False Alarms - All             | 1,196   | 1,141   | 1,163   | 1,222   | 1,151   | 1,175          |  |

**Key**

|       |                                                                       |                                                                                     |
|-------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Red   | 10% more than performance in previous 5 years (worse than)            |  |
| Amber | Up to 9% more than performance in previous 5 years (worse than)       |  |
| Green | Equal to or better than performance in previous 5 years (better than) |  |

**Note**

- *Year to Date RAG Rating = The cumulative total of annual performance in current year compared to comparable period of all performance in previous 5 years.*

- 4.7 The number of Accidental Dwelling Fires (ADF) during 2015-16 was slightly less than the previous year (121 from 125) though this remained above the 5 year average of 114. This followed on from successive reductions in the previous 3 years including the lowest levels on record during 2013-14. Cooking continues to be the main cause of ADF and householders that experience a fire in their homes each receive a post incident visit by local Firefighters to review the cause and establish what prevention measures can be instigated including support from partner agencies where applicable. This will continue to be a key area of our focus in delivering our Community Safety Engagement activities during 2016-17.
- 4.8 Fire casualties have increased slightly during 2015-16 in comparison to last years though these still remain below the 5 year average. It is felt that our increasingly targeted approach to our community safety engagement activities including through sharing information, identifying people at increased risk of unintentional injury in their homes whilst working with key partners to deliver joint home safety visits has effectively contributed to this. Also it is now in excess of 4 years since we last experienced a fatal injury from fire within Perth & Kinross (7<sup>th</sup> April 2012), whereas within the last 15 years there were occasions where we would routinely experience two, three or more people being fatally injured by fire in a year. This is a clear indication of the improvements in safety within our homes from the risk of fire.
- 4.9 It is pleasing to note the reductions in key performance areas, particularly deliberate fire setting which remained relatively low after last year's lowest figures on record as this includes secondary fires (e.g. rubbish, vehicles and grassland). These fires are often associated with anti-social behaviour within our communities, therefore we continue to see positive engagement between SFRS and key partners such as PKC Safer Communities Wardens and Community Police Officers making our local areas safer and better places to live.
- 4.10 There was a slight increase in fires within non-domestic properties though this remained close to the 5 year average. These fires can often have a serious impact on our local business sector and wider economy, as a fire within companies' premises often results in significant monetary loss and in the worst cases, loss of employment for staff. Our Fire Safety Enforcement Officers (FSEO) will continue to provide support to local businesses to enable suitable legislative fire safety

guidance and enforcement to be undertaken. This includes post-fire audits following each incident.

- 4.11 There was a significant increase in non-fire emergencies during this reporting year with 382 incidents against 259 for last year, which was also much higher than the five year average of 316. These incidents were strongly influenced by severe weather conditions, with 104 being attributable to flooding. There was no other obvious pattern or trend to these and overall there continues to be gradual longer term reduction in these incidents.
- 4.12 The reduction of Unwanted Fire Alarm Signals (UFAS) remains a challenge for the Scottish Fire and Rescue Service locally and nationally. Our staff have increased the information collated from incidents following the introduction of our national UFAS reduction policy in December 2014 which is being utilised to monitor activity and enable our FSEO's to improve our support and engagement with responsible persons at premises affected by UFAS. There was a reduction in UFAS incidents during 2015-16 in comparison to both last year's and the 5 year average.

## **5 EQUALITY IMPACT ASSESSMENT**

- 5.1 Not applicable.

## **6 ENVIRONMENTAL ISSUES**

- 6.1 There are no environmental issues arising as a consequence of this report.

## **7 SUMMARY**

- 7.1 The attached report updates members regarding significant community safety engagement activities and operational matters; and gives context to the performance of the Scottish Fire and Rescue Service in the Perth & Kinross area.

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# QUARTERLY PERFORMANCE REPORT FOR PERTH & KINROSS



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland

**Quarter 4: 2015-2016 (1st January – 31st March)**

**Working together  
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## Performance Summary

This report contains a review of the local performance of the Scottish Fire and Rescue Service (SFRS) against the seven agreed priorities as detailed in the Local Fire and Rescue Plan for Dundee 2014-17. The SFRS continue to deliver a range of services to improve the safety of our local communities. These will directly contribute to the four strategic aims of the SFRS:

- Improved safety of our communities and staff
- Improved outcomes through partnership
- More equitable access to fire and rescue services
- Develop a culture of continuous improvement

### Performance Scorecard

We measure how well we are meeting our priorities using a number of key performance indicators. The main indicators are detailed below with further ones detailed under each priority contained within pages 2-14 of this report:

| Key Performance Indicator      | Q4 Jan-Mar 2011/12 | Q4 Jan-Mar 2012/13 | Q4 Jan-Mar 2013/14 | Q4 Jan-Mar 2014/15 | Q4 Jan-Mar 2015/16 | 5 Year Average | Quarterly Comparison RAG Rating | Year to Date RAG Rating |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|---------------------------------|-------------------------|
| Accidental dwelling fires      | 36                 | 28                 | 27                 | 36                 | 34                 | 32             |                                 |                         |
| Fire casualties and fatalities | 7                  | 11                 | 14                 | 13                 | 8                  | 11             |                                 |                         |
| Deliberate Fire Setting        | 43                 | 18                 | 14                 | 24                 | 30                 | 26             |                                 |                         |
| Non domestic property fires    | 18                 | 10                 | 14                 | 21                 | 20                 | 17             |                                 |                         |
| Special Service - All          | 63                 | 59                 | 80                 | 70                 | 109                | 76             |                                 |                         |
| False Alarms - All             | 262                | 243                | 241                | 283                | 268                | 259            |                                 |                         |

### Key

|       |                                                                       |  |
|-------|-----------------------------------------------------------------------|--|
| Red   | 10% more than performance in previous 5 years (worse than)            |  |
| Amber | Up to 9% more than performance in previous 5 years (worse than)       |  |
| Green | Equal to or better than performance in previous 5 years (better than) |  |

### Note

- Quarterly comparison Red, Amber or Green (RAG) Rating = The reporting period compared to the average of the five previous quarterly reporting periods.
- Year to Date RAG Rating = The cumulative total of all quarterly performance in current year compared to cumulative total of all quarterly performance in previous year.



## PRIORITY 1: Local Risk Management and Preparedness

We are committed to ensuring that we have a competent workforce equipped with the essential knowledge and skills to ensure that they can undertake their role in an efficient, effective and safe manner. We have therefore identified core skills which have been deemed as critical to maintaining competence and ensuring the safety of Firefighters at incidents. The identified risk critical core skills and frequency of refresher training and assessment are provided below:

- Breathing Apparatus – 2 yearly
- Road Traffic Collisions – 3 yearly
- Compartment Fire Behaviour – 2 yearly
- First Aid – 3 yearly

We currently have 74 Wholetime, 131 Retained and 22 Volunteer operational (station based) personnel working in Perth & Kinross to provide an emergency response capability. At the end of this reporting period the following percentage of personnel demonstrated competence in each of the risk critical core skills:

|                           |     |                              |     |
|---------------------------|-----|------------------------------|-----|
| Breathing Apparatus -     | 87% | Compartment Fire Behaviour - | 82% |
| Road Traffic Collisions - | 87% | First Aid -                  | 79% |

During this quarter incident debriefs have been conducted in relation to the flooding that occurred throughout the Perth & Kinross area. The close links with emergency planning and Police have ensured that all relevant information has been captured and can be used for future events. The most notable benefit has been the increased engagement from local communities in relation to future community resilience and how they can help themselves whilst having the background help of a multi-agency approach.

Pre-planning has commenced for T in The Park with SFRS personnel attending meetings to ensure that appropriate fire safety and emergency response contingency measures are in place prior to the event.

Pre-planning has also commenced for The Scottish Game Fair at Scone Palace with personnel in attendance at the table top exercise held at Balhousie Castle in March.

Perth & Kinross crews hold regular training exercises to ensure that they maintain their core skills, the most recent exercise was a large scale breathing apparatus exercise in Blairgowrie. Local crews and FSEO's continue to gather risk information relating to the premises and risks within each station area, this information is used to assist Incident Commanders and Firefighters at emergency incidents to maintain the safety of both our Communities and Firefighters.

## PRIORITY 2: Reduction of Accidental Dwelling Fires

A total of 34 accidental dwelling fires were attended by operational crews during the fourth quarter of 2015-16. Whilst this shows a reduction in comparison to last years figures of 36 it is slightly above the 5 year average of 32 ADF.

15 of these incidents were directly attributable to cooking-related activities with 26 of all accidental dwelling fires starting in the kitchen.

Within Perth & Kinross we will continue to work with our partners in particular with PKC Safer Communities Team who provide valuable information in identifying and assisting those most vulnerable within our communities which ensures that we target our initiatives more appropriately. The importance of these inter-agency relationships was highlighted at an engagement session in January which demonstrated the value of appropriate information being effectively passed between services. This combined with our close working relationships assist in improving outcomes for people within our communities identified as being at risk. Three 3 case studies of cross-agency partnership working were presented by our LALO – Local Authority Liaison Officer Sarah Robertson, which emphasised the benefits of this approach.

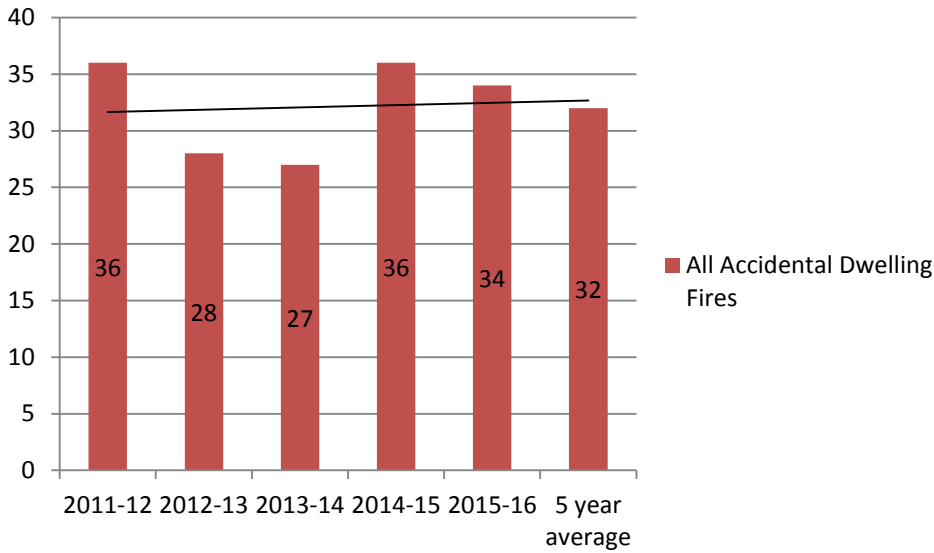
During the quarter there were 461 Home Safety Visits conducted in the Perth & Kinross area. SFRS will continue to provide Home Safety Visits to anyone within our communities who requests this but will target, with the assistance of other agencies, those that are most at risk within society.

### Notable Incidents

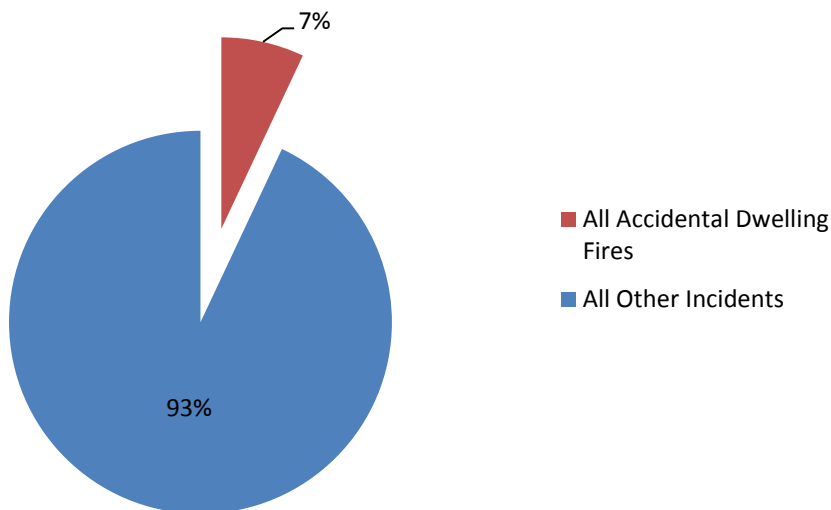
None during this reporting period.

| Key Performance Indicator | Key Performance Indicator     | Q4 Jan-Mar 2011/12 | Q4 Jan-Mar 2012/13 | Q4 Jan-Mar 2013/14 | Q4 Jan-Mar 2014/15 | Q4 Jan-Mar 2015/16 | 5 year average | Trend |
|---------------------------|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|-------|
| 2b(i)                     | All accidental dwelling fires | 36                 | 28                 | 27                 | 36                 | 34                 | 32             | ↑     |

4th Quarter - 1 January to 31 March 2016



Incident Profile - Percentage of Accidental Dwelling Fires



### **PRIORITY 3: Reduction in Fire Casualties and Fatalities**

Perth & Kinross continued to have no fatalities due to fire during this reporting period, this is in part due to all the good work that is conducted by all partner agencies involved in making our communities safer.

There were 8 casualties during the quarter in comparison to the 5 year average of 13 which is a 38% reduction.

4 of these casualties were given a precautionary check-up by Paramedics at the request of Firefighters and only 1 person was taken to hospital with serious, but no life-threatening, injuries. This was as a consequence of a fire incident in HMP Perth.

Firefighters including our LALO and other SFRS Prevention & Protection staff work closely with local partners in Perth & Kinross to advertise the dangers of fires within domestic premises. Home Safety Visits have assisted in reducing the number of casualties. The continuing good work of the PKC Safer Communities Team particularly where our Wardens return to an address and undertake longer-term KIT - Keep in Touch visits with those people identified as being at risk, assists us greatly in maintaining their safety.

#### **Notable Incident**

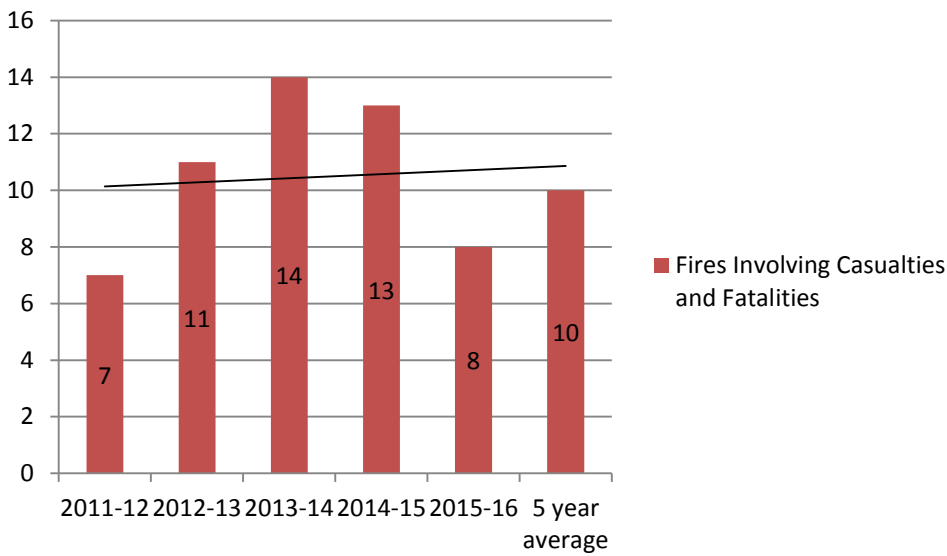
**Prison Cell Fire, HMP Perth - Monday 1<sup>st</sup> February 2016** - A Prisoner set fire to a mattress inside his cell and refused to leave. SPS personnel used their own equipment to effect a rescue of the prisoner before SFRS extinguished the fire.

Prisoner was then taken to hospital for treatment due to smoke inhalation.

| Key Performance Indicator | Key Performance Indicator                              | Q4 Jan-Mar 2011/12 | Q4 Jan-Mar 2012/13 | Q4 Jan-Mar 2013/14 | Q4 Jan-Mar 2014/15 | Q4 Jan-Mar 2015/16 | 5 year average | Trend |
|---------------------------|--------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|-------|
| 3a(i)                     | All fatal fire casualties                              | 1                  | 0                  | 0                  | 0                  | 0                  | 0              | →     |
| 3a(ii)                    | Non-fatal fire casualties excl. precautionary checkups | 6                  | 11                 | 11                 | 11                 | 4                  | 9              | ↓     |
| 3a(iii)                   | Non-fatal fire casualties incl. precautionary checkups | 6                  | 11                 | 14                 | 13                 | 8                  | 10             | ↓     |

(The figure shown in graph below show all fatal fire and non-fatal fire casualties)

#### 4th Quarter - 1 January to 31 March 2016



## PRIORITY 4: Reduction of Deliberate Fire Setting

There has been an increase from 32 deliberate fires for this quarter last year to 36 for the same period this year. This is also higher than the 5 year average for this incident type.

The most significant rise is recorded against secondary fires which can be an indicator of anti-social behaviour.

Where it is highlighted that there are anti-social behaviour issues we will work with our partners to prevent the issues continuing, this can be highlighted by the work in St. Catherine's Square, Perth, where Police Scotland, PKC Safer Community Wardens and Firefighters including our LALO and other SFRS Prevention & Protection staff attended the area and offered advice and reassurance to residents following incidents there.

Analysis of these fires highlights that there were 20 fires which were started deliberately that involved grass or vegetation this includes those where someone has started a fire to burn garden refuse and it has subsequently become too big for them to control. SFRS has advertised the dangers of controlled burning and the implications in rural areas. It should be noted that our Fire Control in Dundee have received over 200 calls from responsible Landowners informing us that controlled burning is being conducted in a given location, thereby reducing the likelihood of false alarm calls by well-intentioned members of the public.

Three of these fires occurred at HMP Perth and were started deliberately by inmates. SFRS continues to work closely with our colleagues in the Scottish Prison Service to reduce the number of fires being started deliberately within the Prison.

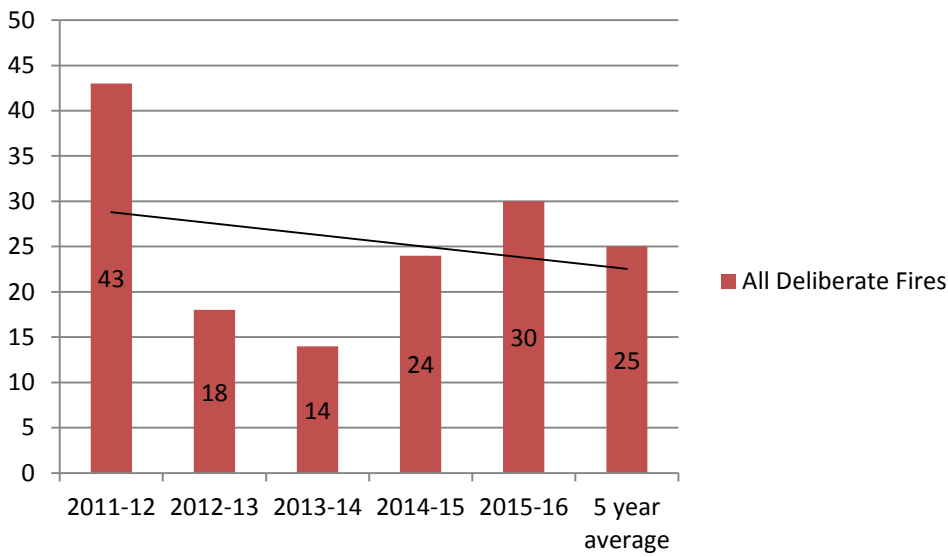
### Notable Incident / Event



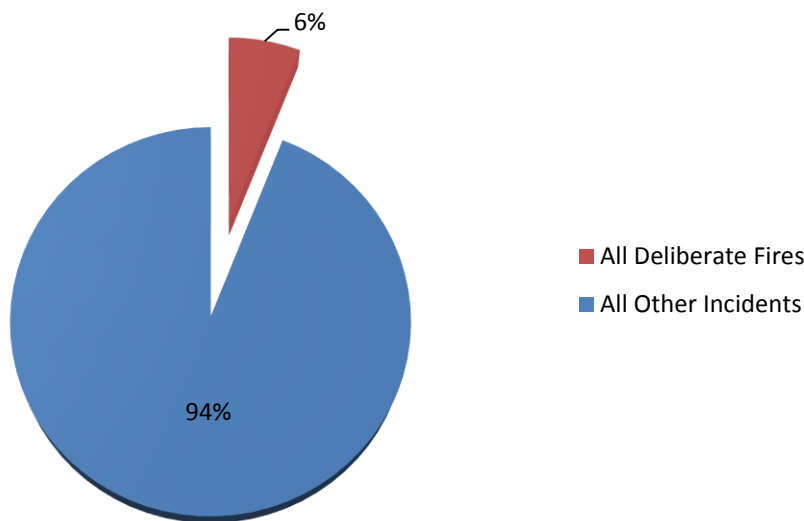
**Removal of Water Safety Throwline, North Muirton, Perth - Sunday 20<sup>th</sup> March 2016** – PKC Safer Community Wardens identified that water safety throwlines were being damaged in the N.Muirton area of Perth and this has led, in partnership with Safe-Tay water safety organisation and Perth & Kinross Council to damaged throwlines being identified and replaced in line with our Water Safety Policy. SFRS personnel, when visiting schools, have and will continue to reiterate the importance of the throwlines in conducting rescues from water as well as the dangers associated with setting deliberate fires.

| Key Performance Indicator | Key Performance Indicator           | Q4 Jan-Mar 2011/12 | Q4 Jan-Mar 2012/13 | Q4 Jan-Mar 2013/14 | Q4 Jan-Mar 2014/15 | Q4 Jan-Mar 2015/16 | 5 year average | Trend |
|---------------------------|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|-------|
| 1b                        | All deliberate primary fires        | 11                 | 2                  | 6                  | 11                 | 7                  | 7              | →     |
| 1b(ii)                    | All deliberate other building fires | 0                  | 0                  | 6                  | 8                  | 6                  | 4              | ↑     |
| 1c                        | All deliberate secondary fires      | 32                 | 16                 | 8                  | 13                 | 23                 | 18             | ↑     |

4th Quarter - 1 January to 31 March 2016



Incident Profile - Percentage of Deliberate Fires



## PRIORITY 5: Reduction of Fires in Non Domestic Properties

There were a total of 20 incidents (14 accidental, 6 deliberate) for this reporting quarter, a slight decrease on the corresponding quarter last year (21) though slightly above the 5 year average (17).

Three of the aforementioned deliberately started fires occurred in HMP Perth. Incidents in this premises tends to be cyclical and is heavily influenced by inmate mood and demographic.

Post-fire legislative fire safety audits are undertaken by our FSEO's after any fire incident within non-domestic premises along with a fire investigation by the SFRS Incident Commander. These fire investigations can be escalated to our specialist Fire Investigation Team and undertaken with other agencies, primarily Police Scotland, where necessary. None of the incidents within the reporting quarter were considered to be as a consequence of any deficiencies in the fire safety measures within any of the premises involved; and there was no identified pattern or trend to these.

### Notable Incident

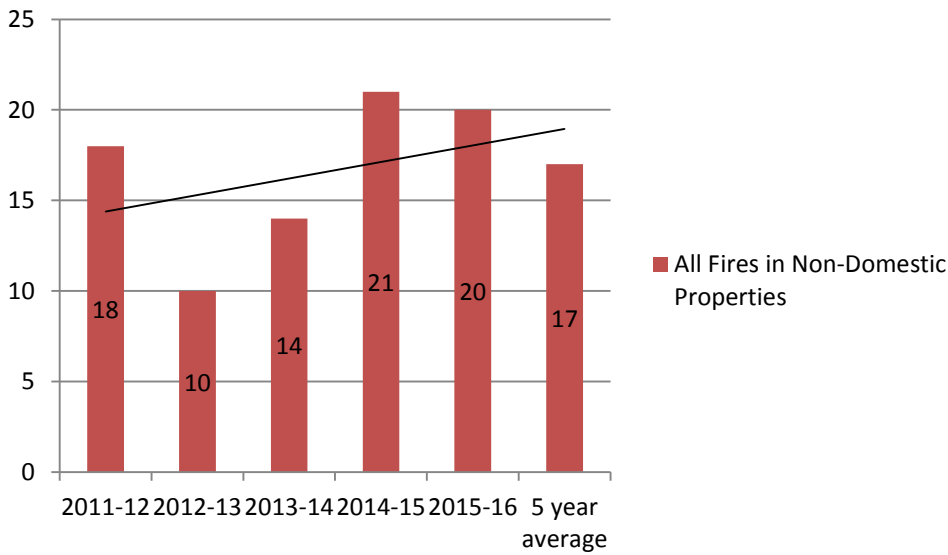
**Fire in Industrial Premises, Gordon's Tyres, Pitlochry – Wednesday 21<sup>st</sup> January 2016** - The prompt action of local fire crews prevented the spread of fire from a garage and game dealers factory to domestic properties at the rear of the premises. The industrial premises were fully involved in fire and crews from Pitlochry, Dunkeld and Perth attended to extinguish the fire. A joint investigation was conducted between SFRS Fire Investigation Team and Police Scotland. The cause of the fire was determined as being accidental.



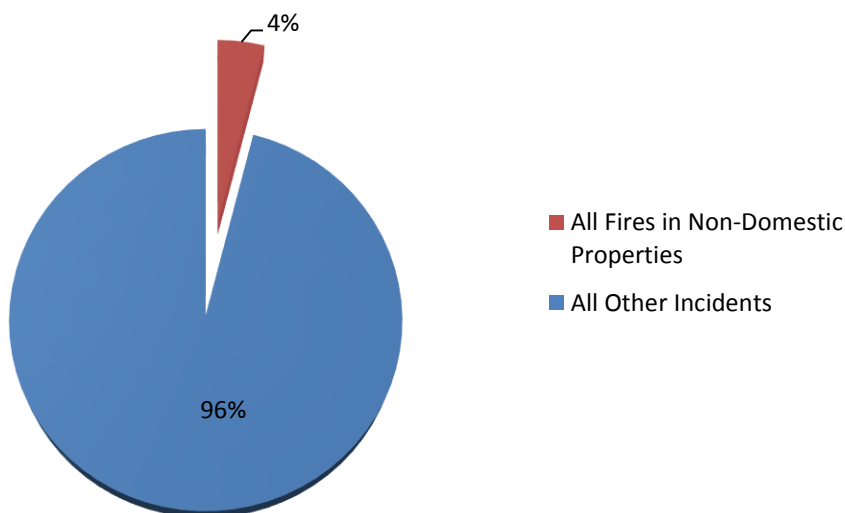


| Key Performance Indicator | Key Performance Indicator           | Q4 Jan-Mar 2011/12 | Q4 Jan-Mar 2012/13 | Q4 Jan-Mar 2013/14 | Q4 Jan-Mar 2014/15 | Q4 Jan-Mar 2015/16 | 5 year average | Trend |
|---------------------------|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|-------|
| 2b(ii)                    | All accidental other building fires | 18                 | 10                 | 8                  | 13                 | 14                 | 13             | ↑     |
| 1b(ii)                    | All deliberate other building fires | 0                  | 0                  | 6                  | 8                  | 6                  | 4              | ↑     |

#### 4th Quarter - 1 January to 31 March 2016



#### Incident Profile - Percentage of Fires in Non-Domestic Properties



## PRIORITY 6: Reduction in Casualties from Non Fire Emergencies

The storm fronts that swept across Scotland in January clearly had a significant impact on our local communities and SFRS crews were needed to attend numerous flooding incidents across the country with much of this activity within the Perth & Kinross area. Locally SFRS attended 36 flooding incidents which included 9 situations where members of the public had to be evacuated/removed from the water. SFRS cannot control the weather but what we are is prepared for the various climatic changes which affect our communities, the ability to request personnel and equipment from across the country ensured that all our local communities were protected. Following on from the flooding incidents there have been community debriefs facilitated by Perth & Kinross Council and supported by emergency services and other support agencies, which has assisted in highlighting to affected communities what they can do in the future. There are an ever increasing number of local groups establishing community emergency plans to improve the safety and resilience within their local areas with the support of PKC, SFRS local managers and other partner agencies. These will not only benefit those communities but also the agencies who respond to these emergency situations.

SFRS is conducting trials throughout Scotland with the Scottish Ambulance Service whereby assistance is provided by local Fire Crews to those suffering an Out of Hospital Cardiac Arrest (OHCA). There have been 10 instances in this reporting period where SFRS personnel have been requested to assist with potential medical emergencies, this has either been by way of forcing entry into premises or to provide medical care to a person whilst awaiting the arrival of the Scottish Ambulance Service.

### Notable Incidents



#### **Rescue of Persons Trapped by Floodwater, Bridgehaugh Cottage, Boglea Farm, Coupar Angus – Monday 4<sup>th</sup> January 2016**

The Maritime and Coastguard Agency and Firefighters undertake the rescue of an elderly couple trapped by floodwater. This included a wheelchair user with a serious medical condition.

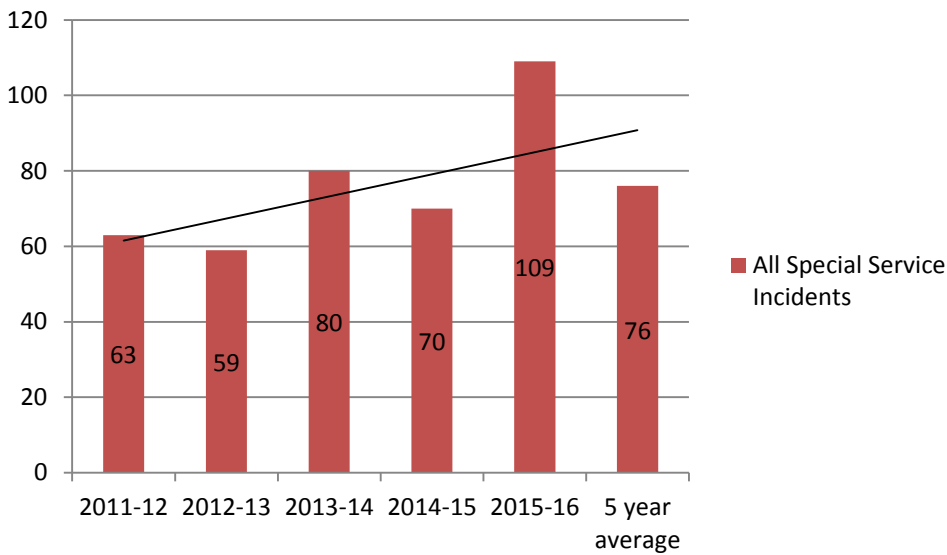


#### **Chemical Incident, Perth Royal Infirmary – Monday 25<sup>th</sup> January 2016**

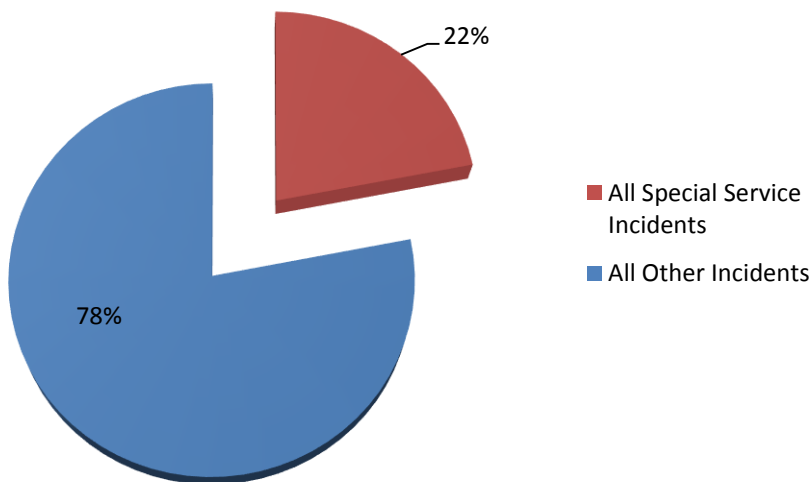
Hospital personnel were removing plant equipment, used for the dosing of water treatment, from the boiler room when they were overcome by fumes. SFRS responded and dealt with the incident. A full investigation was conducted which involved SFRS, SAS and senior hospital managers to determine the cause of the spillage and the lessons to be learnt. There were no lasting injuries and the quick response ensured that the evacuation of patients was limited and controlled.

| Key Performance Indicator | Key Performance Indicator                      | Q4 Jan-Mar 2011/12 | Q4 Jan-Mar 2012/13 | Q4 Jan-Mar 2013/14 | Q4 Jan-Mar 2014/15 | Q4 Jan-Mar 2015/16 | 5 year average | Trend |
|---------------------------|------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|-------|
| 5a                        | Special Service Road Traffic Collisions (RTCs) | 23                 | 22                 | 23                 | 13                 | 19                 | 20             | ↓     |
| 5b                        | Special Service Flooding                       | 1                  | 4                  | 22                 | 10                 | 36                 | 15             | ↑     |
| 5c                        | Special Service Extrication                    | 3                  | 4                  | 3                  | 3                  | 3                  | 3              | →     |
| 5d                        | Special Service Others                         | 36                 | 29                 | 32                 | 44                 | 51                 | 38             | ↑     |

#### 4th Quarter - 1 January to 31 March 2016



#### Incident Profile - Percentage of Special Service Incidents



## **PRIORITY 7: Reduction of Unwanted Fire Alarm Signals**

There were 268 UFAS incidents in this reporting quarter. This was reduction from the corresponding quarter in the previous year (283) though slightly above the 5 year average (259).

Cooking-related activities continue to be the most frequent specific cause of false alarms accounting for 43 of all incidents.

There were 15 alarm activations that were recorded as being malicious in origin. Incidents of this type can be an indicator of anti-social behaviour, however, there was no discernible pattern to these incidents. Firefighters including our LALO and other SFRS Prevention & Protection staff continue to educate our communities about the negative impact that these calls have upon our emergency response capability.

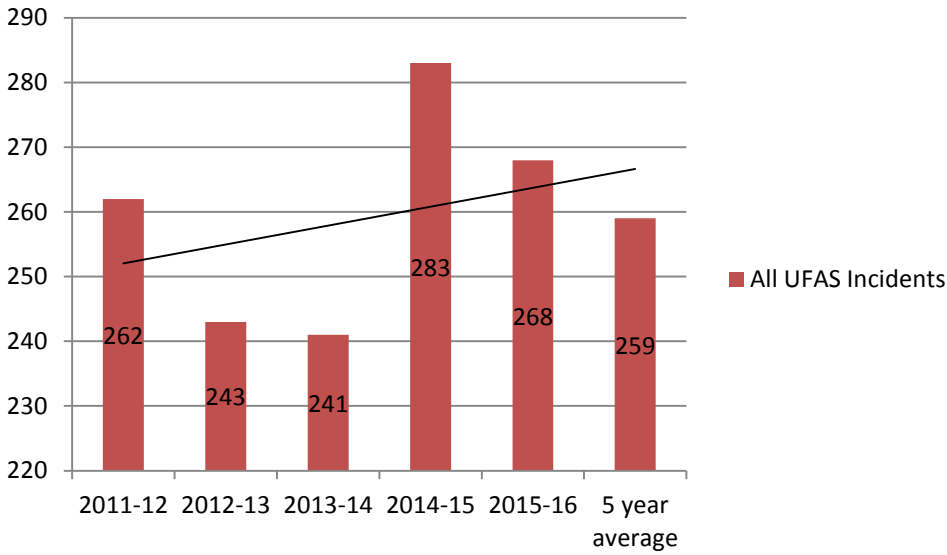
On scene investigations by responding crews into the activations continue to be routinely undertaken in an attempt to understand the reasons for these activations whereby SFRS managers challenge duty holders in an attempt to reduce such incidents. Our experience informs us that there is generally a responsible attitude towards reducing these incidents by duty holders in the Perth & Kinross area.

All UFAS calls are monitored within monthly performance reports where trend analysis and actions are undertaken relevant to the findings by local Station Managers with the support of FSEO's.

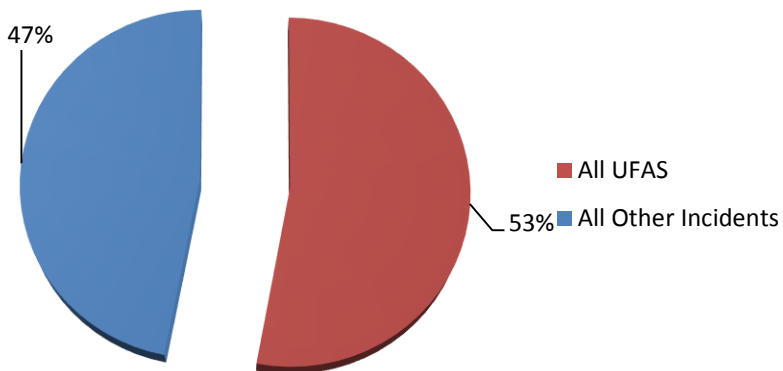
### **Notable Incident**

None during this reporting period.

4th Quarter - 1 January to 31 March 2016



Incident Profile - Percentage of Unwanted Fire Alarm Signals (UFAS)



Glossary of Terms

**Accidental:** Caused by accident or carelessness. Includes fires which accidentally get out of control.

**Casualty:** consists of persons requiring medical treatment including first aid given at the scene of the incident and also those sent to hospital or advised to see a doctor for a check-up or observation (whether or not they actually do). People sent to hospital or advised to see a doctor as a precaution, having no obvious injury, are recorded as 'precautionary check-ups'. Casualty figures do not include fatalities.

**Deliberate:** covers fires where deliberate ignition is suspected

**Unwanted Fire Alarm Signal (UFAS):** is defined as an event in which the Fire and Rescue Service believes they are called to a reportable fire and then find there is no such incident. These can be Malicious, of Good Intent or caused by faults/ unsuitable equipment within the alarm system.




**Fatality:** a casualty whose death is attributed to a fire is counted as a fatality even if the death occurred later. Fatalities associated with Other Incidents can include attendance to assist Police or Ambulance colleagues when a person has been found who has committed suicide, for example. Often there is little we can do as a Service to influence this particular figure.

**Primary Fires:** includes all fires in buildings, vehicles and most outdoor structures or any fire involving casualties, rescues or fire attended by five or more pumping appliances.

**Secondary Fires:** These cover the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or if five or more appliances attend. They include fires in derelict buildings but not chimney fires.

**Tayside Local Resilience Partnership:** Local resilience partnerships (LRP's) are multi-agency partnerships made up of representatives from local public services, the emergency services, local authorities, the NHS, the Scottish Environmental Protection Agency and others. These agencies are known as Category 1 Responders, as defined by the Civil Contingencies Act. They are supported by organisations, known as Category 2 responders, such as public utility companies etc. and have a responsibility to co-operate with other Category 1 organisations and to share relevant information with the LRP. LRPs also work with other partners in the military and voluntary sectors who provide a valuable contribution to LRP work in emergency preparedness. The LRPs aim to plan and prepare for localised incidents and catastrophic emergencies. They work to identify potential risks and produce emergency plans to either prevent or mitigate the impact of any incident on their local communities.

**KEY:**

|                                                                                     |                                         |
|-------------------------------------------------------------------------------------|-----------------------------------------|
|  | <b>Reduction against 5 year average</b> |
|  | <b>Maintained</b>                       |
|  | <b>Increase against 5 year average</b>  |

**PLEASE NOTE: The statistics featured throughout this report are provisional until the year end.**

**PERTH AND KINROSS COUNCIL**

**Community Safety Committee – 8<sup>th</sup> June 2016**

**PERTH AND KINROSS LOCAL POLICING AREA  
PERFORMANCE RESULTS  
1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016**

**Report by Chief Superintendent Paul Anderson  
Police Scotland 'D' Division (Tayside)**

**1. RECOMMENDATION**

- 1.1 It is recommended that members note and scrutinise this operational report.

**2. BACKGROUND**

- 2.1 The purpose of this report (Appendix A) is to provide information to the Committee regarding the performance of Police Scotland against performance indicators that will facilitate local scrutiny.
- 2.2 Appendix A will provide context to the information provided in relation to performance and give information on some of the work which has taken place within Perth and Kinross Local Policing Area.
- 2.3 The data provided in this report is for information purposes to allow Board Members to conduct their scrutiny responsibilities.

**3. PERFORMANCE**

- 3.3 Performance Indicators detailed in Appendix A are subdivided into the following priorities within this report which are the Local Policing Priorities as identified in the 3 year Local Policing Plan.
- Serious and Organised Crime
  - Public Protection and Safety
  - Road Safety
  - Major Events and Planning
  - Theft, Housebreaking and Scams
- 3.4 Appendix A will also provide updates on:
- Antisocial Behaviour
  - Community Engagement

#### **4. FINANCIAL IMPLICATIONS**

4.1. There are no financial implications as a result of this report.

#### **5. STAFFING IMPLICATIONS**

5.1 There are no staffing issues as a result of this report.

#### **6. ENVIRONMENTAL ISSUES**

6.1 This report does not have any impact on the environment.

#### **7. SUMMARY**

7.1 The attached report updates members regarding significant operational matters and gives context to the performance of the local policing area.

#### **8. COMPLIANCE**

Is the proposal;

- |                                      |     |
|--------------------------------------|-----|
| (a) Human Rights Act 1998 compliant? | YES |
| (b) Equality & Diversity compliant?  | YES |





# PERTH & KINROSS COUNCIL

## Community Safety Committee

Report by Chief Superintendent Paul Anderson  
(Quarter ending 31<sup>st</sup> March 2016)



## Contents

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| <b>Local Policing Priority Updates:</b> |                |
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| Public Protection and Safety            | pages 5-8      |
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| Antisocial Behaviour                    | pages 11-13    |
| Major Events and Planning               | pages 13-14    |
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| Community Engagement                    | pages 16-17    |
| <b>Multi Member Ward Breakdown</b>      | <b>page 18</b> |

## **BACKGROUND TO THIS REPORT**

As from April 2013, the Police and Fire Reform (Scotland) Act 2012 has required Police Scotland to produce and publish a Local Policing Plan (LPP) for each local authority area. The LPP clearly sets out the policing priorities for Perth and Kinross.

Performance in relation to the identified policing priorities is monitored and reviewed internally on a weekly basis. Quarterly reports are produced to allow scrutiny by Perth and Kinross Council Community Safety Committee. This report covers the period from 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016.

Data provided in this report is for information purposes to allow Board Members to conduct their scrutiny responsibilities.

This report will make reference to crime groupings. Groups 1-4 refer to an amalgamation of four crime groups. They are Group 1, consisting of violent crime; Group 2 covering sexual offences; Group 3 covers a wide range of crimes of dishonesty; and Group 4 includes vandalism, fire-raising and malicious mischief.

## Serious and Organised Crime

Tackling Serious and Organised Crime Groups (SOCGs) in Perth and Kinross remains a key priority.

Within this quarter we have continued to focus our activity on drug possession, supply, production and cultivation.

Officers from Perth Community Investigation team executed search warrants across Perth and Kinross which led to a total of 16 reports to the Procurator Fiscal in relation to drugs offences.

On 25<sup>th</sup> January 2016, following a report received from Perth High School, an investigation was undertaken that led to one male pupil being charged with a supply offence.

On 24<sup>th</sup> March 2016 officers, from the Community Investigation Unit, were successful in an application for a drugs warrant that led to the recovery of controlled drugs from an address in Perth. The occupant has been reported to the Procurator Fiscal in relation to this incident.

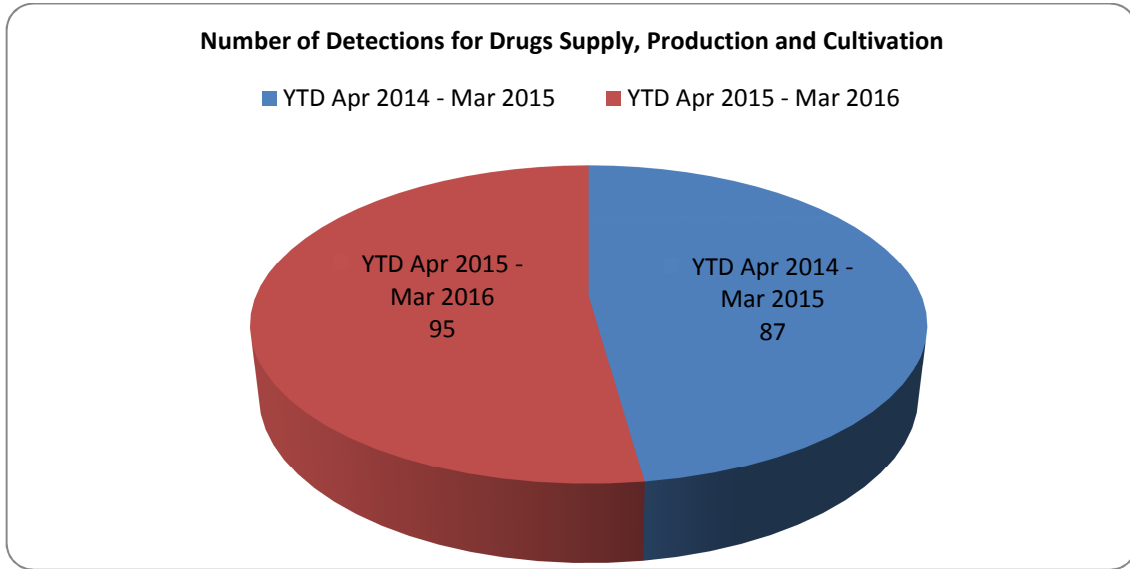
Also within the last quarter Police Scotland have developed the relationship with HMP Perth and have recently appointed a new Prison Liaison Officer who splits his time between HMP Perth and working with the Community Investigation Unit (CIU).

Community Safety Inspector, Kevin Chase has recently replaced Nicola Russell and is looking to forge further working relationships with HMP Perth including attendance at the monthly tactical meetings highlighted in the previous report. With the deployment of a new Prison Liaison Officer, we have made contact with neighbouring divisions to ensure that, when required, resources can be shared for any potential operations taking place in Perth.

There have already been several successful disruption's to persons trying to conceal items and drugs into the prison, along with persons being apprehended on warrant and attending the prison whilst committing road traffic offences. This sends out a joint message that Police Scotland and HMP Perth are working together, disrupting, deterring and detecting criminal offences.

**Serious and Organised Crime**

|    |                                                                 | 5 year average | Apr 2014- Mar 2015 | Apr 2015- Dec 2016 | % Change from last year |
|----|-----------------------------------------------------------------|----------------|--------------------|--------------------|-------------------------|
| 22 | Number of detections for drugs supply, production, cultivation. | 96.8           | 87                 | 95                 | 9.2%                    |



**Public Protection and Safety**

Keeping People Safe is a key priority for the Police Service of Scotland.

Reducing violence is a key priority for Police Scotland and as a result we continue to deploy our officers into key locations to prevent, deter and detect violent crimes.

Centre Safe deployments within Perth city’s centre have continued to focus on the night time economy. We work closely with our partners who include street pastors and community wardens to provide support and assist vulnerable people within our community. In addition to this Police have engaged with the Taxi Marshalls who have been operational within Perth city since the middle of December 2015.

Specific operations have taken place over the course of the reporting period most notably within the city centre. On Saturday 13th February 2016 Operation Frankie took place in Perth where officers conducted licensing visits, supported by specialist services. As a result of keeping our city centre safe, one 17 year old male was found in possession of a class A controlled drug within a licensed premise and was reported to the Procurator Fiscal.

On Friday 19th February 2016 National Licensing and Violence reduction officers conducted an operation in Perth where premises were visited and offered support and advice. Door stewards were spoken to at length and impressed officers with their attitude and demeanour and their contribution towards keeping Perth licensed premises safe for the public.

A further Operation Frankie took place on March 25th 2016 with Divisional Violence Reduction officers inspecting licensed premises in Perth. This was an intelligence led operation targeting known individuals and resulted in two arrests for Possession with Intent To Supply class A drugs. The offenders are waiting trial.

Outwith the city centre, in early February 2016, Sergeants Ferguson and Harrison conducted a safety advice talk for lone female workers employed by a locally based company. Employees received hand-outs detailing current personal safety/travel advice and apps and took the chance to purchase personal safety alarms at cost price. This input was warmly received by the company.

As a result of a Government led strategy to ensure the safety of missing persons and their vulnerabilities are recorded, meetings have been held with local partners to identify individual bespoke plans for persistent missing persons. This is to ensure that follow up interviews are completed with missing persons to ensure that any welfare needs that are raised are signposted to other partners who are the lead stakeholder to meet their needs.

Community Tasking remains paramount within our problem solving approach to tackle issues within the community. This includes the sharing of information within the Community Safety HUB.

As mentioned in the last quarter, this is the first year that the deployment of the Challenger Bus continues to run within Perth city centre. This is supplied and run by the National Christian Outreach Centre within South Street, Perth. The deployment commenced the second weekend of December 2015 and there is a team of 36 volunteers so far. This provision assists with the night time economy global policing and ensures that those individuals who were potentially vulnerable now have access to a provision where they are kept within a safe environment.

| <b>Public Protection and Safety</b> |                                          |                |                    |                    |                         |
|-------------------------------------|------------------------------------------|----------------|--------------------|--------------------|-------------------------|
|                                     |                                          | 5 year average | Apr 2014– Mar 2015 | Apr 2015– Mar 2016 | % change from last year |
| 1                                   | Total Number Group 1: Crimes of Violence | 131.2          | 86                 | 121                | 40.7%                   |
| 2                                   | Murder                                   | 1.6            | 1                  | 1                  | 0%                      |
| 3                                   | Attempted Murder                         | 15.0           | 5                  | 3                  | -40.0%                  |

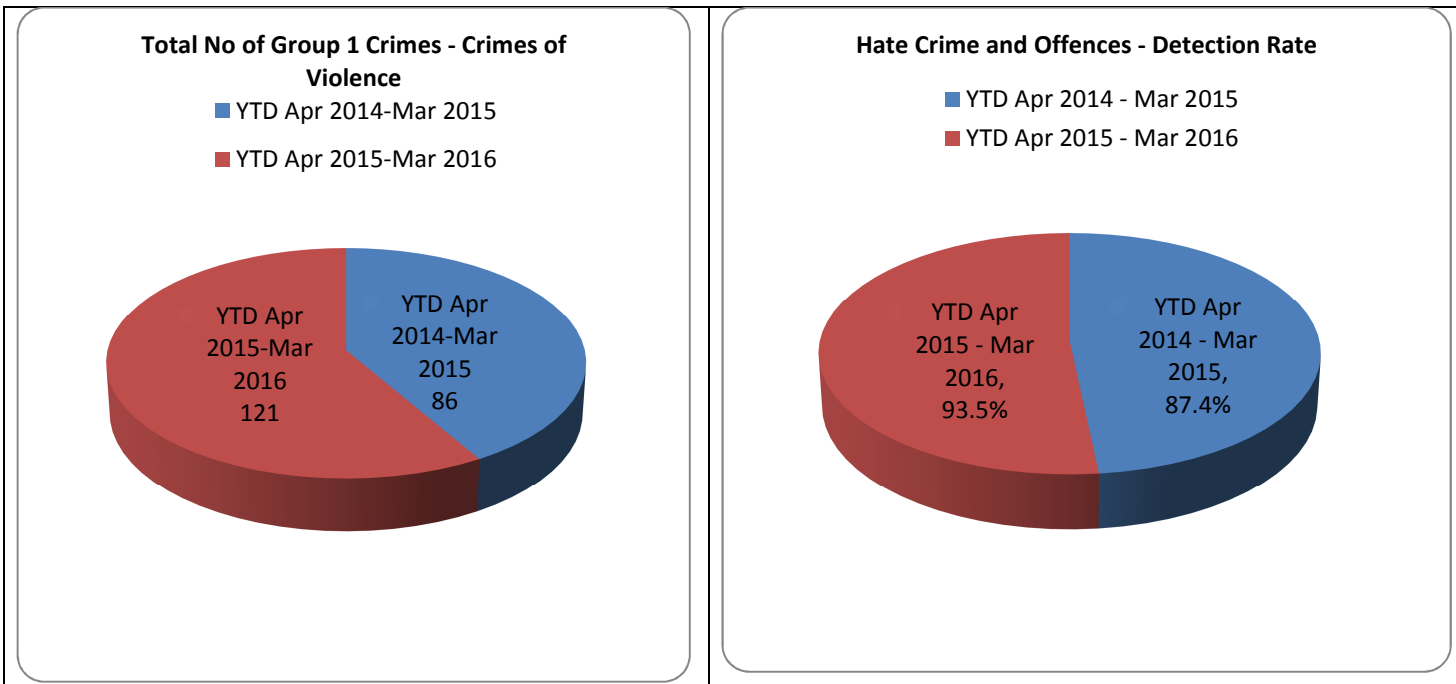
**NOT PROTECTIVELY MARKED**

|    |                                                                        |       |       |        |        |
|----|------------------------------------------------------------------------|-------|-------|--------|--------|
| 4  | Culpable Homicide (common law)                                         | -     | 0     | 0      | -      |
| 5  | Culpable Homicide (other)                                              | -     | 0     | 0      | -      |
| 6  | Serious Assault detection rate                                         | 94.9% | 100%  | 95.2%  | -4.8%  |
| 7  | Serious Assault                                                        | 45.8  | 36    | 84     | 133.3% |
| 8  | Robbery detection rate                                                 | 91.4% | 96.0% | 91.7%  | -4.3%  |
| 9  | Robbery                                                                | 31.2  | 25    | 12     | -52.0% |
| 10 | Petty (Common) Assault detection rate                                  | 82.9% | 86.8% | 85.2%  | -1.6%  |
| 11 | Petty (common) Assault                                                 | 1210  | 1184  | 1111   | -6.2%  |
| 13 | Number of Domestic Abuse incidents reported to the Police              | -     | 1526  | 1210   | -20.7% |
| 14 | Total crimes and offences in Domestic Abuse incidents                  | -     | 1002  | 856    | -13.7% |
| 15 | Percentage of Domestic incidents that result in a crime being recorded | -     | 55.1% | 51.4%  | -3.7%  |
| 16 | Total crimes and offences in Domestic Abuse incidents detection rate   | -     | 86.2% | 88.2%  | 2.0%   |
| 17 | Total detections for Domestic Bail offences                            | -     | 111   | 63     | -43.2% |
| 18 | 95% of initial Domestic Abuse Bail Checks are conducted within 24hrs   | -     | -     | 100.0% | -      |
| 19 | Hate crime and offences detection rate                                 | -     | 87.4% | 93.5%  | 6.1%   |
| 33 | Number of Group 2: Crimes of Indecency                                 | 170.2 | 258   | 276    | 7.0%   |
| 34 | Group 2 crimes detection rate                                          | 73.7% | 78.3% | 85.5%  | 7.2%   |
| 35 | Rape detection rate                                                    | 71.1% | 64.6% | 80.9%  | 16.3%  |

|    |                                                  | June 2015 – Mar 2016 | June 2015 – Mar 2016 (Positive) |
|----|--------------------------------------------------|----------------------|---------------------------------|
| 20 | Number of Stop and Searches conducted (total)    | 1335                 | 410                             |
| 21 | Number of Statutory Stop and Searches conducted  | 1150                 | 392                             |
| 22 | Number of Consensual Stop and Searches conducted | 185                  | 18                              |
| 23 | Number of Consensual Stop and Searches refused   | 0                    | -                               |
| 24 | Number of seizures made                          | 120                  | -                               |

An enhanced version of the National Stop and Search Database commenced on 1 June 2015. The enhanced database brought significant changes in the process of data capture and the methodology for recording data items. No previous year to date figures are provided as it has been recognised this data is not 100% accurate, therefore comparisons will provide misleading results or invalid conclusions. Management information and data in respect of stop and search can be found on the Police Scotland website via <http://www.scotland.police.uk/about-us/police-scotland/stop-and-search-data-publication>

**NOT PROTECTIVELY MARKED**



### Road Safety

The strategic priority for road safety is keeping people safe on the roads of Perth and Kinross.

As mentioned in the last quarter Sergeant Harrison, the North Community Coordinator, has been meeting with the Roads Department, the local councillor's and the head teacher of Rattray Primary School to discuss road safety issues. During these meetings new and exciting projects were discussed to get the pupils and Junior Wardens involved. Some of these projects will include designing posters, as well as the development of a Green, Amber, Red parking zone map which will be distributed to the parents, teachers and community. These projects have begun and will be periodically rolled out to maintain the momentum and education amongst those road users who are less courteous.

Also in the North of Perthshire our weekly meetings between the Roads Department, ski school, and local councillor's commenced in January 2016 to manage the policing of the A93, which affords access to Glenshee Ski Centre and attracts a variety of visitors to the local area when in operation. These weekly meetings allowed immediate concerns to be identified and resolved quickly. This is the second year this approach will be taken, after its success last year of partnership working to ensure the safety of Road users in the area.

Worthy of note is that there have been 6 fatal collisions in Perth and Kinross between April 2015 and March 2016. This is a reduction of 8 from the same period last year (-57%). Within that, there has been 1 motorcyclist fatality compared with 4 during the same period last year (-75%).



Numerous high profile road checks have continued throughout the reporting period to ensure our road networks are safe and travelling criminals are deterred from using the roads. On the 10th February 2016, at Broxden, 107 vehicles were stopped and 52 offences detected. As a result of this success, a similar operation was completed on 22nd February 2016 in conjunction with Northern colleagues at Drumochter and a Carriage of Dangerous Goods check on the A90 on the 24th February 2016.

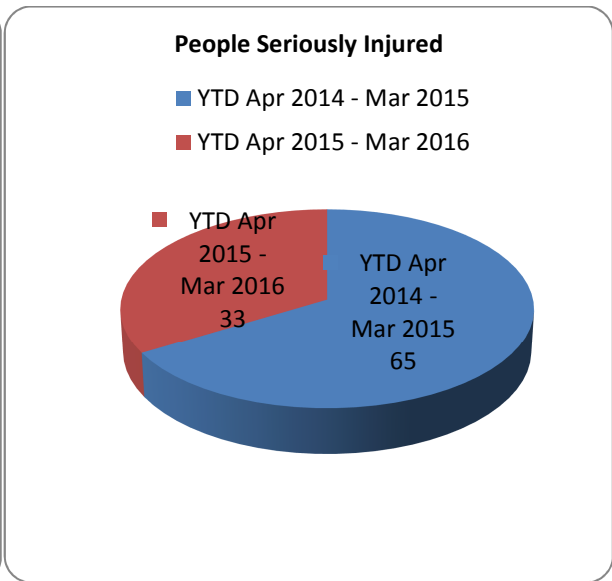
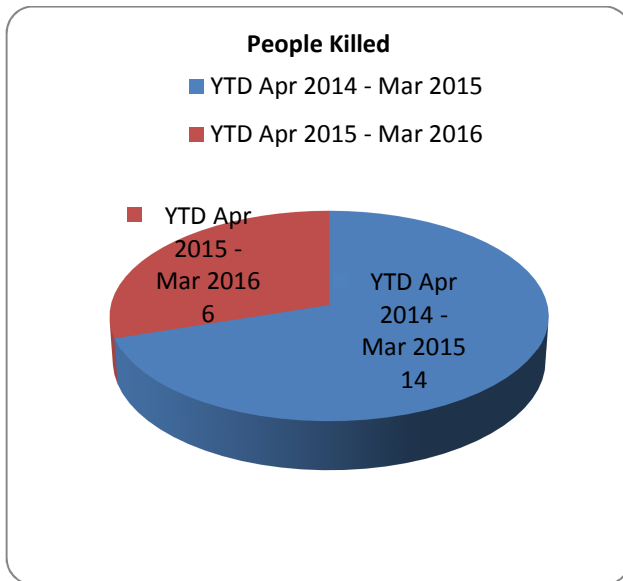
In addition, road safety and education is still a vital aspect of our work including the appointment of an Agricultural Vehicle/Plant liaison officer to work with the National Farmers Union /Tayforth Machinery Ring with a view to ensuring legal compliance of agricultural vehicles using the roads which in turn has a link to road safety and a Rural Crime SPOC to work with the division. By targeting and deterring those responsible we are minimising the potential for risk taking on the roads network once a crime has been committed.

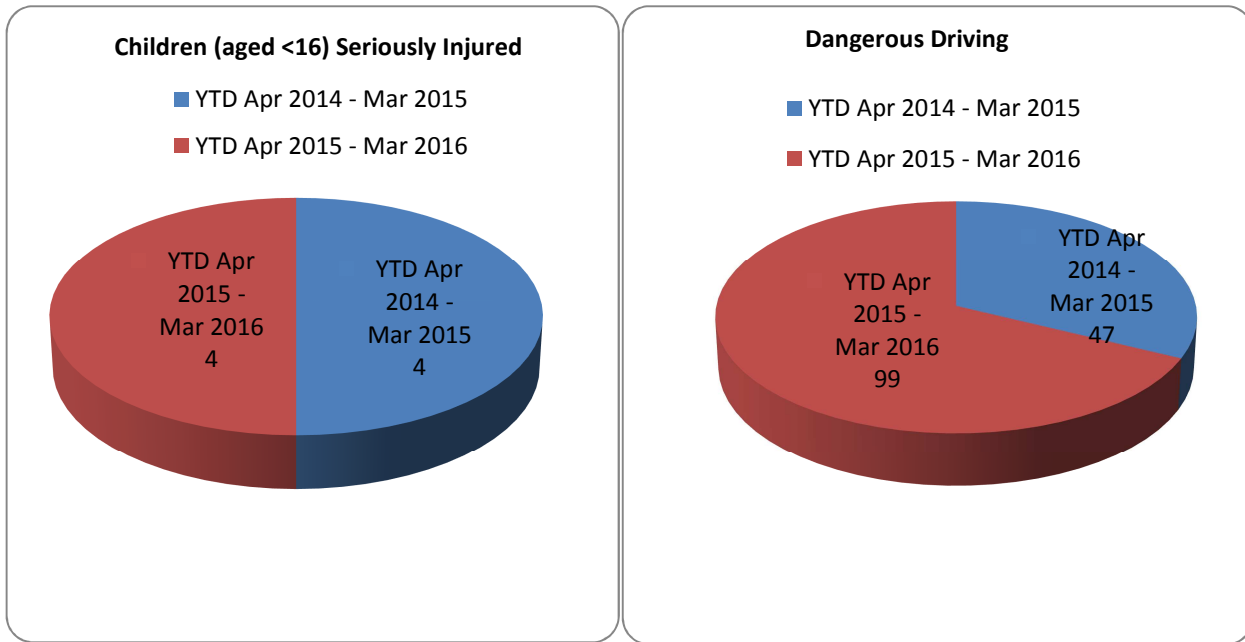
A few areas identified in North Perth and Kinross whereby speeding is an issue, we have been working closely with our partners to provide a joint response, carrying out speed checks as an active deterrent short term, along with long term plans. These include speeding issues through small villages and around school areas.

Community Co-ordinator Sergeant Nicolson continues to chair the Broich Road Safety Action Group which has representation from Strathearn elected members, Education Services and Roads Department, Perth and Kinross Council. Outcomes from this group to date, to improve safety, include additional flashing speed limit signage, bus bays being removed, updated school travel plan and a Safer Travel Joint Event taking place on 25 May 2016. The Safer Travel Joint Event will include a full day of activities for Crieff High School, Crieff Primary School and St Dominic's Primary School which are all located on Broich Road. Activities will include a road safety magic show, Wow award, radio advert and manifesto workshops and much more and will involve pupils from primary 1 through to 1st year. Local media will be invited to attend to further disseminate the road safety messages from the day and police will be participating in the day.

Road Traffic Statistics

|     |                                       | 5 year Average | Apr 2014– Mar 2015 | Apr 2015– Mar 2016 | % Change from last year |
|-----|---------------------------------------|----------------|--------------------|--------------------|-------------------------|
| N/A | People Killed                         | -              | 14                 | 6                  | -57.1%                  |
| N/A | People Seriously Injured              | -              | 65                 | 33                 | -49.2%                  |
| N/A | People Slightly Injured               | -              | 204                | 124                | -39.2%                  |
| N/A | Children (aged <16) Killed            | -              | 0                  | 1                  | -                       |
| N/A | Children (aged <16) Seriously Injured | -              | 4                  | 4                  | 0.0%                    |
| 36  | Dangerous driving                     | 52.8           | 47                 | 99                 | 110.6%                  |
| 37  | Speeding                              | 1795.8         | 1419               | 1745               | 23.0%                   |
| 38  | Disqualified driving                  | 24.0           | 16                 | 51                 | 218.8%                  |
| 39  | Driving Licence                       | 155.4          | 128                | 259                | 102.3%                  |
| 40  | Insurance                             | 348.0          | 288                | 609                | 111.5%                  |
| 41  | Seat Belts                            | 156.8          | 87                 | 87                 | 0.0%                    |
| 42  | Mobile Phone                          | 295.2          | 238                | 340                | 42.9%                   |





### Antisocial Behaviour

Anti social behaviour (ASB) and its impact on communities remains a priority for Police Scotland.

Our own analysis and feedback from council meetings and our partners has shown an increase in ASB in the town centre area. We have worked to address this through partnership work with Perth and Kinross Council through targeted patrolling with wardens at critical times and through use of intelligence led briefings for officers with specific intelligence re offenders. One such briefing in January 2016 resulted in officers visiting a males flat to warn him for continued noise nuisance. Whilst there they discovered what they believed to be stolen goods which resulted in two housebreakings and the theft of a valuable bike being detected and the male also being charged with cannabis cultivation.

In January 2016 a partnership meeting was held concerning increased ASB at St Catherines Square in Perth including concerns over possible drug dealing. This locus was a priority location for Perth and Kinross Local Policing Area and as such our processes around engagement with residents were reviewed and refreshed emphasising quality interaction with the residents there. Our colleagues in CIU thereafter also executed drugs warrants targeting those within the community bringing harm to others.

Perth and Kinross Special Constables make a valuable contribution in their own time and due to the nature of the role they are often deployed with regular officers. We have looked to increase their profile and have them patrol as a dedicated team tackling community issues. February 19th saw the latest operation where four

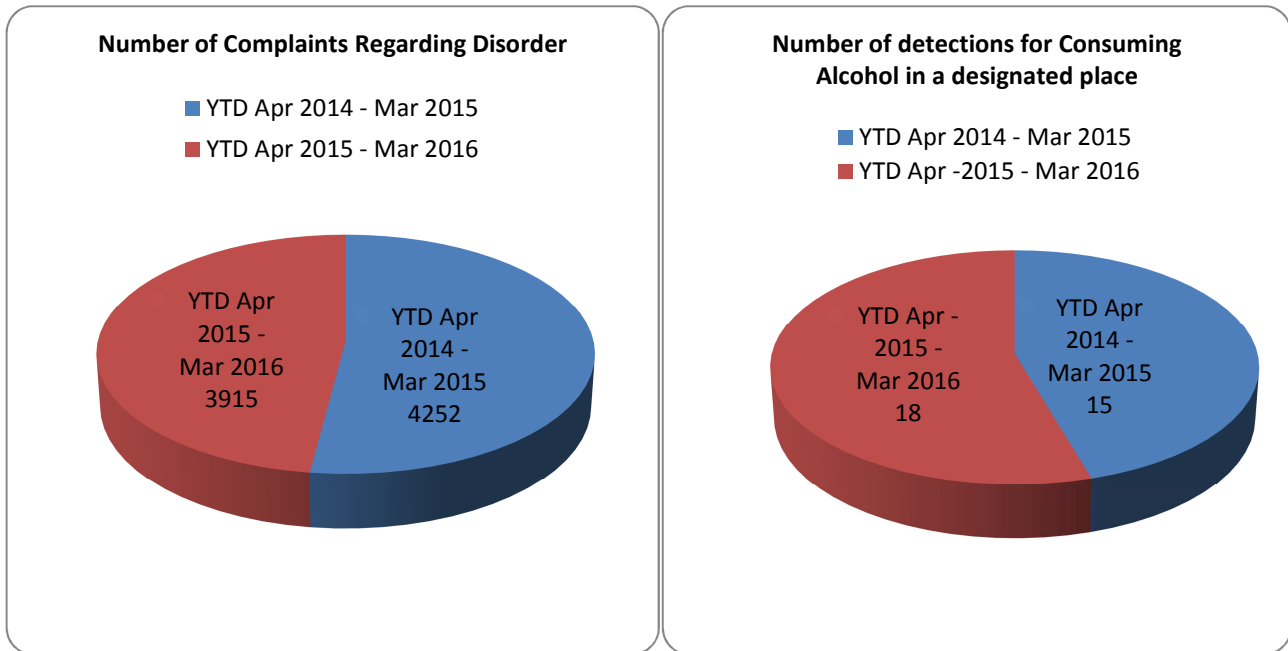
special constables were dedicated to tackling ASB within the town centre and also at Luncarty where concerns were raised re the behaviour of youths. This will be an on-going operation where we will use increased numbers of dedicated special constables to tackle local issues.

Alcohol and drug misuse have been identified as key drivers of anti social behaviour and linked assaults. Our Operational Support Unit and Divisional Violence Reduction Unit continue to assist with patrols targeting those who wish to participate in drink fuelled behaviour and violence.

With an increase in reports from residents in the Kirkgate and Talla Park area of Kinross-shire regarding youth anti-social behaviour. A multi-agency meeting took place on 5th March 2016 and a period of focused activity will now take place including a local residents' survey to gauge the extent of concerns, increased community policing patrols, Community Warden patrols, positive diversionary activity by Youth Services and licensed premises checks. This operation will commence in May 2016.

Local residents are encouraged to report any incidents at the time to Police Scotland via 101 or in an emergency 999. Correspondence can also be sent to [taysidekinross-shirecpt@scotland.pnn.police.uk](mailto:taysidekinross-shirecpt@scotland.pnn.police.uk). Perth and Kinross Council Safer Communities Team can also be contacted on 01738 476173.

| Antisocial Behaviour |                                                                                                    |                |                    |                    |                         |
|----------------------|----------------------------------------------------------------------------------------------------|----------------|--------------------|--------------------|-------------------------|
|                      |                                                                                                    | 5 year average | Apr 2014– Mar 2015 | Apr 2015– Mar 2016 | % Change from last year |
| 12                   | Number of complaints regarding disorder                                                            | -              | 4252               | 3915               | -7.9%                   |
| 30                   | Vandalism & Malicious Mischief detection rate                                                      | 33.5%          | 34.3%              | 29.3%              | -5.0%                   |
| 31                   | Vandalism & Malicious Mischief                                                                     | 906            | 764                | 950                | 24.3%                   |
| 32                   | Number of detections for Consuming Alcohol in a designated place (where appropriate byelaws exist) | -              | 15                 | 18                 | 20.0%                   |



### Major Events and Planning

We planned for the Pitlochry Music Festival in March 2016 ensuring that an appropriate policing response was provided for the event. The festival passed with no significant incidents being reported.

Police Scotland engage and refresh the winter contingency plans in place with the roads department and Glenshee Ski Centre regarding any major weather implications, this will be on-going and reviewed weekly to ensure safety is the priority.

We have completed the planning for the Safe Taysiders event which will take place at Perth Racecourse between Monday 16th and Wednesday 25th May 2016 focusing on safety for youngsters and led by our colleagues in the Scottish Fire and Rescue Service. This event is targeted at school children who are making the transition between Primary and Secondary education.

Perth and Kinross Local Policing Area in conjunction with the National Farmers Union (NFU) will be hosting a multi-agency Rural Crime Event at the Huntingtower Hotel, Perth on Wednesday 11th May 2016. The event is targeted at the farming and agricultural community and will offer a full day of presentations and workshops from a variety of subjects including, livestock worrying, farm security, agricultural vehicle legislation, cable theft, farm related cybercrime, wildlife crime and much more. For further information please contact Community Co-ordinator Sergeant Amanda Nicolson.

The T in the Park (2016) Public Entertainment Licence hearing took place on Friday 29th April 2016 and will now go ahead at Strathallan Castle, Auchterarder, Perth & Kinross Local Policing Area, between Thursday 7th and Monday 11th July 2016. Arrangements are well underway within Perth and Kinross Local Policing Area.

Any community policing T in the Park related enquiries can be sent to [titpcommunityliaison@scotland.pnn.police.uk](mailto:titpcommunityliaison@scotland.pnn.police.uk). Sergeant Amanda Nicolson will again carry out the local community police liaison role for the local community for this event.

## Theft, Housebreaking and Scams

Theft, housebreakings and scams continue to be a divisional priority and as such officers are tasked on a daily basis with deterrence patrols based on the latest intelligence. The quick response of officers on just such a patrol in the Craigie area of Perth at the end of January 2016 led to two housebreakers caught in the act who were charged and remanded in custody.

Operation Tigerclaw is D Division's response to a rural crime series in Perth and Kinross Local Policing Area and encompasses the prevention, intelligence and enforcement measures taken. It aims to identify and apprehend any persons involved in the theft of trailers, quad bikes and other agricultural equipment within Perth and Kinross, particularly the hot spot area of Kinross-shire. It has also been used to identify possible associates or places used for the purposes of disposal of said trailers or other Plant and report any such persons to the Procurator Fiscal, as well as for any other subsequently identified crimes they may be responsible for, including road traffic offences and housebreakings.

Due to the ease by which Quad Bikes and All Terrain Vehicles can be transported and/or broken down into component parts, they are one of the most desirable and commonly stolen pieces of agricultural machinery. Kinross-shire has been the hotspot area for crimes with Quad bikes and trailers being the main target.

Following the report of a theft of a quad bike on 1st February 2016 officers quickly put in place road points and the suspect's vehicle was seen by officers entering Gilmerton. Three males were subsequently apprehended for the theft and the stolen quad bike was recovered in the rear of their van. This apprehension led to further lines of enquiry being identified including a further recovery of three stolen quad

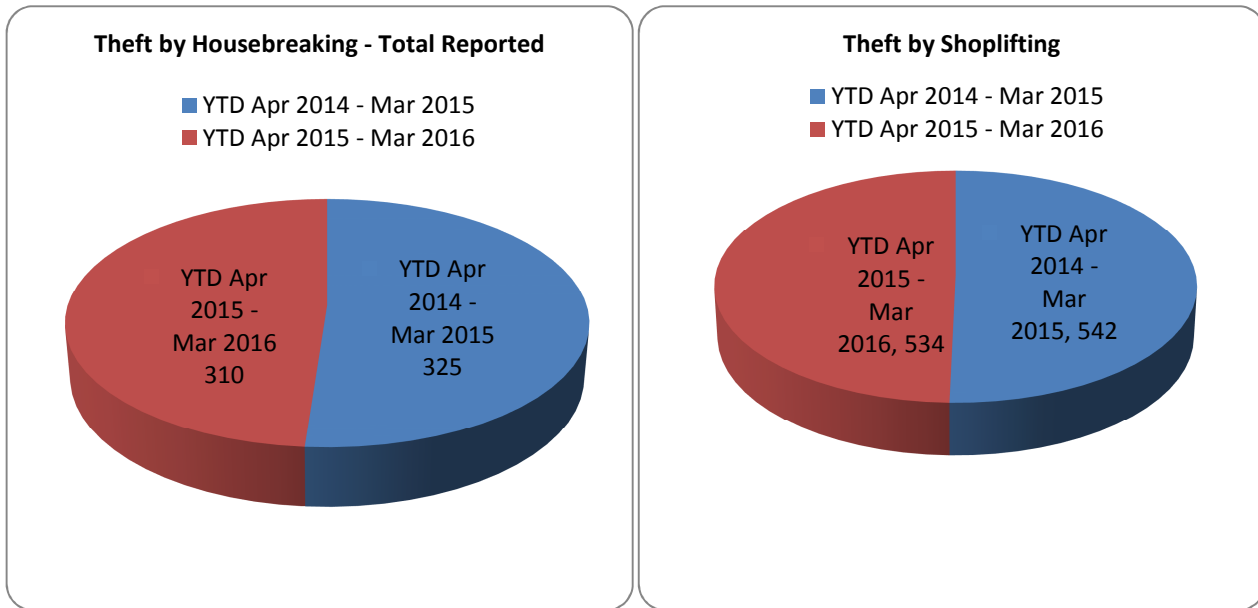
bikes from an industrial unit in Fife linked to the same males. The males were subsequently remanded in custody.

Since the inception of Operation Tigerclaw there has been a decrease of 59% in rural crime in Perth and Kinross Local Policing Area.

The Perth and Kinross Local Policing Area supported financially by Safer Communities, Perth and Kinross Council have purchased a supply of SelectaDNA Rural Forensic Marking Kits for selling to local residents at a reduced cost price. This product will be available from Perth Police Station and is an excellent tool to be used on agricultural vehicles and tools particularly in isolated areas to help protect against theft. Each kit marks approximately 50 items with a unique synthetic DNA and uses warning labels to warn criminals that property is protected. For further information please contact Community Co-ordinator Sergeant Amanda Nicolson.

In terms of promoting crime prevention advice for financial harm and bogus workmen type crime, we have provided a presence in banks and supermarkets in Blairgowrie to offer advice on these type crimes. Further areas have been identified throughout Perth and Kinross for this educational programme to be rolled out in the next quarter.

| Housebreaking and Theft by Shoplifting |                                                            |                |                    |                    |                         |
|----------------------------------------|------------------------------------------------------------|----------------|--------------------|--------------------|-------------------------|
|                                        |                                                            | 5 year average | Apr 2014– Mar 2015 | Apr 2015– Mar 2016 | % Change from last year |
| 26                                     | Theft by housebreaking (including attempts) detection rate | 34.2%          | 34.5%              | 28.1%              | -6.7%                   |
| 27                                     | Theft by housebreaking (including attempts)                | 362.2          | 325                | 310                | -4.6%                   |
| 28                                     | Theft by shoplifting detection rate                        | 84.6%          | 78.8%              | 78.1%              | -0.7%                   |
| 29                                     | Theft by shoplifting                                       |                | 542                | 534                | -1.5%                   |



## Community Engagement

All secondary schools in Perth as well as Perth College now have a dedicated community constable as a point of contact. This is a valuable resource as it means any issues identified by the school can be quickly identified and passed to a community officer who will provide help and support. Officers will be making twice yearly inputs at schools around issues concerning the school community. Recent youth issues in Luncarty were tackled through effective partnership working between the police and school in question.

A day of action took place at the Community School of Auchterarder on 27th January 2016 with police in attendance working with pupils and staff at the school raising awareness of the safety risks associated with illegal/dangerous parking and drivers not adhering to speed limits, especially around the school. The Perth and Kinross Dog Warden was also in attendance carrying out a patrol of the playing fields which has seen an increase in dog fouling in recent months.

The event received positive media coverage with articles in local press and airing on local radio.

Prevention and detection of hate crime is an on-going priority for Police Scotland. Vulnerable communities have continued to receive support and guidance regarding this issue. In February 2016 contact was made with Capability Scotland regarding third party hate crime reporting training to be provided to their staff at Upper Springlands Care home. This is due to be delivered in the very near future and underlines our commitment to tackling hate crime.

Community officers delivered an input to 16-23 year old offenders as part of their



rehabilitation programme at St Martins House in Perth. This involved an afternoon workshop and discussion group involving the police and youths aimed at preventing further offending or any escalation of it and challenging offenders to look at the wider consequences of their behaviour.

We attended the Employer Engagement Event at Breadalbane Academy, Aberfeldy discussing opportunities for pupils and relevance of subjects / topics with a view to employment. This event provided an insight for pupils emphasizing the importance of education for employment.

Local Community Policing Teams supported Better Places to Live Events which took place in South Perthshire in Kinross on 5th March 2016 (Loch Leven Community Campus) and Crieff on 19th March 2016 (Strathearn Community Campus). Community Co-ordinator Sergeant Amanda Nicolson along with local Special Constables and Community Constables were in attendance giving crime prevention and security advice; signing up residents to Community Watch and providing recruitment information for Police Scotland Youth Volunteers. This provided an excellent community engagement opportunity for local residents to discuss any local policing issues.

Two Community Engagement Events took place on 21<sup>st</sup> and 22<sup>nd</sup> March 2016 in Auchterarder and Muthill respectively. These events were facilitated by the event organisers with representatives from Police Scotland, Scottish Fire and Rescue Service, Scottish Ambulance Service and Perth and Kinross Council. Across the two events there were approximately 130 attendees. There will be two further community engagement events on 16<sup>th</sup> and 18<sup>th</sup> May 2016 at Auchterarder and Muthill respectively. These events are hosted by the event organisers again and Police Scotland have been invited to participate along with other partner agencies.

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|                          | Almond and Earn |     |       | Blairgowrie and Glens |     |       | Carse of Gowrie  |     |       | Highland         |     |       |
|--------------------------|-----------------|-----|-------|-----------------------|-----|-------|------------------|-----|-------|------------------|-----|-------|
|                          | Rec             | Det | %     | Rec                   | Det | %     | Rec              | Det | %     | Rec              | Det | %     |
| Groups 1-5               | 148             | 66  | 44.6% | 294                   | 119 | 40.5% | 170              | 64  | 37.6% | 169              | 67  | 39.6% |
| Groups 1-4               | 137             | 53  | 38.7% | 261                   | 93  | 35.6% | 139              | 34  | 24.5% | 148              | 47  | 31.8% |
| All Group 1              | 3               | 3   | 100%  | 3                     | 3   | 100%  | -                | -   | -     | 6                | 6   | 100%  |
| Murder/Attempt Murder    | -               | -   | -     | -                     | -   | -     | -                | -   | -     | -                | -   | -     |
| Serious Assault          | -               | -   | -     | 2                     | 2   | 100%  | -                | -   | -     | 6                | 6   | 100%  |
| Robbery                  | 1               | 1   | 100%  | -                     | -   | -     | -                | -   | -     | -                | -   | -     |
| Common Assault           | 32              | 28  | 87.5% | 65                    | 56  | 86.2% | 26               | 25  | 96.2% | 51               | 47  | 92.2% |
| Knives/Offensive Weapons | -               | -   | -     | 5                     | 5   | 100%  | -                | -   | -     | 1                | 1   | 100%  |
| Drugs Supply/Production  | 2               | 2   | 100%  | 1                     | 1   | 100%  | 2                | 2   | 100%  | 2                | 2   | 100%  |
| All Group 2              | 23              | 20  | 87.0% | 16                    | 13  | 81.3% | 12               | 7   | 58.3% | 10               | 4   | 40.0% |
| Housebreaking            | 16              | 1   | 6.3%  | 19                    | 2   | 10.5% | 25               | 1   | 4.0%  | 15               | 3   | 20.0% |
| Shoplifting              | 5               | 5   | 100%  | 26                    | 22  | 84.6% | 6                | 2   | 33.3% | 8                | 6   | 75.0% |
|                          | Kinross-shire   |     |       | Perth City Centre     |     |       | Perth City North |     |       | Perth City South |     |       |
|                          | Rec             | Det | %     | Rec                   | Det | %     | Rec              | Det | %     | Rec              | Det | %     |
| Groups 1-5               | 257             | 113 | 44.0% | 1440                  | 940 | 65.3% | 835              | 481 | 57.6% | 343              | 199 | 58.0% |
| Groups 1-4               | 232             | 87  | 37.5% | 1059                  | 592 | 55.9% | 612              | 278 | 45.4% | 285              | 148 | 51.9% |
| All Group 1              | 6               | 4   | 66.7% | 51                    | 50  | 98.0% | 22               | 21  | 95.5% | 3                | 3   | 100%  |
| Murder/Attempt Murder    | -               | -   | -     | 3                     | 3   | 100%  | -                | -   | -     | -                | -   | -     |
| Serious Assault          | 4               | 4   | 100%  | 42                    | 42  | 100%  | 11               | 11  | 100%  | 1                | 1   | 100%  |
| Robbery                  | 1               | -   | -     | 3                     | 3   | 100%  | 6                | 6   | 100%  | -                | -   | -     |
| Common Assault           | 55              | 49  | 89.1% | 362                   | 298 | 82.3% | 191              | 164 | 85.9% | 67               | 61  | 91.0% |
| Knives/Offensive Weapons | 1               | 1   | 100%  | 8                     | 8   | 100%  | 4                | 4   | 100%  | 2                | 2   | 100%  |
| Drugs Supply/Production  | 1               | 2   | 200%  | 50                    | 37  | 74.0% | 17               | 15  | 88.2% | 9                | 9   | 100%  |
| All Group 2              | 20              | 19  | 95.0% | 55                    | 47  | 85.5% | 49               | 47  | 95.9% | 20               | 14  | 70.0% |
| Housebreaking            | 30              | 9   | 30.0% | 44                    | 22  | 50.0% | 48               | 9   | 18.8% | 21               | 6   | 28.6% |
| Shoplifting              | 12              | 8   | 66.7% | 316                   | 256 | 81.0% | 97               | 80  | 82.5% | 33               | 17  | 51.5% |
|                          | Strathallan     |     |       | Strathearn            |     |       | Strathmore       |     |       | Strathtay        |     |       |
|                          | Rec             | Det | %     | Rec                   | Det | %     | Rec              | Det | %     | Rec              | Det | %     |
| Groups 1-5               | 620             | 374 | 60.3% | 227                   | 133 | 58.6% | 280              | 135 | 48.2% | 133              | 64  | 48.1% |
| Groups 1-4               | 313             | 67  | 21.4% | 185                   | 96  | 51.9% | 247              | 104 | 42.1% | 114              | 44  | 38.6% |
| All Group 1              | 9               | 5   | 55.6% | 7                     | 6   | 85.7% | 6                | 6   | 100%  | 2                | 2   | 100%  |
| Murder/Attempt Murder    | -               | -   | -     | -                     | -   | -     | 1                | 1   | 100%  | -                | -   | -     |
| Serious Assault          | 7               | 3   | 42.9% | 4                     | 4   | 100%  | 4                | 4   | 100%  | 2                | 2   | 100%  |
| Robbery                  | -               | -   | -     | -                     | -   | -     | -                | -   | -     | -                | -   | -     |
| Common Assault           | 73              | 57  | 78.1% | 63                    | 55  | 87.3% | 80               | 69  | 86.3% | 31               | 27  | 87.1% |
| Knives/Offensive Weapons | 6               | 6   | 100%  | 2                     | 2   | 100%  | 4                | 4   | 100%  | 3                | 3   | 100%  |
| Drugs Supply/Production  | 11              | 11  | 100%  | 5                     | 5   | 100%  | 6                | 6   | 100%  | 2                | 2   | 100%  |
| All Group 2              | 13              | 12  | 92.3% | 23                    | 22  | 95.7% | 23               | 21  | 91.3% | 9                | 21  | 77.8% |
| Housebreaking            | 22              | 9   | 40.9% | 25                    | 17  | 68.0% | 20               | 3   | 15.0% | 17               | 3   | 17.6% |
| Shoplifting              | 10              | 7   | 70.0% | 5                     | 3   | 60.0% | 11               | 8   | 72.7% | 3                | 2   | 66.7  |

**Contact Details**

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