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Council Building  
2 High Street  
Perth  
PH1 5PH

08/09/2021

A meeting of the **Scrutiny Committee** will be held virtually on **Wednesday, 15 September 2021** at **09:30**.

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

**BARBARA RENTON**  
Interim Chief Executive

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

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

**Members:**

Councillor Sheila McCole (Convener)  
Councillor Andrew Parrott (Vice-Convener)  
Councillor Liz Barrett  
Councillor Harry Coates  
Councillor David Illingworth  
Councillor Anne Jarvis  
Councillor Ian Massie  
Councillor Xander McDade  
Councillor Crawford Reid  
Councillor Willie Robertson  
Councillor Fiona Sarwar  
Councillor Frank Smith  
Councillor Colin Stewart



**Scrutiny Committee**

**Wednesday, 15 September 2021**

**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.**

**PLEASE NOTE THAT ALTHOUGH THE PRE-AGENDA MEETING IS NOT SUBJECT TO THE TERMS OF THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973 IT IS RECOMMENDED THAT THE CONTENTS OF REPORTS AND DISCUSSIONS AT THE MEETING CONSTITUTE INFORMATION WHICH IS EXEMPT IN TERMS OF SCHEDULE 7A TO THAT ACT, AND THEREFORE, YOU SHOULD NOT DISCLOSE TO OR DISCUSS WITH ANY MEMBER OF THE PRESS OR PUBLIC ANYTHING CONTAINED IN REPORTS OR DISCLOSED DURING DISCUSSIONS.**

- 1 WELCOME AND APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTE OF MEETING OF SCRUTINY COMMITTEE OF 9 JUNE 2021**      **5 - 8**  
(copy herewith)
- 4 UPDATE BY ARMS-LENGTH EXTERNAL ORGANISATIONS**
- 5 PERTH AND KINROSS ANNUAL PERFORMANCE REPORT 2020/21**      **9 - 78**  
Report by Interim Chief Executive (copy herewith 21/159)
- 6 EDUCATION AND CHILDREN'S SERVICES JOINT BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2021/22 AND ANNUAL PERFORMANCE REPORT 2020/21**      **79 - 116**  
Report by Executive Director (Education and Children's Services) (copy herewith 21/158)
- 7 ANNUAL PERFORMANCE REPORT 2020/21 BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2021/22**      **117 - 160**  
Report by Executive Director (Communities) (copy herewith 21/160)

<b>8</b>	<b>CORPORATE AND DEMOCRATIC SERVICES BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2021/22</b> Report by Chief Operating Officer (copy herewith 21/157)	<b>161 - 192</b>
<b>9</b>	<b>CORPORATE WORKFORCE PLAN 2018-21</b> Report by Chief Operating Officer (copy herewith 21/161)	<b>193 - 212</b>
<b>10</b>	<b>FOI PERFORMANCE REPORT 2020-21</b> Report by Head of Legal and Governance Services (copy herewith 21/162)	<b>213 - 222</b>
<b>11</b>	<b>COUNCIL COMPLAINTS PERFORMANCE REPORT FOR 2019- 20 AND 2020-21</b> Report by Head of Legal and Governance Services (copy herewith 21/163)	<b>223 - 244</b>

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## SCRUTINY COMMITTEE

Minute of meeting of the Scrutiny Committee held virtually via Microsoft Teams on Wednesday 9 June 2021 at 9.30am.

Present: Councillors S McCole, A Parrott, C Ahern, (substituting for H Coates), A Bailey (substituting for X McDade), L Barrett, D Illingworth, A Jarvis, I Massie, C Reid, W Robertson, F Sarwar, F Smith and C Stewart.

In Attendance: M Butterworth, C Guild, C Mailer and A Seggie (all Communities); S Johnston, D Macluskey and H Robertson (all Education and Children's Services) G Paterson (Health and Social Care Partnership) L Simpson, L Dott, D Henderson, C Irons, P Johnstone, A Brown, A McMeekin, M Pasternak and B Parker (all Corporate and Democratic Services).

Apologies: Councillors H Coates and X McDade.

Councillor S McCole, Convener, Presiding.

### 1. WELCOME AND APOLOGIES

The Convener welcomed all those present to the meeting and apologies were noted as above.

### 2. DECLARATIONS OF INTEREST

There were no Declarations of Interest in terms of the Councillors' Code of Conduct.

### 3. MINUTE OF MEETING OF THE SCRUTINY COMMITTEE OF 12 MAY 2021

The minute of meeting of the Scrutiny Committee of 12 May 2021 was submitted and approved as a correct record.

It was noted that there were outstanding issues on Abernyte Primary School; Governance arrangements for Local Action Partnerships and the Business Gateway and reports would be brought to Committee at an early date.

Members expressed concern regarding the late issue of a report and the Teams invite for today's meeting and L Simpson explained the reason for the late report and assured members that invites would be issued earlier for future meetings. Members agreed to proceed with consideration of the late report.

### 4. ANNUAL GOVERNANCE STATEMENT 2020/21

There was submitted a report by the Head of Legal and Governance (21/85) providing the Annual Governance Statement for the financial year 2020/21.

#### **Resolved:**

The contents of Report 21/85, be noted.

## **5. LOCAL GOVERNMENT BENCHMARKING FRAMEWORK 2019/20**

There was submitted a report by the Interim Chief Executive (21/86) presenting a summary of the Council's performance during 2019/20 against the Local Government Benchmarking Framework indicators published by the Improvement Service in February 2021 and May 2021.

The benchmarking data helps the Council, members of the public and other stakeholders see how the Council is performing in key areas compared to other local authorities.

In response to a question from Councillor Illingworth, C Mailer confirmed there were a number of good examples when the benchmarking framework had been used.

Councillor Bailey queried the attainment gap figures and the difference in more deprived areas to the less deprived areas and asked what action was being taken to address the issue.

S Johnston advised of the improving situation and the more accurate ACORN comparator used in Perth and Kinross and referred to the Raising Attainment Strategy and confirmed there was lower attainment in more deprived areas.

D Macluskey also advised of action being taken to address the attainment gap and guidance given to schools.

It was noted that information would be issued to members on the ACORN data and the Raising Attainment report previously submitted to the Lifelong Learning Committee.

In response to a question from Councillor Reid, G Paterson advised of the multi-disciplinary process for assessing patients for discharge and of action being taken to address an anomaly in the recoding of readmission information.

Councillor Ahern referred to the figures for the number of children not reaching developmental targets being below the Scottish average and S Johnston advised these relate to children 27 to 30 months and the information was recorded by health visitors and agreed to obtain figures to share with members.

Councillor L Barrett queried the impact in the roads figures following the Council's agreement in this year's budget process to invest £4m and M Butterworth confirmed there would be an improvement in results in future years, however, sustained investment was required.

In response to a question from Councillor Sarwar on the Climate indicators and Climate Crises actions, M Butterworth confirmed an action plan was being prepared for submission to a future Council meeting.

Councillor Sarwar added it was disappointing that there was not an officer at today's meeting to provide further information as some Local Authorities had specific staff working on this issue.

C Mailer confirmed there was a member briefing arranged for the following day when relevant staff would be present to provide detailed information and respond to questions. C Mailer agreed a further date could be arranged on a Monday or Wednesday for members who could not attend tomorrow's briefing.

In response to a question from Councillor Jarvis, H Robertson provided figures for the re-registration within child protection and assured members the percentage included a small number of children.

Councillor Stewart queried the economic development investment and Perth and Kinross' improvement in ranking.

A Seggie confirmed a higher spend improved economic development and that this area had a spend below the Scottish average and agreed that an improvement to where the area ranked would be due to a reduced spend by some other Local Authorities.

Councillor Parrott stated that statistics were indicative rather than conclusive and referred to the information on CO2 emissions which were higher than the Scottish average but would be impacted by many vehicles passing through the area other than being only Perth and Kinross residents.

**Resolved:**

The Local Government Benchmarking Framework results for 2019/20, be noted and that the results would be used to inform the development of the Council's wider performance management and planning framework.

**6. DATA PROTECTION COMPLIANCE 2019/20**

There was submitted a report by the Data Protection Officer (21/87) providing a professional assessment of the Council's compliance with the UK General Data Protection Regulation (GDPR) for 2020/21, as required by legislation.

D Henderson referred to the impact of the pandemic on data protection with staff using new technology and required to adopt new ways of working.

Following discussion on the types of data breaches, Councillor McCole suggested refresher training for staff and Councillors on data breaches.

It was noted that this would be D Henderson's last meeting of the Scrutiny Committee and the Convener wished him a long and happy retirement.

**Resolved:**

The contents of Report 21/87, be noted.

DRAFT

## PERTH AND KINROSS COUNCIL

Scrutiny Committee – 15 September 2021

Perth and Kinross Council – 6 October 2021

### PERTH & KINROSS COUNCIL ANNUAL PERFORMANCE REPORT 2020/21

#### Report by the Interim Chief Executive (Report No. 21/159)

The annual report provides an overview of how the Council performed in 2020/21 against the strategic objectives for Perth and Kinross, as set out within the Council's Corporate Plan 2018-2022.

## 1. BACKGROUND

- 1.1 Perth and Kinross Council's Annual Performance Report (APR) is a statement of the progress made towards achieving our strategic objectives and meeting our statutory duty to deliver best value during the year 2020/21. It provides elected members, officers and the public with a clear understanding of the performance achieved, our success in making a positive difference to people's lives and lessons learned along the way.
- 1.2 The APR is supported by additional information which shows our performance against a set of Corporate Performance Indicators. This information can be accessed through our online performance dashboard, [PK Performs](#), which is hosted on the Perth and Kinross Council website.
- 1.3 Maintaining a stringent and effective performance management framework that includes public reporting is critical to the success of the Council in delivering and improving outcomes for individuals and our communities.

## 2. ANNUAL PERFORMANCE REPORT 2020/21

- 2.1 The Council's APR for 2020/21 is a high level summary of the impact that Council services collectively had in the period 1 April 2020 to 31 March 2021. While the Council has continued to record notable successes in service areas, the unprecedented impact of COVID-19 on activities in 2020/21 means that the data available is not necessarily comparable with that of previous years. For this reason, the 2020/21 APR document does not detail the trends for performance indicators as compared to previous years, ie the red, amber, green indicator summary which is part of the APR in more typical years. It also does not include a performance summary. However, a more detailed examination of key performance indicators, including the data from previous years, is included in the information published through the PK Performs dashboard. Public facing communication summarising the key information contained within the APR will also be prepared once the report is approved and published.

2.2 Within the APR, information is reported against the five strategic objectives and arrangements that support organisational delivery. These are organised as follows:

- **Key achievements** – this summarises the progress we have made in delivering outcomes for people and communities over the past year.
- **Performance to deliver strategic objectives** - this narrative provides more detail about performance highlights and information about areas where the service is not delivering against planned outcomes.
- **Measures of performance** – hyperlinks to our PK Performs portal. This provides information on the performance against the corporate performance indicators.

The APR also contains hyperlinks to other sources of performance information, which provides more indepth detail on specific areas.

2.3 To provide a fuller understanding of the performance against each indicator, information has been included alongside the charts published on PK Performs to explain:

- what the indicator is about
- why we measure it
- what can affect performance
- commentary on performance
- how our performance compares to other areas/similar organisations
- actions we are taking to improve performance

2.4 Throughout the report, there are many examples of how services have continued to have a positive impact on outcomes for individuals, businesses and communities through day-to-day services over and above the specific COVID-19 related challenges. This includes: 1,140 hours of early learning and childcare available for all eligible children; increasing numbers of children who could not live at home with their parents being cared for by family or friends; fewer families presenting as homeless; extending the range of learning subjects available to young people by establishing a virtual campus; successfully bidding to move the Stone of Destiny to Perth; completing the transformation of St Paul's church; improving digital inclusivity by providing devices to children, young people, adult learners, clients and tenants at risk of exclusion; meeting record housing completions across affordable and private sector since 2008; keeping communities involved in all greenspace projects delivered; completing first Community Asset Transfer; fixing more faults on the traffic network within target times.

- 2.5 However, the impact of COVID-19 on Perth and Kinross has been significant, and is likely to have long-term effects on our businesses and communities. This has meant a significant amount of unplanned work alongside communities and partners to support those affected. This work is reflected within the body of the APR where day-to-day services have responded and flexed quickly to accommodate changing needs and service provision throughout the year. Appendix 1 of the APR specifically looks at the response to the pandemic, highlighting the achievements of the Council, partners and communities working together to support the people of Perth and Kinross throughout this most challenging of years.
- 2.6 In addition to recognising the positive performance of the organisation, the APR also outlines key areas of focus and improvement going forward. It outlines specific improvements made in relation to particular performance areas and how the Perth & Kinross Offer will be developed to tackle challenges and deliver improvement priorities. The Offer is a key part of ensuring that we build on recent progress and work more closely with communities to achieve significant change in how services are created and delivered. There are five agreed workstreams which will underpin the aims of the Offer: economy and entrepreneurship; equalities, empowerment and fairness; education and learning; environment, and enabling the Perth & Kinross Offer.

### **3. CONCLUSION AND RECOMMENDATIONS**

- 3.1 The impact of COVID-19 on the communities within Perth and Kinross continues to be significant, and is likely to continue for some time to come. Throughout 2020/21, we have continued to deliver key services and have worked alongside communities, businesses and partners to support those most affected by the pandemic. The Perth & Kinross Offer provides the Council and the people of Perth and Kinross with a way to build on the positive relationships and sense of community which have supported the area through these challenging times, and achieve the aim of the Offer *“Working together so that everyone in Perth and Kinross can live life well.”*
- 3.2 It is recommended that the Scrutiny Committee:
- i) scrutinises and comments as appropriate on the Perth and Kinross Council Annual Performance Report for 2020/21.

It is recommended that the Council:

- ii) approves the Perth and Kinross Council Annual Performance Report for 2020/21.

**Author**

<b>Name</b>	<b>Designation</b>	<b>Contact Details</b>
Louisa Dott	Strategic Planning, Performance and Risk Team Leader	ljdott@pkc.gov.uk

**Approved**

<b>Name</b>	<b>Designation</b>	<b>Date</b>
Barbara Renton	Interim Chief Executive	3 September 2021

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	<b>None</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>Yes</b>

### 1. Strategic Implications

#### Community Plan/Single Outcome Agreement

1.1 None.

#### Corporate Plan

1.2 This report supports the delivery of the strategic objectives within the Corporate Plan 2018-2022.

### 2. Resource Implications

#### Financial

2.1 None.

#### Workforce

2.2 None.

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

2.3 None.

### **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.

None.

#### 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.
- 3.3 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

- 3.4 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change (Scotland) Act 2009 the Council also has a duty relating to climate change and, in exercising its functions must act:
- in the way best calculated to delivery of the Act's emissions reduction targets;
  - in the way best calculated to deliver any statutory adaptation programmes; and
  - in a way that it considers most sustainable.

- 3.5 None.

#### Legal and Governance

- 3.6 None

#### Risk

- 3.7 None

#### **4. Consultation**

##### Internal

- 4.1 The Executive Officer Team and Service Management Teams were consulted and commented on this report.

##### External

- 4.2 None.

#### **5. Communication**

- 5.1 The Council's social media channels, website and direct emails will be used to highlight the contents of the Annual Performance Report and the detailed information available via PK Performs.

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

None

#### **3. APPENDICES**

Perth and Kinross Council Annual Performance Report 2020/21.





# Perth & Kinross Council Annual Performance Report

**everyone** PKoffer  
has something to offer

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

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

### COVID-19 Impact

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



### Perth and Kinross Offer

Find out what it's all about



# Welcome

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

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

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

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

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

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

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

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

**Barbara Renton**

*Interim Chief Executive  
Perth & Kinross Council*

**Councillor Murray Lyle**

*Council Leader  
Perth & Kinross Council*

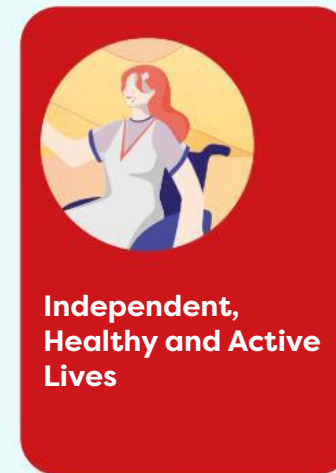
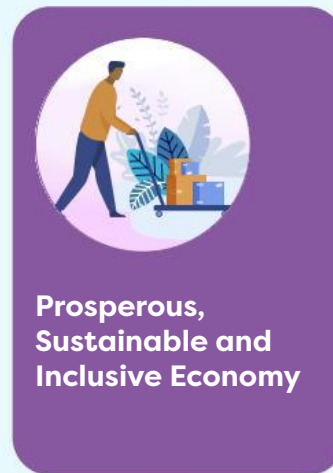
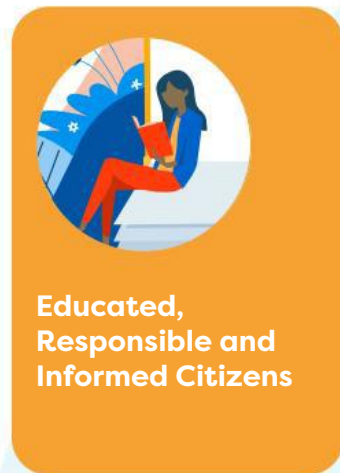
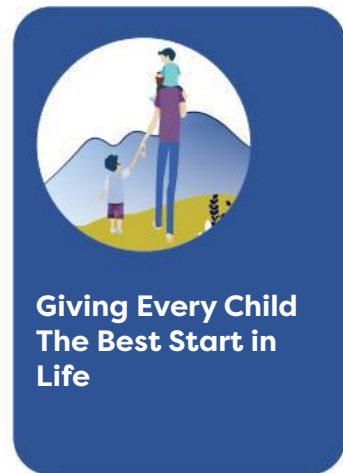


# Introduction

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

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

Our five strategic objectives are:



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

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

# 2020/21 Performance Indicators

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

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

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

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



# Improvement Priorities 2021/22

## Tackling Challenges and Delivering Improvement Priorities

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

The vision for the Perth and Kinross Offer is:

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

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

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

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

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

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

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



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

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

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

# Our Strategic Objectives



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



**Educated,  
Responsible and  
Informed Citizens**



**Prosperous,  
Sustainable and  
Inclusive Economy**



**Independent,  
Healthy and Active  
Lives**



**Safe and  
Sustainable  
Places for Future  
Generations**

# Giving Every Child The Best Start in Life





## Key Achievements

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



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



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



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

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



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



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

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

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

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



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

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

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

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

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

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

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

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

*PKC Schools Return August 2020*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## 2020/21 Key Performance Indicators

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

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

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

# Educated, Responsible and Informed Citizens



## Key Achievements

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



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

2020:

PKC - 75%

Scottish Average - 72%

**10 adults** achieved their College Connect Certificate

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

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



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



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





## High-Quality Learning For All

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

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

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

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

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

## Support Our Citizens to Find and Sustain Employment

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

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

## Enable Communities to Participate

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

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

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

## Case Study

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

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

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

Quote from participant:

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

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

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

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

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

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

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

## 2020/21 Key Performance Indicators

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

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

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

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

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



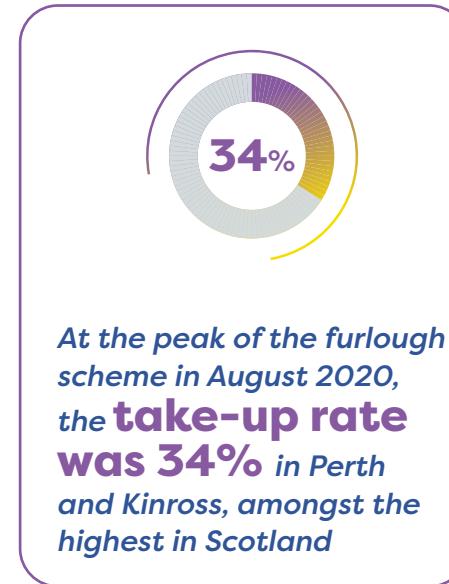
# Prosperous, Sustainable and Inclusive Economy





## Key Achievements

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



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



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



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



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

## Support the Local Economy

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

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

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

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

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

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



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

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

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

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

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

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

## 2020/21 Key Performance Indicators

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

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



# Independent, Healthy and Active Lives



## Key Achievements

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



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



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

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



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



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

## Independent, Healthy and Active Lives

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

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

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

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

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

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

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



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

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

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

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

*Tenancy Sustainment Fund*

## 2020/21 Key Performance Indicators

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

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



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

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



# Safe and Sustainable Places for Future Generations



## Key Achievements

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

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

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



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



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



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

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



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



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

## Preserve, Protect and Sustain the Local Area

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Volunteering

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

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

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

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

## Support Public Safety and Resilience

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

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

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

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

## Connectivity and Smarter Connections

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

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

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

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



## 2020/21 Key Performance Indicators

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

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





# Organised to Deliver

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

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

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

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

## Resources

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

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

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

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

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

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

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

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

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

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

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

## Wellbeing

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

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

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

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

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

## Communications and Engagement

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

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

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

## Equality and Diversity

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

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

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

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

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

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

## 2020/21 Key Performance Indicators

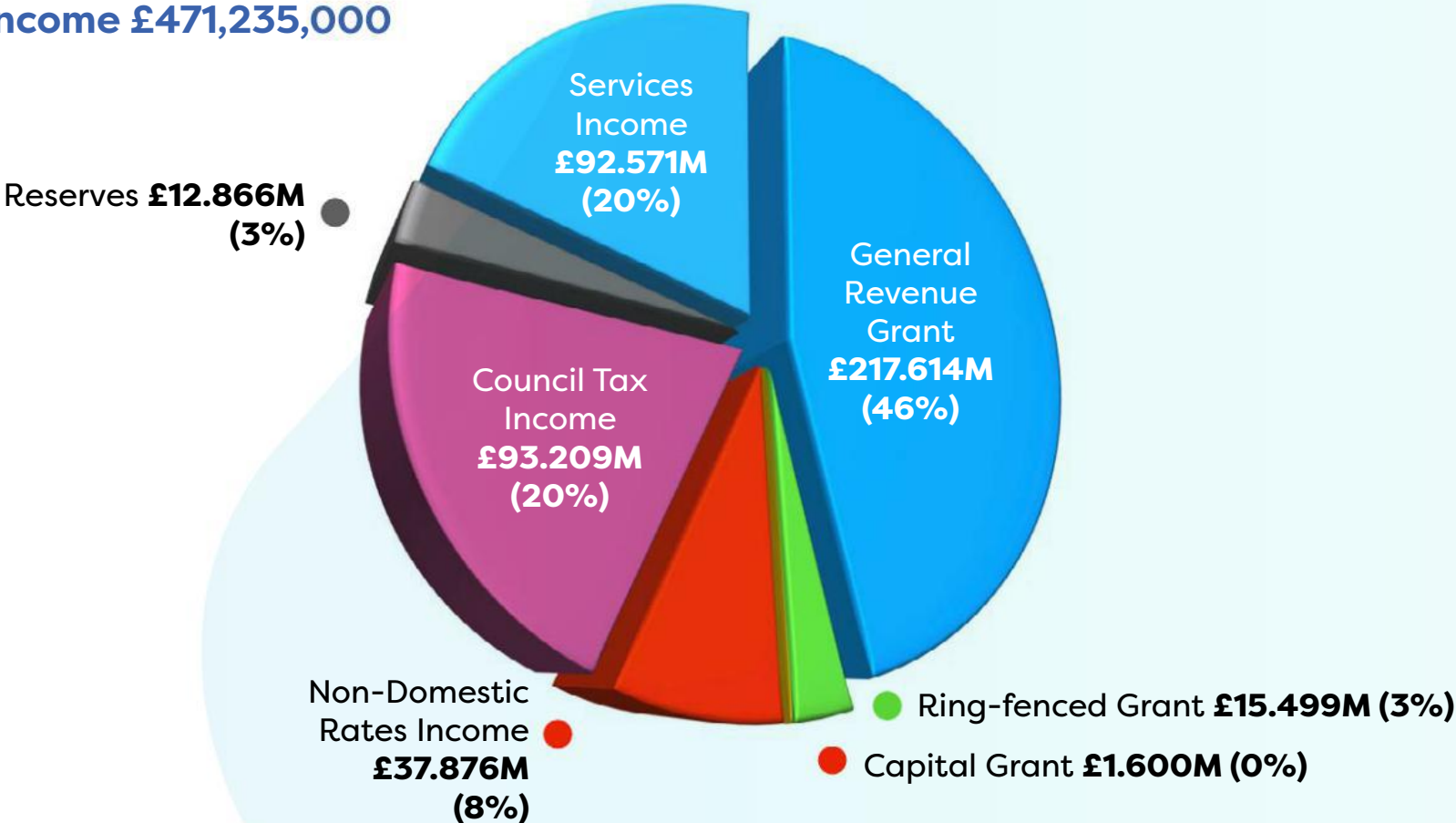
Performance against our key performance indicators is available in **PK Performs**, our online performance dashboard.

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



# Where Does the Council Get Its Money From?

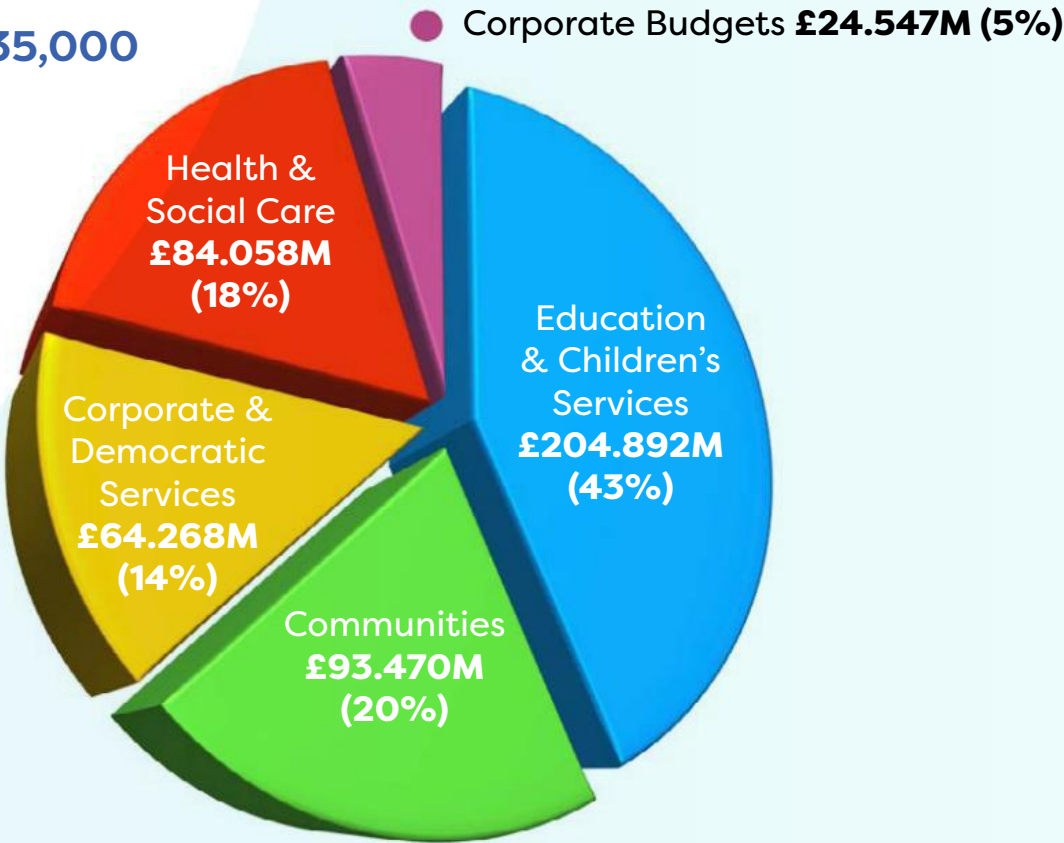
Gross Income £471,235,000



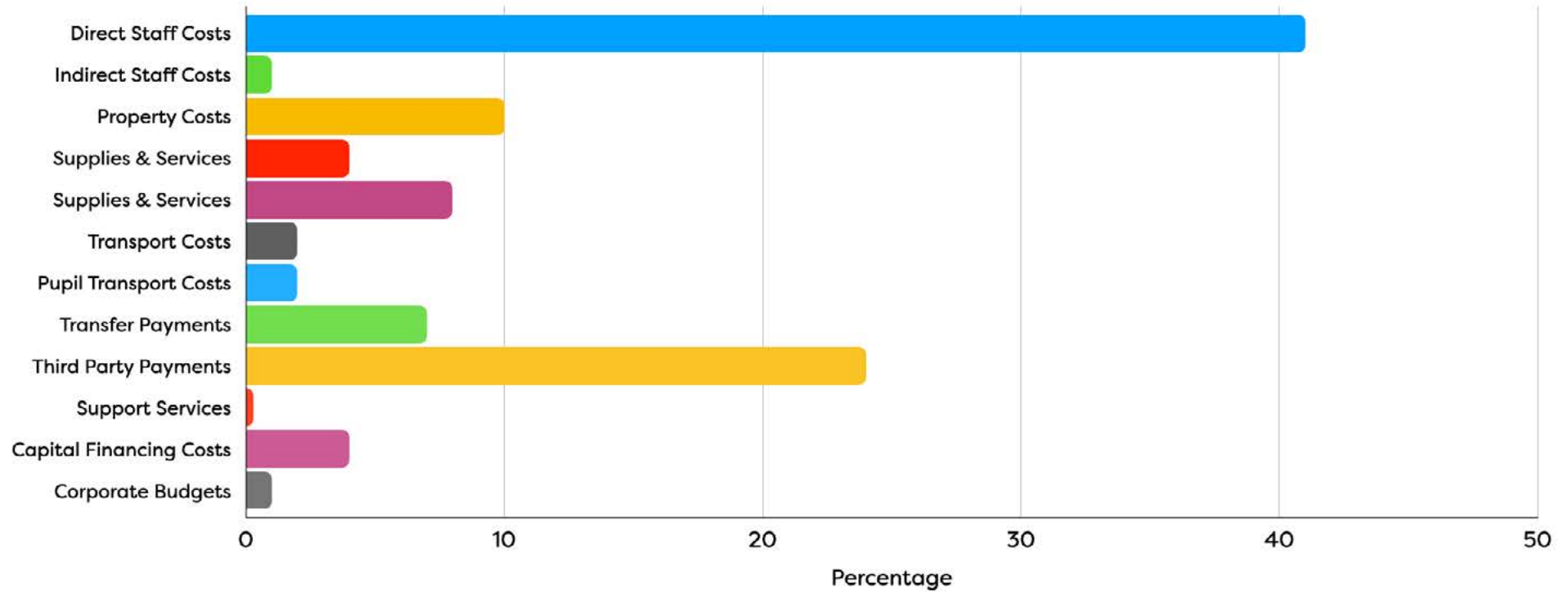


# How We Spend Your Council Tax

Gross Expenditure £471,235,000



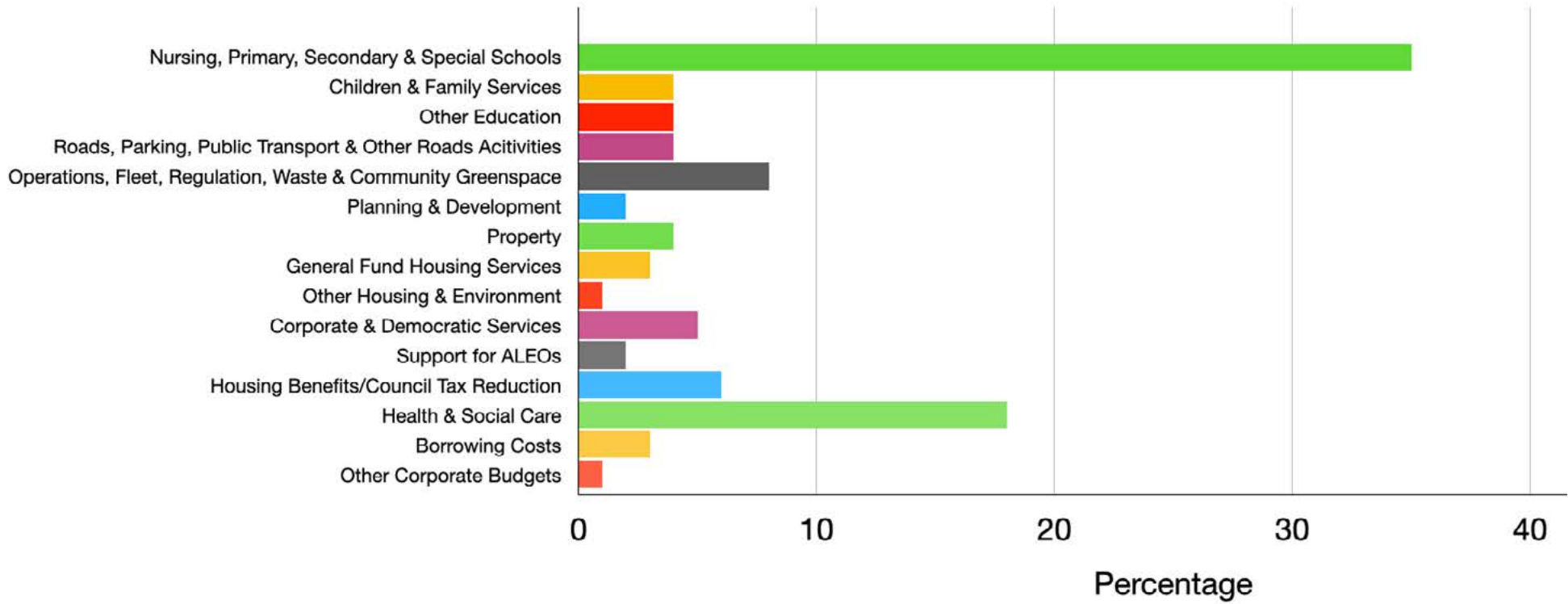
## Costs 1



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



## Costs 2



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

## Appendix 1:

# COVID-19 Impact

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

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

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

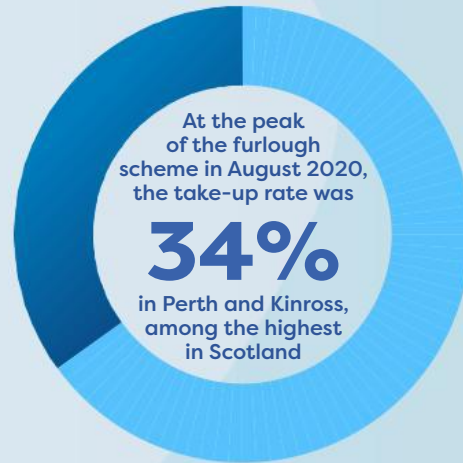
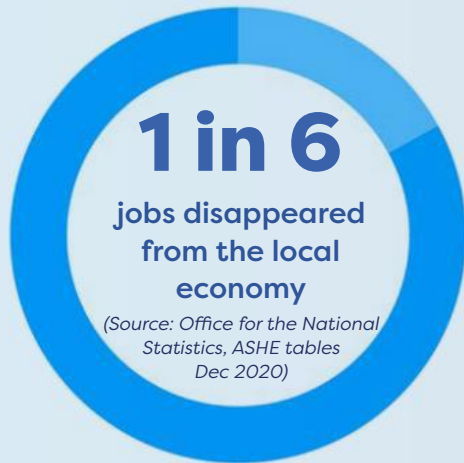
by working together through kindness and collaboration, that we can all make a real difference to people's lives.

These included:

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

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

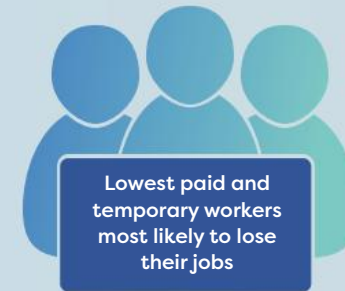
Employment



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

Poverty and Inequality Commission, May 2021

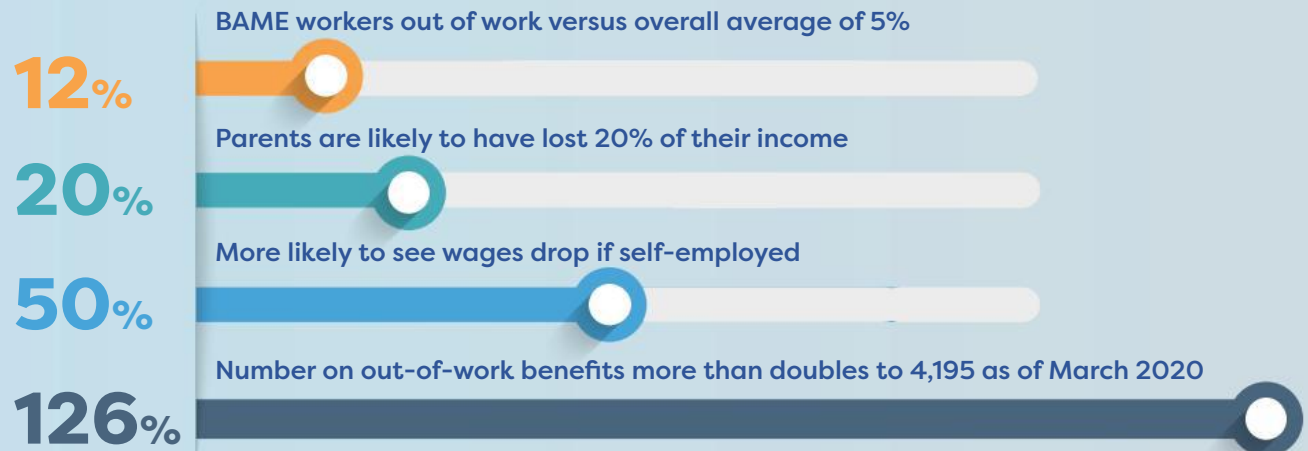
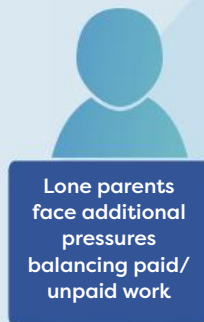
- Young people's jobs disappear faster
- Women more likely to work in a sector that is shut



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



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

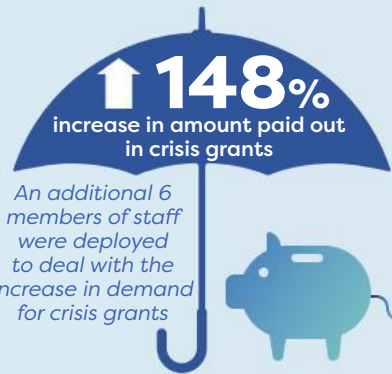


## Financial Hardship



2,374 families were helped with benefit advice

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



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

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



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

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

## Welfare Checks



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

## Food Poverty



**3,482**

food parcels distributed to those shielding between April and July 2020



**3,500**

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

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

## Education



Supported between

**91-158**

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

Supported up to

**1,500 children**

in learning hubs during lockdown 2

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

**5,000 views**

## Tenancy Sustainment



**£293,000**

paid out to support 683 tenants in 2020/21

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

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



## Our Response - Key Activities

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

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

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

## Community, Business and Staff Feedback

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

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

## Next Steps

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

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





## Key Contact

For further information on any area of this report please contact:  
Louisa Dott, Performance Team Leader, email [LJDott@pkc.gov.uk](mailto:LJDott@pkc.gov.uk)

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*(PKC Design Team - 2021141)*



**PERTH AND KINROSS COUNCIL**

**Scrutiny Committee  
15 September 2021**

**Lifelong Learning Committee  
3 November 2021**

**Housing and Communities Committee  
10 November 2021**

**EDUCATION AND CHILDREN'S SERVICES  
JOINT BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2021/22 AND  
ANNUAL PERFORMANCE REPORT 2020/21**

**Report by Executive Director (Education and Children's Services)**  
(Report No. 21/158)

**PURPOSE OF REPORT**

This report presents the Business Management and Improvement Plan (BMIP) for 2021/22 and Annual Performance Report 2020/21 for Education and Children's Services. It provides a report on progress, performance against key performance indicators, and sets out priorities for the current year.

**1. BACKGROUND/MAIN ISSUES**

- 1.1 Service BMIPs and Annual Performance Reports remain a core element of the Council's Service Planning Framework, which reports progress on a cycle following financial years.
- 1.2 This report presents the Education and Children's Services Annual Performance Report for the period 2020/21 and the BMIP for the period 2021/22.
- 1.3 The Education and Children's Services BMIP sets out the key Service priorities which will be delivered to ensure better outcomes and contribute to the delivery of the Council's strategic objectives, as well as meeting new and developing national policy requirements.
- 1.4 The Education and Children's Services Annual Performance Report 2020/21 reviews Service progress over the past year in meeting the Service's established priorities and performance targets. In 2020, at the height of the COVID-19 pandemic, an improvement plan for 2020/21 was not approved by Lifelong Learning Committee.

**2. PROPOSALS**

- 2.1 The 2020/21 reporting year has been heavily influenced by the COVID-19 pandemic and this is reflected across the report as appropriate. However, the

established strategic objectives of the Service remains unchanged and progress against these is positive in many areas. The ongoing effects of the pandemic will bring additional challenges which influence both current and future priorities, and in some cases, our ability to monitor progress and performance.

### 3. CONCLUSION AND RECOMMENDATIONS

3.1 The Joint BMIP and Annual Performance Report details progress against the Service’s priorities over the last year and sets out how the Service will take forward its strategic objectives.

3.2 It is recommended that the Scrutiny Committee:

- (i) Scrutinises and comments as appropriate on the Education and Children’s Services Business Management and Improvement Plan for 2021/22 and Annual Performance Report 2020/21.

3.3 It is recommended that the Lifelong Learning Committee:

- (i) Approves the Education and Children’s Services Business Management and Improvement Plan for 2021/22 and Annual Performance Report 2020/21.

3.4 It is recommended that the Housing and Communities Committee:

- (i) Relating specifically to Criminal Justice services, approves the Education and Children’s Services Business Management and Improvement Plan for 2021/22 and Annual Performance Report 2020/21.

#### Author

Name	Designation	Contact Details
James Chiles	Performance Officer	<a href="mailto:Committee@pkc.gov.uk">Committee@pkc.gov.uk</a> 01738 475000

#### Approved

Name	Designation	Date
Sheena Devlin	Executive Director (Education and Children’s Services)	6 September 2021

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan/Single Outcome Agreement

1.1 This section sets out how the proposals relate to the delivery of the Perth and Kinross Community Plan/Single Outcome Agreement in terms of the following priorities:

- (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; and
- (v) Creating a safe and sustainable place for future generations.

This report relates to all Objectives.

#### Corporate Plan

1.2 This section sets out how the proposals relate to the achievement of the Council's Corporate Plan Objectives.

- (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; and
- (v) Creating a safe and sustainable place for future generations.

This report relates to all Objectives.

1.3 The report also links to the Education & Children's Services Vision, Values and Priorities in respect of the following key Priority area:

- Best Start
- Learning and Achievement
- Health and Wellbeing
- Care and Equity
- Safe and Protected

This report relates to all priority areas.

## 2. Resource Implications

### Financial

2.1 N/A

### Workforce

2.2 N/A

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

2.3 N/A

## 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.

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.

This report has 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

3.3 Under the provisions of the Local Government in Scotland Act 2003, the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change (Scotland) Act 2009 the Council also has a duty relating to climate change and, in exercising its functions must act:

- In the way best calculated to delivery of the Act's emissions reduction targets.
- In the way best calculated to deliver any statutory adaption programmes.
- In a way that it considers most sustainable.

The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

## Legal and Governance

3.4 N/A

3.5 N/A

## Risk

3.6 Risks are identified and reviewed as part of the BMIP process.

## **4. Consultation**

### Internal

4.1 The Annual Performance Plan is developed in collaboration with Heads of Service, Managers and staff across Education and Children's Services.

### External

4.2 N/A

## **5. Communication**

5.1 Wide communication of the finalised Business Management and Improvement Plan will take place once approved by Committee.

## **2. BACKGROUND PAPERS**

2.1 No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

### **3. APPENDICES**

- 3.1 Appendix 1 - Education and Children's Services Business Management and Improvement Plan 2021/22 and Annual Performance Report 2020/21



# Education & Children's Services



Joint Business Management and Improvement Plan 2021/22  
& Service Annual Performance Report 2020/21

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## 1. INTRODUCTION

This report presents a summary of the work we have undertaken over the past year to ensure better outcomes for everyone in Perth and Kinross and contribute to the delivery of the Council's strategic objectives. It allows us an opportunity to reflect on the progress we have made in the last year and report on our performance against identified performance indicators.

This has been a year of significant challenge, dominated by a global pandemic, requiring tremendous effort and dedication from our staff across the service. It has been humbling to see the outstanding commitment, creativity, perseverance, resilience, and service shown by teams across ECS, much of which still continues.

Improving outcomes for children, young people, families and for people in the justice system remains the core business of Education and Children's Services. Our focus is to ensure that children, young people and their families receive appropriate experiences and support to best meet their wellbeing and learning needs and achieve positive outcomes. A key focus for our work is early intervention and prevention, raising attainment for all and closing equality gaps, delivering equity and enabling inclusion in all of our services.

We remain committed to GIRFEC and ensuring that children and young people are safe, healthy, achieving, nurtured, active, respected, responsible and included and that they and their families receive the help they need, when they need it. Similarly, we remain committed to community justice and building successful support for people who have committed a crime, and their families, to help break the cycle of reoffending. We will continue to ensure that our services are responsive to the needs of people and communities. In line with the Perth and Kinross Offer, we will ensure that the views of the children and people who use our services are at the heart of our work, and we will focus on personal and collective wellbeing so that everyone can make a positive contribution to our communities.

Whilst we do well in many areas, our ambition is always to do better. We are confident in our ability and capacity to continue to improve, supported by a workforce committed to delivering better outcomes and continuous improvement.

While current circumstances require us to plan for a process of recovery, it also provides an opportunity to evaluate our services with fresh eyes, and to learn valuable lessons from circumstances that have been forced upon us, to see what has worked well, and to make informed decisions about the best use of the resources at our disposal.

Thanks to all staff and partners for the contributions they have made in the most challenging circumstances of their careers and for their continuing efforts and commitment to delivering positive outcomes and improved services.

**Sheena Devlin**  
**Executive Director (Education and Children's Services)**

**Jacquie Pepper**  
**Depute Director and Chief Social Work Officer**

## 2. VISION, STRATEGIC OBJECTIVES AND SERVICE PRIORITIES

### Our Vision

We support the Vision of the Community Planning Partnership, for our area:

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

This Plan aims to translate this vision into an agenda for Education and Children’s Services to deliver positive outcomes for our citizens and communities.

### Perth and Kinross Council’s (PKC) Strategic Objectives

The vision is reflected in the Council’s five strategic objectives, outlined in the [Corporate Plan](#) and these inform decisions about policy direction and budget spending:

The vision and strategic objectives support the delivery of the [Community Plan](#) and the Council’s Corporate Plan.

The Perth and Kinross Offer is about **working together so everyone in Perth and Kinross can live life well**. The Council will build new relationships with communities and design services around the people who live and work in them. The Perth and Kinross Offer supports the corporate objectives and our service priorities. In line with the Offer, Education and Children’s Services will involve children, young people, and adults who receive our services to evaluate how well we are doing; as well as when we design new services or when we make changes.

Examples include:

- Extensive, large-scale consultation in the design and delivery of Early Learning and Childcare.
- Specific participation and involvement of Young Carers in the creation of a Young Carers Strategy.
- Direct involvement in the design of a new service for men in the Justice System called EVOLVE.

### Education and Children’s Services Strategic Framework

Education & Children’s Services developed a service Vision and Values, a concise and focused statement of the overall aim of our service, and an expression of the drivers of our behaviours as an organisation and as individuals.

<b>Our Vision:</b>	<b>Improving Lives Together</b>		
<b>Our Values:</b>	<b>Ambition</b>	<b>Compassion</b>	<b>Integrity</b>

Alongside this are the service strategic priorities, which draw from the Tayside Plan for Children, Young People and Families, and the Community Justice Outcome Improvement Plan, and are aligned with the Council’s strategic objectives.

ECS Key Priorities				
Best Start	Learning & Achievement	Health & Wellbeing	Care and Equity	Safe and Protected
Corporate and Community Planning				
Giving Every Child the Best Start in Life	Developing educated, Responsible and informed citizens		Supporting people to lead independent, healthy and active lives	

The strategic direction of our service is underpinned, influenced and shaped by a range of key national legislation and strategic policies. This is a time of significant change and development, and the following are identified as key drivers over the next 3 years:

**The Promise**

The Promise is a national body responsible for driving and monitoring the implementation of system changes demanded by the findings of the Independent Care Review. The Promise Team will support shifts in policy, practice and culture so Scotland's care experienced infants, children and young people grow up loved, safe and respected, and able to realise their full potential. The Promise Plan 2021-2024 (March 2021) and Change Programme ONE (May 2021) outline five priority areas of change and associated actions.

**The Morgan Review**

Published in June 2020, *Support for Learning: All our Children and All their Potential* is the final report of the review headed by Angela Morgan, addressing the effectiveness of the Education (Additional Support for Learning) (Scotland) Act 2004 in ensuring the availability and quality of additional support for learning across Scotland. The review made a number of recommendations for improvement throughout the education system.

**United Nations Convention on the Rights of the Child (UNCRC)**

The Convention has 54 articles that cover all aspects of a child’s life and set out the civil, political, economic, social and cultural rights that all children everywhere are entitled to. It also explains how adults and governments must work together to make sure all children can enjoy all their rights. Scotland is set to become the first country in the UK to incorporate the UNCRC into domestic law with specific duties for public bodies across all of their work and the right for children and young people to enforce their UNCRC rights and seek remedy if they are not met.

**Children (Scotland) Act 2020**

The Act amends statutes concerning children, including the Children (Scotland) Act 1995, the Adoption and Children (Scotland) Act 2007 and the Children’s Hearings (Scotland) Act 2011. New statutory responsibilities come into force on 26 July 2021 to support care experienced brothers’ and sisters’ relationships and ensure that brothers and sisters views are considered when care decisions are taken.

### **Age of Criminal Responsibility (Scotland) Act 2019**

Services for Children Young People and Families (SCYPF) will need to develop and implement processes in line with the Age of Criminal Responsibility (Scotland) Act 2019 which comes into effect in October 2021. This includes identifying Places of Safety and providing specific training for social workers to conduct interviews of children involved in high-risk behaviours.

### **The Carers (Scotland) Act 2016, Statutory Guidance - Timescales for Adult Carer Support Plans and Young Carer Statements etc. Regulations and Directions 2021**

The amendment to the above regulation outlines the need for SCYPF to respond swiftly, and within specific timescales, to the needs of young carers where the cared for person is terminally ill.

### **Child Protection**

Following extensive consultation, the 2014 National Guidance for Child Protection has been revised and is due for publication over the summer of 2021. This will require ECS, along with Child Protection Committee partners to review and update local practice and procedures in preventing and responding to the risk of harm.

The Programme for Government includes an aim for all children and young people in Scotland in touch with child protection services to be supported through a Barnahus model of support. This will have implications for the premises we use and the way our services are provided.

### **Getting It Right for Every Child**

Getting it right for every child (GIRFEC) supports families by making sure children and young people can receive the right help, at the right time, from the right people. The aim is to help them to grow up feeling loved, safe, and respected so that they can realise their full potential. The Scottish Government has announced a refresh of the GIRFEC policy in 2021 and ECS will need to engage in reinvigorating our internal processes and approach, along with partners.

## Best Start

Our children will have the best start in life, they will be cared for and supported to learn in nurturing environments.

We work alongside families to improve children's wellbeing and encourage early social and emotional development. In partnership with parents and carers, we support children in their early years to ensure all children and young people are given the best start in life, ensuring that children and families get the help they need, when they need it, by further strengthening our GIRFEC approach.

### Performance Summary for 2020/21

To support vital work in handling the emerging COVID-19 pandemic, Education and Children's Services delivered critical childcare for essential workers and vulnerable children for two school closure periods, and over summer 2020. As circumstances allowed through each stage of restrictions, we also supported a phased and full time return to Early Learning and Childcare, registered childcare, and in-school learning.

Virtual approaches to multi-agency meetings were developed for Child's Plan meetings and for child and public protection processes during lockdown. This improved participation of all plan partners and has provided a model for new ways of working for the future. Staff in Services for Children, Young People and Families (SCYPF) supported parents and carers with the practicalities, and they have welcomed this development.

The expansion of Early Learning and Childcare (ELC) provision to 1140 hours for every child continued this year. From February 2021, 100% of eligible children in Perth and Kinross could access their 1140 hours entitlement. ELC Settings have enhanced their high-quality learning environments to provide more nurturing spaces and a range of age-appropriate experiences both indoors and outdoors.

SCYPF continued to provide essential services for children and families, with a focus on those at risk of abuse and on the edges of care. Additional COVID resources were used to prioritise preventative work and support families to cope with restrictions. Social Workers adapted their ways of working to ensure that these children were seen face to face during lockdown and between 95-100% of children in were visited each week. This has promoted positive and trusting relationships.

### Priorities for 2021/22

- SCYPF will work with parents to identify their communication needs and provide appropriate and accessible support to ensure that they can engage fully with help and advice.
- ELC practitioners will work in partnership with Speech and Language Therapy to increase the number of children meeting their developmental milestones in language and communication.
- Play across the curriculum at early level and playgrounds will be developed further, building on staff knowledge and confidence to plan for, and deliver, meaningful play experiences.

- A clear vision for high quality outdoor learning across the Early Level Curriculum will be developed.
- Early Years Family Support Workers will work with families in their own locality/ELC Community providing access to a wide range of evidence-based family learning opportunities for targeted families 0-16 years of age.
- SCYPF will increase the range and level of preventative support to families by:
  - commissioning additional community-based family support
  - making the provision of family support outside of traditional working hours a permanent feature of the social work offer.
- Supported by budget motion monies, a community development approach and a model of co-production will be used to test new models of family support within a locality.
- Increase links with the University of the Highlands and Islands to further develop parent pathways into accredited learning opportunities.
- Ensure that practitioners at all levels are aware of their responsibilities in respect of the United Nations Convention on the Rights of the Child (UNCRC) on their work.



## Learning and Achievement

Our children, young people and their families will be meaningfully engaged with learning and combined with high quality learning experiences, all children and young people will extend their potential.

Through meaningful engagement in learning, high quality learning experiences and skilful staff, all of our children, regardless of their circumstances, will be successful learners, confident individuals and responsible citizens who contribute to their communities. We have ambitious targets for raising attainment and achievement.

### Performance Summary for 2020/21

Since March 2020, approaches to effective, quality, learning and teaching, have required to be continually reviewed and adapted to respond to COVID-19 requirements. Throughout the year, learning and teaching was either delivered remotely online to all pupils or delivered in school, with health and safety measures and adaptations in place. Approaches to communication with parents were reviewed and adapted to improve daily contact, progress reporting and parent engagement sessions. Delivery of remote learning saw increased levels of engagement and higher quality learning experiences for young people during the second closure period.

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

All parents and pupils were invited to take part in a 'Learning in Lockdown' survey to inform the development of any future remote learning offers. The feedback was thematically analysed, then shared at an authority wide and school basis. Data was used to highlight and share good practice and identify areas for further development or targeted intervention. Data highlighted a need for further focus on increased support for learning, and lead to expanded staff training and support around digital technologies and accessibility. In parallel, additional devices and IT support was provided to learners and families. Feedback also led to increased individualised support being put in place at all school stages and further informed the focus on health and wellbeing activities, particularly to support a sense of connection.

Play-based approaches to teaching and learning in early level primary is continuing to improve in Perth & Kinross. 60% of schools in PKC have participated in the Learning through Play action research programme, with additional schools starting Phase 4 in June 2021. As a result, class teacher skills and confidence in the application of learning through play moved from an average confidence of 40% at the start of the programme to 70% confidence mid-way through the programme. All Phase 3 schools reported a smoother transition on return from the first and second lockdowns due to play-based approaches impacting positively on children's mental health. This highlighted a positive impact on the play-based environment due to the award of the Learning through Play Grant.

Implementation of literacy and numeracy strategies have supported continuous professional development opportunities for teachers and leaders, leading to improvements in classroom practice in schools. The Inspiring Schools programme involved over 80 classroom practitioners in improving learner engagement, feedback, moderation, and support and challenge.

A range of online resources and supports were developed for teachers and parents during the periods of remote learning. The online teacher professional learning community was accessed over 44,000 times in the course of the year.

To support work on closing the attainment gap, primary and secondary school staff attended Self-regulation in Action sessions to enable them to better support the development of pupils' self-regulation. Staff reported positive impact on pupil ability to engage and persist in their learning, understand emotions, seek support, and a greater sense of autonomy.

The PKC Digital Learning Strategy was progressed and overtaken by the PKC and Tayside Regional Improvement Collaborative virtual campuses that were established. There was a successful migration of entire aspects of our Instrumental Music Service to digital learning for the entire session in response to government guidance. The implementation phase of the Highland Perthshire Learning Partnership was successfully completed.

One of our key achievements was successful implementation of the SQA Alternative Certification Model. This led to reinvigorated approaches to moderation in secondary schools. Work has been undertaken in secondary schools to use neuroscience to support effective learning and reduce assessment anxiety for young people.

## **Priorities for 2021/22**

- Raise attainment & achievement for all and closing the attainment gap: implement the Action Plan 2021-2022.
- Develop the Corporate Parenting Plan in line with the Promise and to reflect the particular needs of care experienced children and the educational challenges they face.
- Work with partners to support recovery, through implementation of evidence-based approaches to target literacy, numeracy and health and wellbeing outcomes.
- In partnership with Education Scotland, develop a toolkit to support self-evaluation of support for learning and complete a Validated Self-Evaluation with the secondary sector.
- Complete Curriculum Reviews and implement recommendations for improvement to Broad General Education and Senior Phase in secondary schools.
- Ensure that there is a coherent, universal, and targeted approach to the “Young Person`s Guarantee” in partnership with all stakeholders.
- Build the digital capacity in our system to maximise learning opportunities for our young people as part of our wider curricular review and refresh.

- Complete Parental Involvement and Engagement survey and enhance parental participation in learning.
- Eliminate charging for all elements of core curriculum and implement free access to instrumental music.
- Further develop approaches to enhance Learner Participation in accordance with UNCRC.

## Health and Wellbeing

Our children and young people will be physically, mentally and emotionally healthy.

Learning in health and wellbeing is designed to ensure that children and young people develop the knowledge and understanding, skills, capabilities and attributes which they need for mental, emotional, social and physical wellbeing.

### Performance Summary for 2020/21

The health and wellbeing of children young people and staff were prioritised throughout 2020/21, giving a prominence to social connections and resilience. Active Schools Co-ordinators provided a flexible approach to supporting schools throughout the pandemic. They offered online support through recorded engagement sessions to deliver 'household' activities, weekly social media activity newsletter promoting daily activity, remote support for school staff leading physical activity sessions and online motor skills sessions for targeted groups of learners. The Perth & Kinross Active Schools Primary Sports leadership programme to P6/7 children continued online along with sports and dance leadership programmes.

Recovery was supported through a suite of materials for children and young people to support anxiety-based responses, through universal messages and video vignettes distributed through corporate communications and bespoke inputs for school communities to use with their parents. Health and wellbeing work in schools is supported through curriculum leaders, who were trained in newly developed resources. A pilot was carried out with schools to evaluate the use of nationally available tools to support the measurement of health and wellbeing.

A staff wellbeing framework was developed, matched to the themes arising from schools. With the introduction of Scottish Government funding, Place 2 Be was commissioned to set up 'Resilient Connections' reflective support sessions involving Headteachers. In response to feedback from Headteachers, 'Time to Pause – Mindfulness and Self-care' workshops were introduced, raising awareness of wellbeing and personal indicators and an individual wellbeing toolkit. Leadership Learning Sets were also introduced, covering the themes of 'Punctuating the Positives' and 'Recovery or Regrowth'. Feedback from these opportunities has been overwhelmingly positive.

During 2020/21, the Counselling in Schools programme moved from the pilot phase to full implementation, achieved through working to a Tayside wide procurement framework, based on collaboratively produced principles. Contracts were awarded to every Local Management Group (LMG) and counsellors took up post across the authority from December 2020. The Tayside Emotional and Mental Wellbeing Strategy Connected Tayside was finalised and agreed for implementation in all three Tayside local authorities.

The independent enquiry into mental health services in Tayside produced a report on its findings entitled "Trust and Respect". In response, an inclusive and collaborative approach was taken to co-create Living Life Well, a ground-breaking strategy for mental health and wellbeing in Tayside. This sets out collective ambitions for building mental health services that meet the lifelong needs of the population and to deliver a thriving and flourishing workforce to improve the lives of people across Tayside. The mental health and wellbeing of children and young people is a clear and significant priority in the strategic development of Tayside's mental health services.

Over the course of the year, the Mitie and Tayside Contracts Facilities Management Services have adapted to the additional Scottish Government and Health Protection requirements for cleaning, to provide a COVID-19 safe environment. This has meant changes to cleaning processes with greater emphasis on disinfection, the introduction of daytime cleaning and the completion of emergency cleans following a suspected or positive COVID-19 case. The Facilities teams have also assisted in the reopening of school outdoor spaces for community use and monitoring users to ensure that COVID-19 guidelines are being adhered to.

Tayside Contracts Catering Service provided support to Key Worker Children's Activity Centres during the initial stages of the pandemic. Following the return of pupils to in-school learning, the service has provided meals for all pupils attending in a COVID-19 safe way. This has included a bagged meal service in primary schools, allowing individual class bubbles to be maintained, and grab-and-go and pre-order services in secondary schools to reduce cross contact between different pupil groups. For pupils unable to attend due to COVID-19 isolation requirements, direct payments have been made for those entitled to Free School Meals.

## **Priorities for 2021/22**

- Supporting young people who have been most impacted by the pandemic through enhanced support for wellbeing and employability opportunities via Services for Young People, as directed by the young people themselves.
- Develop and implement a Perth and Kinross action plan to deliver the new Tayside Emotional and Mental Wellbeing Strategy Connected Tayside and launch the Perth and Kinross local mental health pathway.
- Work with partners to support implementation of the Community Mental Health fund.
- Support implementation of the Tayside Child Healthy Weight Strategy and expand provision of free school meals across primary stages.
- Develop Health and Wellbeing Progression Pathways, establish stretch aims for the delivery of health and wellbeing in schools.
- Develop and roll out an 'Attendance Framework' with associated materials to support good practice in preventing absence from school, including emotionally based absence.
- Support services to proactively identify opportunities as a result of, and be compliant with the incorporation of, United Nations Convention on the Rights of the Child in Scots law.
- Deliver the national Health and Wellbeing Census for pupils from P5 to S6.

## Care and Equity

Our children and young people who experience particular inequalities and disadvantage will achieve health, wellbeing and educational outcomes comparable with all other children and young people.

We focus resources on groups of children and young people that are more likely to experience inequalities and poor outcomes in health, wellbeing, education and post-school destinations. We are committed to closing the various 'gaps', increasing accessibility and broadening opportunities.

### Performance Summary for 2020/21

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

The [Corporate Parenting Plan 2018 - 2021](#) outlines our commitment to ensuring that all looked after children and young people benefit from stable and nurturing care. We aim to ensure that they receive this within their own extended family wherever possible, or within high quality family-based care in their own communities. High performance has been maintained in the balance of care for children being looked after within the community at 95.8% in 2019/20 and we were ranked second nationally. Children and young people looked after away from home have been more settled in placement and increased support has been available on a flexible and adaptable basis, including garden visits and outside meetings. Young people facing more isolation, such as those living independently, have benefited from increased contact, often meeting outside, to help support their emotional wellbeing and mental health.

Collaboration with the third sector secured Youth Work in Education Recovery funding to contract eight third sector organisations to work with secondary schools to support young people to re-engage with education.

A new service of community childminders has been piloted to provide a blend of home and nursery ELC provision for children for whom full time provision in nursery is not suitable. It is intended that these places will be provided for children with a range of additional support needs.

Parenting and family learning have been adapted to continue to support parents in new ways. 77 virtual groups were offered, with 316 parents/carers attending at least one session and 241 completing a full programme. Bitesize sessions were introduced this year on themes such as fussy eaters and predictable routines. Through these supports, 54% of parents participating reported they found their stress/anxiety levels as a parent had reduced.

CIRCLE is a universal skills programme evidenced to improve inclusive practice in schools. Materials for all establishments have been developed and shared to support implementation, including training videos and reflective questions. A survey was conducted to evaluate implementation so far. Positive feedback was received from Headteachers about the resource itself and the supporting training materials.

## Priorities for 2021/22

- Develop an action plan to implement and embed the principles of the UNCRC.
- Incorporate changes to the Children (Scotland) 2020 Act and recommendations in the Promise into our practices, increasing support to help keep the bond between brothers and sisters.
- Update the Corporate Parenting Plan 2018-2021 and prepare a local “Promise Plan” to realise the commitment of Scotland’s Promise Plan 2021-24.
- Further enhance capacity to undertake Family Group Decision Making (FDGM) keeping children out of care and retained within their wider family whenever possible. FDGM is currently offered to families where there is a risk of children becoming accommodated and it empowers families to develop their own solutions and to make decisions. FDGM promotes partnership working between the family and professionals
- Trial an approach using the Self-Directed Support ethos to enable children, young people and families more choice and control over decisions about how their mental health needs are best met.
- Respond appropriately to changes within the UK National Transfer Scheme to accommodate Unaccompanied Asylum-Seeking Children.
- Establish pathways that support transition for all children and young people with additional support needs (ASN) at the key points throughout their education and care.
- Improve inclusive practice in all schools and ELC settings to increase attendance, engagement and participation of all children in learning and the life of the school, addressing the recommendations of the national Additional Support for Learning Review.
- Develop an ASN Parents Forum.
- Complete the review of Nurture, develop outreach capacity that supports primary schools to meet a range of additional support needs and begin the implementation of whole-school nurturing approaches



## Safe and Protected

Our children and young people will be safe and protected from harm at home, school and in the community. Our communities will be safe and we will act to prevent and reduce crime and anti-social behaviour.

Our approaches to protecting vulnerable children and young people are integrated and focused on early identification, and immediate and effective intervention to remove and reduce the risk of significant harm.

Through our Criminal Justice Social Work Service, we will work with partners to minimise the potential risks posed by the most serious offenders to keep communities safe, help reduce re-offending and support effective interventions for people in the justice system.

### Performance Summary for 2020/21

Over the course of the year, social work staff adapted quickly to using new technology to ensure that statutory responsibilities were met. Children, young people and families most at risk were prioritised, supported and cared for. Social work functions, such as looked after reviews and child protection case conferences, continued using new ways of working which families welcomed. Social workers have continued to see families face-to-face ensuring that 95-100% of children whose names are on the Child Protection Register are visited in person every week.

Multi-disciplinary Safe and Together training was provided to 95 people across the Community Planning Partnership to work differently with victims of domestic violence.

Criminal Justice Social Work (CJSW) continued as an essential service throughout the pandemic with staff keeping in contact with service users via telephone and virtual means wherever possible. Face to face contact was maintained for priority groups including domestic violence perpetrators; people at high risk of harm and re-offending; people being released from prison; and vulnerable people. Changes were made to working practices to enable people to complete community sentences as much as possible. The early release of prisoners was managed effectively through a multi-agency approach ensuring maximum support to people on release and the continued safety of communities. The new Men's Service has been renamed by participants and is now called EVOLVE. The first cohort of men are now engaged with individual and group activities at the Neuk.

CJSW performance during the COVID-19 period, in comparison to recent previous years, shows some considerable differences. This is because of the reduction in Court activity and reflects the national picture. The most significant change in the performance indicators is the drop in Orders such as Community Payback Orders. These are down from 215 in both 2018-19 and 2019-20 to 71 in 2020-21. Similarly, the number of Court Reports that have been submitted have gone from 515 in 2018-19 and 535 in 2019-20 to 235 in 2020-21.

In December 2020, the Scottish Government announced the arrangements for writing off categories community payback orders and unpaid work hours along with funding to assist local authorities to address the backlog via the third sector. This additional funding was used to fund St Johnstone Community Trust (Saints in the Community) a community project providing outdoor furniture for schools, community centres and care homes etc.



In April 2020, the Cabinet Secretary for Justice announced that short-term prisoners nearing the end of their sentence in custody were to be released early. This was designed to help tackle the COVID-19 outbreak and the pressures on this Scottish Prison Service. A multi-agency process assisted 13 people to return to the community successfully.

Unpaid work was suspended in line with national policy between April and July 2020 and for a second time between January and April 2021. Initially, project supervisors were placed on the re-deployment list and assisted with emergency painting and repair work for vulnerable people. The Westbank site is now an authorised provider of training for the Department for Work and Pensions and has attracted a training budget through the European Social Fund.

Perth and Kinross Council has delivered the Caledonian System since April 2019, initially funded for three years, and extended for a further year. The Caledonian System is an integrated intervention which aims to directly address men's domestically abusive behaviour and to improve the safety and wellbeing of women and children. This is achieved through its' Men's, Women's, and Children's Services with CJSW staff working in partnership with a range of statutory and third-sector services and agreed information-sharing processes.

The *Getting it Right...Keeping Your Child Safe* event was designed to support parents, carers and professionals by providing information and advice from nationally recognised experts around a wide variety of topics related to online safety, digital resilience and cyber security. The seminars take place annually, most recently in March 2021, where it was successfully moved online and attracted around 600 attendees. The event has been nationally recognised in a number of ways and the 2020 event was nominated for, and won, the Scottish Business Resilience Centre Outstanding Cyber Community Event 2021.

Staff across all agencies were offered the opportunity to participate in The Marie Collins Foundation [Click: Path to Protection training](#), a programme of professional development and specialist training for those working with children and young people harmed, or at risk of harm, through the internet and related offline abuse.

## **Priorities for 2021/22**

Work with the Child Protection Committee to ensure continuous improvement across children protection services and to review and update local practice and procedures to ensure compliance with the National Child Protection Guidance.

Implement actions and learning from Significant Case Reviews and adopt the Priorities for Practice to ensure continuous practice development across the ECS workforce.

Implement plans to enhance the CJSW team to meet the anticipated additional demands arising from an increase in community disposals by the Courts.

Further develop the "Evolve" service for men in the justice system and use the learning to devise changes across the service.

Due to the pandemic, there is a significant backlog of cases before the Courts which could not be brought to trial in 2020/21. Additional Court capacity is planned to be introduced from September 2021 and as such, these disposals will need resourced both in community and custodial settings. Additional funding for CJSW, is focused on reducing the remand

population by offering Electronic Monitoring, Bail Supervision and Diversion from prosecution.

## 3. ORGANISED TO DELIVER

### Governance and Management Structure of the Service

Education & Children's Services Senior Management Team (SMT) is responsible for providing strategic leadership and direction for the work of Education and Children's Services. SMT comprises of:

- Sheena Devlin, Executive Director (Education and Children's Services)
- Jacquie Pepper, Depute Director & Chief Social Work Officer
- Sharon Johnston, Head of Education & Learning
- Hazel Robertson, Head of Services for Children, Young People & Families
- Greg Boland, Head of Business and Resources

The service management structure is detailed on the PKC website. Over the course of the past year, this structure has been re-shaped to bring together support services, improve support to schools and enhance quality improvement in education and learning.

### Customer Focus and Community Engagement

Stakeholder consultation has been important throughout the year, to understand the effects of COVID-19 related and other changes to services, and to inform ongoing improvement and adaptation.

Some of the larger scale examples include:

- Developed IT skills and provided hardware for families to allow them to access technology and participate in statutory meetings, access education resources and family contact.
- Biennial consultation on ELC Provision across the area.
- Learning from lockdown consultation of parents and pupils which informed the priorities for return to schools in academic year 2020/21.
- Staff consultation on new ways of working during the first lockdown period.

We will:

- Develop and support the delivery of plans to ensure effective and meaningful learner participation in their learning and in the wider school community.
- Develop a new Learning Estate Strategy and Learning Estate Management Plan.
- Complete an options appraisal for the creation of a catchment for a new primary school to accommodate pupils from housebuilding at sites to the North West of Perth.
- Progress with projects to replace Perth High School, Blairgowrie Recreation Centre and North Muirton Primary School/Balhousesie Primary School.
- Extend Free School meal provision to all Primary pupils.
- Finalise and implement parental involvement and Engagement strategy, including a specific focus on parents with a child with additional support needs.
- Undertake internal customer surveys to ensure support services understand the evolving needs of frontline services.

- Support all areas of the service to understand how services work for children, young people and their families, using a robust approach to evidence and data, to drive improvement and improve outcomes. Provide effective support for financial management and transformational change/improvement.
- Further modernise our schools, establishments and central services with effective online tools and services that are effective for users and bring efficiencies to our activities. Expand the rollout of parentsportal.scot to meet expanding expectations of parents to engage digitally with their school.
- Research the implications of the roll-out of the Barnahus model for child protection services and assess options for future service provision.

## **Preparing our People for the Future**

Staff wellbeing has been a focus and actions delivered include:

- Headteacher workshops and staff wellbeing leaflet provided by Educational Psychology Service (EPS).
- Team-specific wellbeing work, directed staff to online resources to support their health and wellbeing, introduced flexible working for staff to help those with caring responsibilities.
- Refreshed Health and Safety policies and procedures to allow for statutory functions to continue whilst keeping staff safe.
- The online reporting of incidents of distressed and challenging behaviour has shifted to provide a greater wellbeing focus.
- Place 2 Think sessions to support positive mental health and PKC level wellbeing support.
- Building on the Corporate Workforce Strategy, develop a SCYPF Workforce Strategy to meet service demands and future needs.

In addition, workforce development activity has also been supported including:

- Development opportunities have been delivered for staff, including Speech and Language Training, Wave 3, High 5 and Numeracy Webinars.
- Inclusive Practice Leadership sessions and workforce development opportunities delivered.
- Increased number of LMG sessions with Headteachers and senior officers to support regular communication and feedback opportunities.
- Virtual senior leader's development days were delivered to support strategic planning and communication on national developments.
- A wide range of virtual learning modules and resources developed or made available to ensure opportunities for staff development continue to be accessible irrespective of work location.

- Training on digital skills to support delivery of remote learning, as well as widespread uptake of digital skills development opportunities to maximise the benefit of the new systems introduced and a greater reliance on efficient digital working practices.
- Child Protection Officer training offered to all schools and ELC establishments.
- The GLOW SharePoint was developed further to improve access to resources.
- Safe and Together training and continued development of multi-agency learning opportunities via the Child Protection Committee.

We will:

- Improve leadership, teacher professionalism and skills and confidence of support staff to better support all learners.
- Establish new Education CLPL Framework Group has been formed to establish a co-ordinated programme of cross service training for 2021/22.
- Develop a high-quality professional learning system for staff at all levels.
- Develop clear pathways for professional learning and development for all levels.
- Adopt the Priorities for Practice to ensure continuous practice development across the ECS workforce.

## Partnership Working

Working closely with a group of third sector partners (Youth Work providers, Perth Autism Support and Young Carers), a collective bid for Youth Work in Education Recovery funding was successful and has enabled these organisations to work with schools to extend the resources available to support children and young people.

The Service will continue to work in partnership with the third sector to provide digital access and ensuring equity for young carers and other young people who may be at risk of being left behind.

A working group, created with colleagues from Dundee and Angus, established a co-ordinated response to the [SQA Alternative Certification Model](#).

Scottish Government funded *Developing the Young Workforce* (DYW) co-ordinators are now in place in all schools and jointly managed by the DYW Board and ECS colleagues to achieve joint KPIs.

There is a co-ordinated response to the [Young Person`s Guarantee](#) with a range of stakeholders involved including Skills Development Scotland; DYW Board and Perth College (UHI). This encourages employers to recruit young people aged 16-24 into sustainable employment, including Modern Apprenticeships, by providing employers with a financial contribution to the additional costs of recruiting and sustaining a person in employment. It can be utilised in a number of ways including additional supervisory costs, training, initial travel to work costs or wages.

A Self-Directed Support (SDS) Strategy was developed which empowers families to have more choice and control over how their assessed needs are met. Throughout the year, we supported 147 children and families to access SDS, using a range of options including purchasing their own support, specifying a resource to access, or support arranged by Services for Children Young People and Families.

We will:

- Strengthen our partnerships with third sector and other agencies who work with children and young people with additional support needs.
- Further develop the School/College partnership plan.
- Transition to new SEEMiS Early Years systems across all ELC providers, including training and support to make best use of its features. Further prepare for introduction of new cloud-based SEEMiS Schools system in 2022, as well as influence the major programme to replace the social work case management system.
- Continue to contribute to the public protection partnerships through membership of strategic groups and the Protecting People Coordinating Group.

## **Performance, Self-Evaluation and Risk Management**

The service has reinvigorated its Performance Framework to ensure that relevant performance information is scrutinised by service and senior management in a timely manner to drive improvement. ECS is well prepared for and welcomes the anticipated introduction of modernised performance reporting systems across the organisation. This will enable us to further embed performance management principles and practice throughout the service.

We will:

- Develop a programme of self-evaluation across all service areas to further drive improvement.
- Complete the review of the education service improvement framework in partnership with headteachers and ELC leaders.
- Ensure our services, facilities, staff and learners address the critical agendas of sustainability and climate change.

Education and Children's Services strategic risks are summarised below.

Strategic Objective	Service Risk	Residual Risk			
		Impact	Probability	Score	
All objectives	The pace, scale and expectations of <b>change</b> become increasingly outwith our control.	4	4	16	
All objectives	The responsibility for leading on <b>partnership working</b> and commissioned services is not equally shared.	4	3	12	
All objectives	<b>Systems, information and data</b> are not fit for purpose to support modern working practices.	3	3	9	
All objectives	<b>Additional legislative responsibilities</b> are underfunded.	4	3	12	
All objectives	We fail to deliver on expected <b>budget savings</b> .	4	3	12	
All objectives	We fail to fulfil all <b>statutory duties</b> (current and new).	3	3	9	
Learning and Attainment	We fail to meet the requirements of the <b>National Improvement Framework</b> for education	4	3	12	
All objectives	<b>Vulnerable young people</b> , including those with additional support needs, have an increased risk of not having learning, social and emotional needs met.	4	4	16	
<b>KEY</b>					
<b>Impact:</b>	1 – Insignificant	2 – Minor	3 – Moderate	4 – Major	5 – Critical
<b>Probability:</b>	1 – Rare	2 – Unlikely	3 – Possible	4 – Likely	5 – Almost Certain

## 4. KEY PERFORMANCE INDICATORS

The following section provides a performance update on key performance indicators for 2020/21. The data provided covers the year to 31 March 2021.

Best Start							
Indicator	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
The proportion of children starting P1 who meet all expected development milestones	81%	81%	77%	85%	+2%	+2%	+2%
Due to the lockdown, children were last seen in ELC settings in March and therefore professional judgement around development will have been for a part and not full year. 2020/21 figures should be seen as unique and not necessarily part of the series of data collected since 2016. The target of 85% is being met in the least deprived cohorts, however, there is still work to do, by all partners, in supporting children and families experiencing more deprivation, where one or more milestones are not being met. Provisional figures for 2021/22 indicate an improvement in this measure (above the 81% previously seen).							

Note that indicators in the Learning and Attainment section are based on the academic year from August to July and so are only available up to 2019/20.

**Important note.** For 2020, the absence of external assessment information, and the award of estimated grades, led to a different pattern of attainment than in previous years.

The results for 2020 should not be directly compared to those in previous years or future years.

Learning and Attainment							
Indicator	Performance			Targets			
	2017/18	2018/19	2019/20	2019/20	2020/21	2021/22	2022/23
<b>Percentage of pupils (P1, P4 &amp; P7) achieving expected levels in Literacy and Numeracy:</b>							
<b>Percentage gap between pupils achieving expected levels between ACORN<sup>1</sup> 1 and ACORN 4/5:</b>							
These results were not collected in 2019/20 due to the COVID-19 outbreak.							
School leavers achieving 5 or more SQA subjects at SCQF level 5	66%	64%	69%	71%	<i>Exceed virtual comparator</i>		
School leavers achieving 5 or more SQA subjects at SCQF level 6	36%	37%	43%	43%	<i>Exceed virtual comparator</i>		
<b>Tariff scores:</b>							
Lowest 20%	173	161	154	174	<i>Exceed virtual comparator</i>		

<sup>1</sup> ACORN is a small-area classification used in P&K alongside or in place of SIMD to understand communities and households.



## Learning and Attainment

Indicator	Performance			Targets			
	2017/18	2018/19	2019/20	2019/20	2020/21	2021/22	2022/23
Middle 60%	892	853	<b>968</b>	<b>949</b>	<i>Exceed virtual comparator</i>		
Highest 20%	1921	1916	<b>1974</b>	<b>1974</b>	<i>Exceed virtual comparator</i>		
Overall the average tariff points have remained relatively steady, and are generally higher than the authority's virtual comparator, with the exception of the lowest 20% performers.							
School leavers achieving Literacy and Numeracy at SCQF Level 4 <sup>#</sup>	90%	89%	<b>88%</b>	<b>91%</b>	<i>Exceed virtual comparator</i>		
Looked After school leavers achieving Literacy and Numeracy at SCQF Level 4 <sup>#</sup>	75%	63%	<b>50%</b>	<b>69%</b>	<i>Exceed virtual comparator</i>		
Care should be taken when interpreting measures for Looked After Children due to the small numbers involved. Performance is lower than the whole leavers cohort, but in line with and slightly above the virtual comparator.							
% Attendance for primary school pupils	95%	95%	<b>94%</b>	<b>95%</b>	95%	95.5%	96%
% Attendance for secondary school pupils	91%	91%	<b>90%</b>	<b>92%</b>	92%	92.5%	93%
Exclusion incidents per 1,000 primary pupils	5.8	7.6	<b>6.7</b>	<b>TBC</b>	TBC	TBC	TBC
Exclusion incidents per 1,000 secondary pupils	44.9	55.4	<b>41.0</b>	<b>TBC</b>	TBC	TBC	TBC
Overall attendance in secondary is steady, although primary attendance has fallen slightly over recent years. As the Academic Session 2019/20 finished on 20 March 2020, the reported exclusions are based on an annualised estimate for comparison.							
% of school leavers moving onto positive destinations <sup>#</sup>	96.2%	97.5%	<b>94.2%</b>	<b>97%</b>	97%	97%	98%
The latest reported year has shown a slight decrease in positive initial destinations, although the PKC picture remains favourable compared to the national figure and of comparators.							
Participation measure for 16–19-year-olds (NOTE: FINANCIAL YEAR, NOT ACADEMIC)	94%	93%	<b>95%</b>	<b>93.5%</b>	94%	94.5%	95%
The participation measure reports on the activity of the wider 16–19-year-old cohort, including those at school. Once again, Perth and Kinross are performing above the national average (92%) and is doing so in every individual age group as well as overall.							
Condition, suitability and efficiency of the school estate	New indicator for 2021/22 which will monitor the provision of a quality, appropriate learning environment across the service. Baselineing						
Proportion of pupils successfully accepted into school of choice	New indicator for 2021/22 to monitor the effectiveness of the service in meeting the placement requests of pupils across Perth & Kinross. Baselineing						

## Learning and Attainment

Indicator	Performance			Targets			
	2017/18	2018/19	2019/20	2019/20	2020/21	2021/22	2022/23
Indicator	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Number of young people achieving awards	471	442	324	600	600	600	600
<ul style="list-style-type: none"> <li>• <i>Duke of Edinburgh</i>: 1405 participants achieving 71 full awards and 180 certificates of achievement</li> <li>• <i>Youth Achievement</i>: 3 awards</li> <li>• <i>John Muir</i>: 18 awards</li> <li>• <i>Dynamic Youth</i>: 12 awards</li> <li>• <i>Hi5</i>: 21 awards</li> <li>• <i>ASDAN</i>: 19 awards.</li> </ul> <p>Since Scotland went in to first lockdown in March 2020, the delivery of awards has followed youthwork guidelines released by Youthlink Scotland. The reduced opportunity for Duke of Edinburgh participants to complete their expedition section has impacted on the numbers being able to complete their full award. Due to this the introduction of a certificate of achievement was implemented which recognizes participants commitment to completing three sections of the award. Over the past quarter, 107 people have been registered to undertake awards supported by partners across Perth &amp; Kinross. Lockdown has provided us with an opportunity to deliver more training to partners for future award delivery.</p>							

## Health and Wellbeing

Indicator	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Uptake of School Meals	New indicator for 2021/22 which will monitor the uptake of meals offered to all pupils across all schools (including universal and non-universal free meals). Baselineing						
Proportion of contracts with an annual value in excess of £200k performing at a satisfactory level or above.	New indicator for 2021/22 which will monitor the provision of quality contracted services. Baselineing						

## Care and Equity

Indicator	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
% Looked After Children with more than 1 placement in the last year (Aug-July)	31%	23%	<b>22%</b> (Mar 2021)	<b>20%</b>	20%	20%	20%
Out of 281 children and young people who were looked after and accommodated on 31 March 2021, 63 had more than one placement in the previous year.							
% of looked after reviews (accommodated children) which are held within statutory timescales	87%	82%	<b>84%</b>	<b>95%</b>	95%	95%	95%
During the 2020/2021 reporting year, 434 looked after children reviews took place. Most reviews took place on time (84%) however, 71 reviews were delayed.							
Balance of care for looked after children (LGBF) #	<b>96%</b>	<b>96%</b>	<b>96%</b> (Mar 2021)	<b>90%</b>	90%	90%	90%
<i>Foster Care</i>	37%	39%	38%	-	-	-	-
<i>Kinship Care</i>	27%	32%	33%	-	-	-	-
On the 31 March 2021, a total of 271 children and young people were accommodated in Community Placements, with only 12 in other placements.							
Proportion of Activity Agreement participants progressing onto positive destinations	88%	84%	<b>85%</b>	<b>88%</b>	88%	88%	88%
<p>47 young people left Activity Agreements with 40 going onto positive destinations. COVID-19 has limited the opportunity for young people to engage in 16+ activities. Opportunities for employment have been limited due to hospitality, retail and other industries being closed. Some support agencies had to furlough staff, which had an impact on provision.</p> <p>Provision has been predominantly moved online due to COVID-19, which has been a positive for some young people but others have struggled.</p> <p>We have been preparing for the young person's guarantee to start on 1st April 2021. We have 3 new positions to support delivery of the Young Person's Guarantee across Perth &amp; Kinross; this will enable us to be more targeted around our most vulnerable young people, including care experienced, young offenders/risk of offending and Additional Support Needs.</p>							
% of Young People eligible for Aftercare in receipt of Aftercare services	53%	44%	-	-			
As of 31 July 2020, 86 out of 195 young people who were eligible for Aftercare services were receiving services. The national level was 57%.							
% of children/ young people in community placement beyond the age of 16	-	-	<b>100%</b>	<i>Annual improvement</i>			

## Care and Equity

Indicator	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
<i>Looked After</i>	-	-	13				
<i>Continuing Care</i>	-	-	0				
<p>There were 13 young people who reached the age of 16 while being Looked After this year, and all chose to continue with their Looked After placement. There are a range of choices for young people to take at age 16, such as Independent Living, Supported Lodgings etc. Critically, all Young People are fully informed of their rights to remain in care settings and supported to make the best choice for themselves.</p>							
% of young people referred to Services for Young People and who engaged with the service	88%	88%	83%				
<p>The aim of the indicator is to show how the service is engaging with young people.</p>							

## Deleted Indicators

Indicator	Performance			Reason for Deletion
	2018/19	2019/20	2020/21	
% of children with an approved permanence plan within 4 months of the decision to recommend for permanence	56%	39%	50%	Numbers are very small with large variations, heavily influenced by family groups.
% of children approved for permanence and who have been accommodated less than 12 months	67%	61%	25%	Numbers are very small with large variations, heavily influenced by family groups.
% of Care Leavers in touch with Aftercare services between the ages of 16-25	84%	84%	83%	This has been replaced by a more relevant indicator, focused on those in receipt of services, in line with national reporting.

## Safe and Protected

Indicator	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
% of initial child protection case conferences (ICPCCs) within timescales	45%	71%	<b>78%</b>	<b>90%</b>	91%	92%	92%
<p>During the reporting time period there have been 37 ICPCCs for a total of 73 children and young people. The percentage of ICPCCs taking place within timescales has increased from 45% in 2018/19 to 78% in 2020/21. The majority of ICPCCs now take place within timescales however the target of 90% is yet to be achieved.</p> <p>Of the eight ICPCCs which were outwith timescales, four of them took place in the first quarter and were impacted by the first COVID-19 lockdown.</p> <p>ICPCCs have been prioritised to ensure multi-agency planning is timeous and robust.</p>							
% of Unborn Baby Initial Case Conferences held within timescales	71%	67%	<b>79%</b>	<b>90%</b>	92%	92%	92%
<p>Out of a total of 24 Unborn Baby Case Conferences, 19 were completed on time. Social work receiving late notification of pregnancy resulted in some UBCCs being held outwith timescales.</p>							
% of child protection review case conferences within agreed timescales	89%	92%	<b>94%</b>	<b>95%</b>	95%	95%	95%
<p>Out of a total of 132 review case conferences, 124 were completed on time. This shows steady improvement over the last 3 years.</p>							
% of children on child protection register over 12 months	8%	12%	<b>21%</b>	<b>13%</b>	<b>13%</b>	<b>13%</b>	<b>13%</b>
<p>There were 77 children and young people on the register at 31 March 2021.</p> <p>Of the 77 children and young people, 16 (21%) have been on the register for over 12 months. This is an increase on the percentage last year (12%).</p> <p>Large family groups and the impact of COVID-19 has resulted in an increase of the percentage of children on the register for over 12 months.</p>							
Proportion of Young Carers with a completed Young Carers Statement	-	30%	<b>65%</b>	<b>80%</b>	85%	90%	90%
<p>The Young Carers Statement (YCS) is an individual assessment of need to determine if support is required and at what level. The YCS should adequately reflect the Young Carers support needs as children first and ensure that Young Carers have the same access to opportunities which will enhance their ability to achieve their potential in line with their peers. At the 31 March 2021, we had 229 of 350 registered young have a statement. 109 new statements were completed during the year, some new referrals and some the outcome of reviews.</p>							

## Safe and Protected

Indicator	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Percentage of Criminal Justice Social Work Reports (CJSWR) submitted to court on time	98%	97%	98%	99%	99%	99%	99%
<p>361 out of 368 Criminal Justice Social Work reports were submitted to court by 12pm the day before the case was due to heard as per Criminal Justice Social Work National Standards. 7 reports were submitted after 12pm, but all were submitted before 4pm on the day before court.</p> <p>The number of reports required by the Court reduced by 49% when compared with the previous year. This is a direct result of the COVID-19 situation which resulted in the closure of Perth Sheriff Court and the suspension of a significant amount of court business nationally during the initial stages of the pandemic.</p>							
Number of new Community Payback Orders	322	347	142	175	450	400	400
<p>When compared with the previous year, this is a decrease of 59%. This is a direct result of the COVID-19 situation which resulted in the closure of Perth Sheriff Court and the suspension of a significant amount of court business nationally during the initial stages of the pandemic.</p>							
<b>Percentage of Community Payback Order clients with improving:</b>							
Employment / training / education situation	64%	62%	-	61%	65%	65%	
Views on offending	68%	65%	-	75%	75%	75%	
Attitudes concerning desistance / stopping offending	91%	89%	-	90%	90%	90%	
Engagement with services	91%	91%	-	90%	90%	90%	
<p>The downturn in new CPOs, coupled with a move by social work staff to telephone contact with clients has resulted in a lack of meaningful questionnaire data being collated during 2020-21.</p>							
Number of job requests for the unpaid work team	380	355	72	150	350	350	350
<p>The figure of 72 requests made to the Unpaid Work (UPW) Team for work to be done in communities throughout Perth and Kinross in 2020-21 is 80% below the figure for the previous year.</p> <p>The UPW Team was unable to work during the first Quarter of 2020-21. Therefore, the referral process was suspended. A limited amount of work commenced in Quarter 2 and continued into Quarter 3. However, this was subject to COVID-19 restrictions meaning that only certain types of jobs could be undertaken and with a limited number of UPW clients. UPW was suspended nationally in January 2021 and had not restarted by the end of March, therefore, no referrals for work to be undertaken were accepted during this time.</p>							

## Safe and Protected

Indicator	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
<b>Average weekly hours worked by clients to complete the unpaid work requirement of Community Payback Orders:</b>							
Level 1 (up to 100 hours)	4.8	4.6	2.1	2.6	5.5	5.5	5.5
Level 2 (101 up to 300 hours)	6.4	6.2	2.4	3.4	7.0	7.0	7.0
<p>As a direct result of lockdown, no Unpaid Work Requirements were completed in Quarter 1. Unpaid Work restarted in a limited form during Quarters 2 and 3, during which only 21 Requirements were able to be completed, and work was suspended throughout the whole of Quarter 4. Despite this, 24 UPW Requirements were completed. This was a result of the Scottish Governments decision to reduce the number of outstanding hours by 35% for certain categories of offences.</p> <p>All current Unpaid Work Requirements have been extended by 12 months following the implementation of the Coronavirus Act 2020 in order to afford more time for completion.</p>							
Prisoners receiving a social work induction within 5 days of allocation	60%	TBC	100%	62%	65%	65%	65%
Statutory case closures signed off with 5 working days of release	50%	TBC	22%	44%	85%	85%	85%
<p>All 71 prisoners who required an induction received this within 5 working days of allocation.</p> <p>Of the 63 files received for sign-off prior to closure, 14 were signed off within 5 working days. Under Tier 3 and 4 lockdown working arrangements, staff are only required to attend for essential work- mainly statutory work relating to risk assessment, parole and risk management. This had a direct impact in relation to physical file closures and sign off from seniors, as file closure is not seen as "essential work" during lockdown arrangements.</p>							

## 6. GLOSSARY

<b>ACORN</b>	A Classification of Residential Neighbourhoods
<b>ASD</b>	Autism spectrum disorder
<b>ASN</b>	Additional Support Needs
<b>CfE</b>	Curriculum for Excellence
<b>CJSW</b>	Criminal Justice Social Work
<b>CLPL</b>	Career-long Professional Learning
<b>CPO</b>	Community Payback Order
<b>CYPIC</b>	Children & Young People Improvement Collaborative
<b>EAL</b>	English as an Additional Language
<b>ECC</b>	Early Childhood Centres
<b>ECP</b>	Early Childhood Practitioner
<b>ECS</b>	Education and Children's Services
<b>ELC</b>	Early Learning and Childcare
<b>FIHP</b>	Food Insecurity during Holiday Periods
<b>GLOW</b>	Scotland's national digital learning portal
<b>HSCP</b>	Health and Social Care Partnership
<b>LGBF</b>	Local Government Benchmarking Framework
<b>MAPPA</b>	Multi-agency public protection arrangements
<b>LMG</b>	Local Management Group
<b>PEF</b>	Pupil Equity Fund
<b>PKAVS</b>	Perth & Kinross Association of Voluntary Service
<b>PKC</b>	Perth & Kinross Council
<b>PRAISE</b>	Primary Raising Attainment and Inclusion, Supporting Education
<b>REACH</b>	Resilient, Engaged, Achieving, Confident, Healthy
<b>SCQF</b>	Scottish Credit and Qualifications Framework
<b>SCYPF</b>	Services for Children, Young People and Families
<b>SDS</b>	Self-Directed Support
<b>SIMD</b>	Scottish Index of Multiple Deprivation
<b>SMT</b>	Senior Management Team
<b>SQA</b>	Scottish Qualification Authority
<b>UNCRC</b>	United Nations Convention on the Rights of the Child
<b>VTO</b>	Volunteer Tutoring Organisation



**PERTH AND KINROSS COUNCIL**

**Scrutiny Committee –  
15 September 2021**

**Environment & Infrastructure Committee –  
27 October 2021**

**Housing and Communities Committee –  
10 November 2021**

**ANNUAL PERFORMANCE REPORT 2020-21 BUSINESS MANAGEMENT  
& IMPROVEMENT PLAN 2021-22**

**Report by Executive Director (Communities)**  
(Report No. 21/160)

This report presents the Communities Annual Performance Report 2019-20 and Business Management Improvement Plan 2021-22.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 Council Services produce a combined Annual Performance Report (APR) and Business Management Improvement Plan (BMIP) on an annual basis. They set out the key actions which the Service will deliver in the coming year, to ensure better outcomes for everyone in Perth & Kinross, and to demonstrate how they contribute to the delivery of the Council’s strategic objectives.
- 1.2 These plans are an important part of the strategic planning framework for the organisation, translating the strategic objectives of the Local Outcome Improvement Plan (LOIP) and Corporate Plan into the contributions that each Service makes to achieving these objectives including the supporting actions and performance indicators. Individual team plans are then based on Service BMIPs.

**2. PROPOSALS**

- 2.1 This is the first APR and BMIP for the Communities Service. It focusses on our key service objectives and it aims to:-
  - provide clear direction and actions for the future within the context of national agendas, the LOIP and the Corporate Plan.
  - outline our key strategic priorities and improvement areas.
  - provide a focus on delivery of outcome focused services.
  - set out objectives, with measures and targets.
- 2.2 Our Annual Performance Report includes the following:-
  - our vision, strategic objectives and outcomes
  - what we have done to achieve these objectives

- context within which we work, including workforce development, financial overview and performance and risk management.
  - key performance indicators.
  
- 2.3 The APR and BMIP have continued to be developed with managers and team leaders. they recogniserecognises the breadth of activities undertaken by the Communities Service to contribute and support the strategic outcomes of the Council and its partners.
  
- 2.4 The report outlines the considerable contribution our people have undertaken to respond to the pandemic to maintain essential services and to support our local communities.
  
- 2.5 In the coming year, our key priorities will be:-
  - supporting business to grow and attract investment and higher value jobs into Perth & Kinross as outlined within the Economic Wellbeing Plan.
  - the ethos of the Perth & Kinross Offer will be at the heart of how we work. We are determined to build new relationships within our communities as we know communities are better at identifying their needs and designing solutions.
  - narrowing inequalities gaps and demonstrating a consistent and systematic approach to prevention, early intervention and fairness.
  - further developing a strong “locality based” approach and strengthen relationships with our communities and Community Planning Partners.
  - inalising the Climate Change Strategy for Perth and Kinross, setting out our plans and actions to lower our carbon usage, end meet our obligations on upcoming regulatory requirements.
  - focussing on the connections between leadership, organisational culture and employee engagement to support the integration of our new Service.
  - empowering our staff to do what needs to be done to improve people’s lives by being solution focussed and thinking yes.
  - refocussing on collaborative working with all our partners including other Councils to unlock efficiencies, share best practice and allow us to offer services to our communities that would be otherwise be unachievable in the current financial context
  - delivering of our existing transformation programme and developing further transformative opportunities for shared working, digitisation and efficiency to help meet the financial challenges ahead.
  
- 2.6 We will take forward these priorities by building on and embedding our performance management framework across the Service. Key to demonstrating progress towards the achievement of these priorities will be team plans which will -
  - provide clarity of purpose for teams across the Service and a yardstick to assess progress against targets.
  - link strategic plans to employee roles.
  - improve accountability.

- ensure learning and development is linked to supporting improvement.

### 3. CONCLUSION AND RECOMMENDATIONS

- 3.1 Committees are asked to approve the first Communities Annual Performance Report (2019/20) and Business Management Improvement Plan (2021/22).

#### Author

Name	Designation	Contact Details
Fraser Crofts	Head of Business & Resources	01738 475000 <a href="mailto:ComCommitteeReports@pkc.gov.uk">ComCommitteeReports@pkc.gov.uk</a>

#### Approved

Name	Designation	Date
Barbara Renton	Executive Director (Communities)	3 September 2021

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

### 1. Strategic Implications

1.1 The Community Plan and the Council's Corporate Plan, has five outcomes which provide clear strategic direction, inform decisions at a corporate and service level and shape resource allocation.

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

### 2. Resource Implications

#### Financial

2.1 There are no financial implications.

#### Workforce

2.2 There are no workforce implications.

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

2.3 There are no asset management implications.

### **3. Assessments**

#### Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) and were assessed as not relevant for the purposes of EqIA.

#### Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. However, no action is required as the Act does not apply to the matter presented in this report.

#### Sustainability

- 3.4 None.

#### Legal and Governance

- 3.5 None.

#### Risk

- 3.6 The Communities Senior Management Team regularly review monitoring reports that highlight individual project progress and risk.

### **4. Consultation**

#### Internal

- 4.1 The Communities Senior Management Team, service managers and team leaders have been consulted in the preparation of this report

#### External

- 4.2 None.

## **2. BACKGROUND PAPERS**

- 2.1 There are no background papers.

### **3. APPENDICES**

- 3.1 Appendix 1 – Communities Annual Performance Report 2019/20 and Business Management Improvement Plan 2020/21.

# Communities



Joint Business Management and Improvement Plan 2021/22  
& Service Annual Performance Report 2020/21

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Promoting a Prosperous, Inclusive and Sustainable Economy	<b>9</b>
Supporting People to Lead Independent, Healthy and Active Lives	<b>12</b>
Creating a Safe and Sustainable Place for Future Generations	<b>15</b>
<b>Organised to Deliver</b>	
Senior Management Structure of the Service	<b>19</b>
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<b>Key Performance Indicators</b>	
Performance Indicators for 2020/21	<b>25-36</b>
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# 1. INTRODUCTION

We are pleased to introduce our Business Management and Improvement Plan (BMIP) for 2021/22. The plan details our progress over the last year in supporting delivery of the Council's objectives and key priorities, whilst meeting the many new and significant challenges of the Covid-19 pandemic.

Over the past eighteen months, our services have faced never before seen challenges. However, we are incredibly proud and humbled by the way our staff, communities and partners worked together with dedication, commitment, selflessness, and resilience to meet these.

In responding to the pandemic, our primary focus was on supporting communities and vulnerable people. We reviewed and redesigned all services and areas of work at pace, to accommodate all Covid related measures into our day-to-day practice. Many staff were re-trained and re-focussed to deliver essential services. The process of service adjustment, revising processes, risk assessments, staff briefings, enhanced quality assurance and updating communities was continuous.

Essential services such as waste collection, homelessness and emergency housing repairs continued, whilst ensuring people in our communities were safe, secure and were well supported.

We carried out over 7,500 welfare checks to ensure vulnerable members of our communities had food, medicine, and human contact through lockdown. Staff assisted in running local foodbanks and co-ordinated on-the-ground responses to community outbreaks so that no-one who was self-isolating went without the food and support they needed.

People stepped forward to be re-tasked to help colleagues in other frontline teams and to support the efforts of our Health and Social Care Partnership.

We supported the economy by providing practical financial support and advice to local people and to businesses who were hit hard by the pandemic and lockdown.

Our staff stepped up to help organise and run local Community Vaccination Centres, helping to vaccinate the people of Perth and Kinross, and set a path out of the Covid-19 crisis.

These are just a few examples – more are highlighted within this report. There are many stories of our staff going above and beyond to help people who needed them. Their efforts have been outstanding for the entire duration of this crisis and have epitomised what it means to work in public service. They have been flexible, committed, responsive and above all, kind. We will always be proud of them, and appreciative of the work they have done.

Despite the pandemic we have continued to record notable successes in some of our key business areas. For example, housing completions across the affordable and private sectors are the highest recorded since 2008, meaning the 5-year housing target by 2021 has already been reached a year earlier than anticipated.

Our dedicated waste crews and support staff ensured that we maintained a full kerbside waste and recycling service to all domestic households and commercial customers throughout the pandemic with 100 bin collection routes completed each week, providing over 100,000 scheduled uplifts.

In partnership, we developed the Economic Wellbeing Plan which sets out the People, Business and Place actions we will deliver to support the economy over the next few years.

While restrictions have been lifted, the pandemic is not yet over, and we anticipate that there will be further challenges for our staff and services in supporting our communities in the months and, potentially, years ahead. Over the next 12 months, it will be crucial to deliver our services in ways that will meet these ongoing and new challenges.

However, with challenge comes opportunity. Our pandemic experiences have made us all think about what kind of Perth and Kinross we would like to live in, and what kind of Service and Council we can be. We will use the ethos of the Perth and Kinross Offer to work closely with local communities to design and deliver high-quality services that people want and need.

Our work with residents and tenants during the pandemic has highlighted issues such as social isolation and digital exclusion, and we have plans in place to support these.

We will also work with local businesses and partner agencies to help our economy recover.

Financial hardship is another reality for many. Furlough, redundancy and loss of income have affected a significant number of our residents. We will continue and develop our work with colleagues in other services and community partners to do what we can to support people who need assistance.

We will work to deliver all of our priorities, whilst making the best use of the resources available and continually identifying areas for improvement.

Despite the testing times of the last year and the major challenges that are ahead, we can look to the future with confidence and optimism as we continue our work to deliver the best services possible with the ongoing hard work of our dedicated and committed staff.

Barbara Renton  
Executive Director

Clare Mailer  
Depute Director

## 2. VISION, STRATEGIC OBJECTIVES and SERVICE PRIORITIES

### OUR VISION

We support the Vision of the Community Planning Partnership, for our area:

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

This report and plan translates how Communities contributes towards the achievement of the vision and the strategic objectives set out within the [Community Plan](#) and [Corporate Plan](#) in the delivery of positive outcomes for our citizens and communities. [The Perth and Kinross Offer](#) supports our five corporate objectives and will build on existing success to grow this joint working approach into all areas of our work.



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

## **Our contribution:**

Teams across Communities have a key role in giving every child the best start in life and in helping to develop responsible and informed citizens. We continue to work with all partners in many ways to achieve positive outcomes in a range of ways.

Overcrowding, homelessness, dampness, fuel poverty, poor neighbourhood condition, and negative aspects of place and community can have a detrimental impact on our children and young peoples' developmental milestones, educational attainment, emotional wellbeing, and wider outcomes in life.

Our contribution includes preventing and responding to homelessness by ensuring that families have immediate access to good quality housing. We recognise that good quality affordable housing, of the right size and close to family networks, employment and education can positively impact on children and young people.

We also recognise the significant challenge faced by all services and communities in tackling and mitigating the impact of child poverty. We continue to support the ongoing development of the Child Poverty Action plan and have a key contribution to make in mitigating and addressing child poverty in the area.

We play a significant role in supporting adult and community learning to increase life chances, skills and employability for local people through our statutory Community Learning and Development role as set out in the Community Learning and Development Plan.

We work to meet our statutory responsibility to promote and grow Gaelic language and culture through the Gaelic Language Plan, with opportunities from Early Years to adult language learning.

Open space allows children and young people to be physically active and challenge themselves, so they sleep and eat well and form healthy habits. We know that children and young people who play outdoors often have better social networks, are more confident and are more involved in their local communities. Our contribution is significant. We provide and maintain 149 high quality play parks, paths and open spaces, along with a range of activity programmes and educational events that encourage family activity and sport. Our local spaces are well designed, maintained and free to use, so all children and young people can get involved – regardless of their background, gender, age, stage or ability.

We recognise the importance of the whole play landscape for children and young people, and, where appropriate, take measures to curb or calm traffic, provide well-lit footpaths and walk-ways, gathering spaces and litter bins. Our Community Safety team, work with communities and Police Scotland to address any concerns and ensure that young people feel safe.

Our Public Transport team organise travel to school and, through active engagement with schools and parent teacher associations, we raise awareness and undertake enforcement of safe parking around schools.

## Performance Summary for 2020/21

**The cumulative impact of our work during this challenging year has been significant. We have minimised the impact, stigma and duration of homelessness for many children and young people. The value of our outdoor areas and play areas have never been more important, during a year where meeting up outdoors was often the only option for our children, enabling them to meet up and socialise and play safely.**

- Throughout the pandemic, we have co-ordinated and supported the response to child poverty, working with partners and colleagues to ensure that families have received the necessary support and assistance through a focus on:
  - maximising incomes, reducing household costs, minimising fuel poverty and maintaining affordable rents
  - supporting the availability of affordable public transport
  - supporting digital connectivity within rural areas
  - the delivery of employability initiatives
  - investment in a range of activities to sustain and grow our economy
- We ensured adult learning continued during the pandemic by introducing an accredited online programme supporting people into employment, education and training, with 110 adults currently enrolled.
- We developed a COVID memorial website [“Lost/Found”](#) and are developing a physical memorial for unveiling in September 2021. The website has collated memorials for people who have passed away during the pandemic. The project is the first of its type in Scotland which aims to remember those lost in Perth and Kinross - and across the country.
- During lockdown, we have ensured online and ‘Click and Collect’ library services were maintained, with our partner Culture Perth and Kinross focussing on isolated or vulnerable people and communities.
- Our focus on Home First and homelessness prevention, rapid rehousing, and tenancy sustainment meant that the number of households presenting as homeless reduced by 12%.
- During 2020/21, 83 families with children presented as homeless, representing a 40% reduction from 139 families in 2019/20. Focussed work with families at risk of homelessness alongside restrictions around evictions from the private and social-rented sectors enabled this positive outcome
- To support households to quickly move into their new homes, we increased our starter and furniture packs spending £50,000 providing essential goods.
- Through Home First, we have minimised the number of children living in temporary accommodation and continue to be one of the leading authorities in Scotland in this area.
- We delivered Year 3 of the [Gaelic Language Plan](#);

- 6 events celebrating Gaelic language and culture
- 1 adult learning classes (these are classes not sessions) – Engaging with 124 adult learners
- 4 Gaelic Playgroup Sessions a week
- 21 Gaelic Bookbug Sessions
- We have progressed the Play Park Strategy – through the improvement and development of the Council’s public play parks to ensure they are inclusive, safe and stimulating places for children to play and develop. This reflects the new Scottish Government’s priority for improving children’s play parks across Scotland.

## Our Focus for 2021/22

**Our focus is to ensure that children have the best start possible and that we can provide adults with opportunities to develop the skills they need to secure good employment opportunities. All of this will have a positive impact on addressing some of the factors of poverty and reducing the equalities gap. We will know that we are achieving our aims by listening to, and engaging with, people- hearing real life stories and by seeing positive changes to our key performance indicators and peoples outcomes.**

**We will do this by:**

- delivering planned investment in our new home build projects; play areas, community greenspaces and road safety measures.
- implementing the actions and priorities of our Rapid Rehousing Transition Plan, to continue with our success in tackling homelessness.
- delivering on the actions outlined in the [Local Child Poverty Action Report](#) to further reduce child poverty in Perth & Kinross.
- engaging with partners to deliver community benefits through training, employability skills and work placements as a dividend of the Council’s capital investment.
- working with our adult learning delivery partners to develop a blended learning model for adults focused on digital and wider job skills.
- further strengthening capacity and resilience in communities and 3<sup>rd</sup> sector organisations by training and development opportunities for volunteers.
- delivering year one of the new Community Learning and Development Plan 2022-2025 as part of our wider recovery and renewal approach for individuals, families and communities impacted by Covid.
- increasing digital participation through new initiatives to reduce social isolation and increase skills.
- reviewing our delivery approach for the public library network to effectively support lifelong learning and job seeking for working age people.



# PROMOTING A PROSPEROUS, SUSTAINABLE, AND INCLUSIVE ECONOMY

## Our contribution:

Together with other public, private and third sector partners, we invest in physical and digital infrastructure; business and skills development; events and festivals to sustain and grow our economy. We also want to attract new businesses and employment into the area and collectively continue our drive to make Perth one of Europe's most sustainable small cities.

Our [Local Development Plan](#) sets out policies and proposals to ensure our area continues to be an attractive place to live and has a good supply of housing and employment land.

The [Economic Wellbeing Plan](#) sets out an ambitious economic development programme that will assist people, businesses, and places to recover from the COVID-19 pandemic and reposition our local economy to respond to future challenges and opportunities.

The Tay Cities Deal will also bring significant investment to the area over the next decade as will new funding streams such as the Town Centre Fund, the Place Based Investment Programme and the UK Shared Prosperity Fund.

It is important that we harness our investment to ensure that those most in need of employment are not excluded. We adopt an inclusive growth approach including, for example, the use of community benefit clauses in our contracts, whenever possible and by encouraging payment of the Scottish Living Wage. We positively influence employment rates and average earnings by supporting businesses and individuals directly, as well as through our partnerships with Growbiz, Business Gateway, and Employment Connections Hub services.

We will also continue to work with the private sector to ensure all households across Perth and Kinross can access superfast broadband and that our key settlements have access to a Full Fibre Network.

We continue to focus on the delivery of efficient services to ensure that our tenants' rents remain at levels that are affordable to them, based on local income levels.

## Performance Summary for 2020/21

**The impact of our work during 20/21 has been to support the sustainment of businesses and communities through the provision of timely, comprehensive advice, guidance and financial support by mitigating as far as possible the impacts of the pandemic.**

**The Covid pandemic had a significant impact on the events programme for this year, with staff redeployed to assist with the response to the pandemic.**

During 2020/21, we sustained and supported the local economy in a range of ways:

- we established and coordinated a Business Task Force with representation from the Council, the Perthshire Chamber of Commerce, Growbiz, Business Gateway,

Federation of Small Businesses, Perthshire Tourism Partnership, and the Perth Traders' Association.

- over 1,000 local businesses responded to our Business Barometer survey in May 2020. 80% reported a loss of income due to the pandemic. Throughout the pandemic, we regularly monitored local economic indicators to establish the ongoing impact of the recession on the economy.
- business owners accessed support available through a number of different agencies and support schemes, with 63% of businesses accessing the Small Business Support Grant that we administered on behalf of the Scottish Government to over 6,200 local businesses.
- we provided a range of advice and support to businesses and individuals, including:
  - distributing over £82m in grants
  - publishing a regular Business Bulletin, circulated to over 1,000 local businesses
  - tailored employability support to individuals made redundant
- we secured £10M from the Tay Cities Deal, alongside Council funding, enabling the new City Hall museum project to start on site in February 2021, creating confidence and new construction jobs. The venue is projected to attract 160,000 additional visitors to Perth once complete in 2024.
- we established a new Climate Change & Sustainable Development Team within Planning & Development.
- we developed and implemented an accredited on-line adult learning offer to 110 adults to help people into employment, education and training.
- on 31 March 2021, the Council approved the [Economic Wellbeing Plan](#) following consultation with the local business community, the wider community and other relevant organisations. The [Economic Wellbeing Plan](#) outlines a programme of actions of support for People, Business and Place. Subgroups have been established to progress projects and actions, and monitor impact
  - 86 residents accessed funding to support the creation of new, sustainable jobs utilising PKC Rural Employment Incentives, No One Left Behind funding and the Young Person's Guarantee. These employer offers create new opportunities for groups within our communities who have discernible barriers. All roles are either permanent or fixed term for at least 52 weeks.
  - Through new and existing channels of support, the Council has been awarded in excess of £2.1m to support our employability aims, allowing some temporary posts to be created to assist with client support. 3 additional programmes are already being delivered with this funding, aligned with other local actions e.g. Child Poverty Action Group.
  - Through the Parental Employment Support Fund (PESF) Futures for Families, we received £216k grant funding to support a flexible and user-based model of employability support for the parental groups identified in Every Child, Every Chance; tackling child poverty which addressed barriers to work, meeting the increasing challenge of in-work poverty and promoting fair working practices including payment of the Living Wage and skills and training grants Elev8.
  - 262 local residents were supported by the Skills and Employment Initiatives Team to aid progression and employment goals
- the [Creative Exchange](#), an innovative project that transformed a former Perth school into a hub for artists and creative businesses was awarded regeneration project of the year by the Scottish Property Awards.
- the Transformation of [St Paul's church](#) was completed in April 2021.



- our cultural Trusts secured around £1.5m in emergency coronavirus funding support
- we were successful in our bid to move the Stone of Destiny to Perth as part of the new City Hall museum which will significantly boost tourism and the local economy.

## Our Focus for 2021/22

**Our focus is to provide opportunities to halt and reverse the effects of the pandemic on the local economy, providing skills and opportunities for businesses to invest in Perth & Kinross and to showcase the area through events and festivals. We will know that we are achieving our aims by listening to, and engaging with, people and local businesses, hearing real life stories and by seeing positive changes in the wellbeing and sustainability of our economy.**

**We will do this by:**

- delivering the projects and actions in the [Economic Wellbeing Plan](#) and monitor its progress and outcomes. Actions will include;
  - **People** – skills passports - £125k
  - **Business** – crowdfunding - £175k / Support for Businesses - £200k
  - **Place** – Adapt your Property £350k / Open for Business £200k / Marketing of P&K - £250k
- continuing to seek a funding solution to enable the Eco-Innovation Park to progress.
- commencing procurement of the second phase of the Food & Drink Park.
- ensuring the new Place Based Investment Fund is fully utilised to support community aspirations across the area.
- supporting communities to produce Local Place Plans/Community Action Plans.
- completing delivery of the £1.9m Town Centres Fund projects.
- delivering the Royal National Mòd in 2022.

# SUPPORTING PEOPLE TO LIVE INDEPENDENT, HEALTHY AND ACTIVE LIVES

## Our contribution:

The Covid-19 pandemic placed new additional responsibilities on us to keep people safe and healthy. These ranged from supporting our NHS colleagues to set up and run community vaccination centres, to helping people to self-isolate by providing food parcels, prescription pick-ups, dog walking and responding and minimising the effect of potential outbreaks such as the 2 Sisters Factory in Coupar Angus.

Our staff play a central role in supporting people to live life well, wherever they live, and whatever their stage in life. Every day, we work closely with our partners, tenants and residents to enable people to remain in their homes, preventing homelessness and ensuring housing needs are identified and met.

Safe and secure housing is a basic human need, and through our Local Housing Strategy we ensure people have access to the right type of housing and support to enable them to live as independently as possible at home.

Our [Floating Housing Support Service](#) enables vulnerable individuals at risk of losing their tenancy to live independently and maximise their independence. It aims to provide short term personal outcomes focussed support, on both a practical and emotional level, to help people live independently.

We ensure that housing developments are flexible and meet the housing for varying needs standards to address people's existing and longer-term needs. Many of our new build properties are designed to facilitate independent living - for example wet floor showers, wheelchair access, assisted bathing facilities and additional bedrooms for carers. We undertake a range of minor and major adaptations, such as property extensions, the installation of safety rails and ramps, stair lifts and level access showers to allow people to live in their existing homes.

We keep Perth and Kinross on the move, so that people stay mobile, connected and able to access services and activities. We manage and maintain the 2,700 kilometres of roads network, provide parking spaces for motorists with disabilities and supply around 2,500 blue badges each year.

One in five households across Perth & Kinross do not have access to a vehicle. Our ongoing investment in public sector bus travel and community transport provides accessible transport to allow people to stay independent, participate in their communities and access vital public services and employment.

Our community-based activities help people access the significant social and health benefits from interacting with each other, often across generations, and connecting with our outstanding natural environment. Our Community Greenspace team continues to support and encourage local groups, by providing hands on support. The 45 Bloom groups are the longest established of these partnerships and, have over 450 committee members. Together with hundreds of volunteers, they deliver over 20,000 hours of voluntary effort on an annual basis. This brings communities together, uniting them behind a single, common purpose, to make towns and villages better places to live and, creates a strong sense of civic pride.

## Performance Summary for 2020/21

**The pandemic has shown what we can achieve when we work together with our partners and communities in adversity. We have played a key role in ensuring vaccinations, self-isolation, outbreak control have all been delivered in a people-centred way ensuring support reached those most vulnerable or in need.**

- We worked collaboratively on the community support response including :
  - working with local foodbanks to distribute and carrying out welfare checks for people in the greatest need.
  - we supported with the supply of food to local foodbanks and community larders, ensuring they were adequately stocked and prepared with enough volunteers to operate.
  - we provided support to 270 Community groups helping them address a range of issues, including poverty, mental and physical wellbeing and social isolation.
- We undertook targeted welfare checks with all our tenants, initially focussing on vulnerable groups at risk of child or [fuel poverty](#) and tenants aged 70 or over.
- The Environmental Health team investigated 100% of all communicable diseases within 24 hours and responded to 88% of high level Covid restriction violations within 24 hours.
- The Health and Safety Team provided comprehensive guidance and support to keep staff safe against a backdrop of changing guidelines and restriction levels/tiers
- We supported the re-purposing of key leisure venues as emergency coronavirus response hubs for delivering over 5,000 food parcels in partnership with local volunteers
- We responded to a COVID-19 outbreak in Coupar Angus, a total of 201 cases were recorded in the 2 Sisters factory. By working with the factory, our community planning partners and volunteers, we ensured workers and families were supported. Community volunteers and staff, delivered over 700 food parcels and carried out doorstep welfare checks to every affected household including a large number of migrant workers and their families who needed additional support.
- We supported the set up and operation of [Community Vaccination Centres](#) in Perth, Pitlochry and Blairgowrie which combined with GP practices has delivered over 185,000 vaccinations.
- Live Active Leisure delivered 150 online physical activity sessions during lockdown and provided personalised support for people rehabilitating after leaving hospital.
- Working with Connecting Scotland, we secured more than 170 devices and identified 13 digital champions to support tenants to become digitally included.
- Our [Summer Annual Tenant](#) Conference took place digitally and we supported tenants to sign up and become digitally included to attend this event.
- We have delivered a number of targeted communication campaigns across social media platforms to target those in need such as [Feeling the Pinch](#) to support people facing financial difficulty, Feeling the Cold for people struggling to heat their homes, Fuelled for Fun, aimed at reducing holiday hunger for families over the School summer holidays.
- Our [Service User Review and Evaluation Team](#) (SURE) won a National Participation Award from the [Tenant Participation Advisory Service](#) for their work.
- Housing completions across the affordable and private sectors are the highest recorded since 2008 meaning the 5-year housing target by 2021 has already been reached a year earlier than anticipated.
- Our Housing Contribution Statement was submitted to [Housing & Communities Committee](#) in May 2021 outlining the significant role our service plays to intervene early and prevent longer term issues arising and enabling people to be empowered to live independent lives at home or in a homely setting.
- We are supporting the work of our Community Planning Partners by shaping priorities with a focus on addressing inequalities, developing a new Local Outcomes Improvement

Plan (LOIP) and collaborating in a number of Short-Life Working groups addressing key themes contained within the LOIP.

- Our Equalities Performance Report sets out our progress, for the period April 2020 to March 2021, which, due to the Coronavirus Pandemic, was the most difficult year that we have faced in delivering our agreed Equality Outcomes across Council services.

## Our Focus for 2021/22

**Our focus is to work together with our communities to develop and deliver the Perth & Kinross Offer so that everyone can live life well. We're determined to improve how we look after our children, support local businesses, take care of our streets and neighbourhoods – and prioritise what matters to communities. We will know that we are achieving our aims by listening and engaging with people, hearing real life stories and by seeing positive changes to peoples outcomes. We will do this by:**

- delivering the outcomes detailed within our Equalities Performance Report
- deliver the actions within our Rapid Rehousing Transition Plan, to ensure our continued successes in tackling homelessness.
- increase the quality and number of affordable houses in both urban and rural areas
- in collaboration with the Health and Social Care Partnership, develop and progress. the actions within the Housing Contribution Statement and Local Housing Strategy to provide appropriate models of accommodation and support for our older and vulnerable tenants.
- we will revise our Local Housing Strategy in line with the key National Priorities within Housing to 2040.
- we will work with partners and residents to develop and deliver a Good Food Strategy & Action Plan which will set out a vision for transforming the 'food system'- the activities involved in producing, processing, transporting and consuming food (from farm to fork). By delivering a Good Food Strategy and in turn ensuring actions contribute to a sustainable food system can bring a range of benefits from protecting our environment, improving biodiversity and reducing our carbon footprint, helping to build a vibrant food economy, and delivering safe, healthy, accessible, affordable, and sustainable diets for all.
- review our commissioning arrangements with Live Active Leisure and with the Health and Social Care Partnership with a focus on wider wellbeing and tackling health inequalities.
- deliver a Participatory Budgeting programme for 3<sup>rd</sup> sector groups to develop and deliver projects aimed at reducing isolation for elderly and vulnerable adults.

# CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

## Our contribution:

Responding to the climate change agenda is a key challenge for local authorities. We lead the delivery at local level on policy and targets as outlined in national Climate Change, Energy, Waste and Fuel Poverty strategies. We recognise that we need to effect transformational change to existing assets we have, new assets we procure and to how and where we work, our investment choices will contribute positively to this.

Our outstanding natural landscapes, and the high quality of our urban environment, play an important role in supporting economic growth, improving health and wellbeing, and providing us with a strong sense of identity, while being a principal reason why so many people choose to visit, live and work in Perth and Kinross.

By working with a range of partners, we are committed to ensuring that everyone in Perth and Kinross has the right to live in a safe and secure environment, within neighbourhoods that are well maintained and have a positive community spirit.

Our Safer Communities Team operate throughout the area. Their preventative role provides reassurance to members of the public while providing valuable information for Community Planning Partners to reduce the risk of harm to people in communities.

For the minority of people in our community who place their own interests over others, to cause harm to people, or damage to the environment, our Regulatory Services of Environmental Health and Trading Standards educate and enable and, if necessary, enforcement powers to protect the health, safety and wellbeing of Perth & Kinross.

Our Traffic and Network team, work with elected members and communities to identify locations where road safety improvements, such as road re-design, road crossings and vehicle activated signs, are required. We lead the design and installation of these solutions to support the continued safety of road users and pedestrians.

## Performance Summary for 2020/21

**Despite a difficult 18 months, we have adapted our activities to respond to the pandemic by ensuring our places remain safe and recognise the significant role our green spaces have on the health and wellbeing of the people who use them.**

- COVID-19 has had, and continues to have, a significant impact on waste and operational services. These impacts included changes in household behaviours affecting the volume and type of waste which resulted in increased contamination levels and a negative impact on the recycling rate. In addition, the temporary closure of many recycling and waste processing facilities throughout Perth and Kinross, had an impact on community cleanliness. However, Waste & Operational Services maintained full kerbside waste and recycling services to all domestic households and commercial customers throughout the pandemic. Operating under Scottish Government and industry guidance, utilising street sweeping and ground

maintenance teams to maintain social distance, our dedicated crews and support staff ensured that our 100 bin collection routes were completed each week, providing over 100,000 weekly scheduled uplifts.

- We diverted 248 tonnes of material from landfill for reuse (0.3% of waste collected) and achieved this through maintaining effective partnerships with third sector organisations. This was a reduction from the previous year due to closure of Recycling Centres and reuse organisations.
- Parking charges were suspended from April to August 2020 to help key workers and reduce the need for people to handle cash, keeping them safer. During this period our Parking Team delivered essential food packages and pharmacy items to the most vulnerable households in our communities.
- Local Action Partnerships allocated over £150,000 in grants to community groups responding to the hardships people faced during lockdown.
- Over 1,000 people registered as volunteers to help distribute food, leaflets and medication during lockdown. Our GIS database matched local volunteers quickly and effectively with people who needed support and our Community Support Team handled over 2,000 calls and emails from vulnerable people.
- We produced a Volunteer Handbook and distributed over 20,000 advice leaflets to homes across Perth and Kinross on keeping safe and where to get support
- During 2020/21, the number of communities with local resilience plans increased to 35. These plans prepare for localised incidents and catastrophic emergencies, identifying risks and actions to prevent or mitigate the impact on communities.
- The [Cross Tay Link Road Scheme](#) received planning approval by the Planning and Development Management Committee in October 2020. The scheme is of significant strategic importance and will bring many key benefits to the area by:
  - delivering improved local and regional access in and around Perth,
  - enabling economic growth by releasing strategic development sites for housing and employment.
  - reducing traffic congestion pressure in and around Perth.
  - freeing up capacity to improve and promote sustainable travel options in line with the Perth City Plan.
  - and contributing towards meeting the objectives of the Air Quality Management Area.
- 93% of all faults on the traffic network were rectified within the target time which is an improvement from the previous year's performance by 11%.
- Continued investment in the road network, targeting repairs at the right time, with resurfacing and surface dressing delivering further improvements to the condition of our roads.
- In July 2020, Council agreed the Community Asset Transfer of the former Outdoor Centre at Kinloch Rannoch to Rannoch Community Trust. This was the first time that PKC has transferred an asset to a community group under the Community Asset Transfer provisions of the Community Empowerment (Scotland) Act.
- We completed 85% of all Greenspace projects planned for the financial year of 2020/21 and 100% of projects involved community engagement.
- The Cycling, Walking and Safer Routes grant funded £600,000 of works. Changes in travel patterns caused by the pandemic, particularly the increase in pedestrian and cycling activity, required additional investigation and design work by officers.



- Spaces for People funding allowed us to install measures such as 20mph and 40mph speed limits in 44 towns and villages, school exclusion zones in eight areas, additional cycle parking, 'Green routes' in 3 rural areas and 2 Toucan crossings in Perth City centre.
- During the night of 11/12 August 2020, Perth and Kinross experienced the largest flood in almost 30 years. Significant flooding impacts were experienced across many communities with approximately 225 homes being flooded. We co-ordinated an initial response closing flood gates, deploying sandbags and pumps, then focussed on infrastructure repairs, reopening a main route in Glendevon with a temporary road bridge within 2 weeks of the storm.
- We successfully attracted funding of £4m for the Local Full Fibre Network which is currently connecting 136 council owned premises to gigabit speed broadband. The project scheduled to complete in September also includes £1m funding successfully approved from the Tay Cities Deal.
- The Intelligent Street Lighting project was completed and the first phase of the Smart Waste project and City Operations Centre, renewing all Perth's CCTV cameras is underway.
- Public Wi-Fi was provided to Auchterarder, Blairgowrie, Crieff, Dunkeld, Aberfeldy, and Pitlochry with Kinross in the process of installation.
- We successfully launched with Scottish Government a CivTech challenge on visitor management in rural areas due to conclude at the end of August.

## Our Focus for 2021/22

**Our focus is to deliver on our commitment to reduce our carbon emissions, and to help communities ensure that Perth & Kinross is a safe and sustainable place to live for future generations. We will know that we are achieving our aims by listening to and engaging with people, hearing real life stories and by seeing positive changes to our key performance indicators.**

**We will do this by:**

- establishing the Perth & Kinross Climate Change Commission to provide scrutiny and oversight to the Climate Change Plan and to champion and connect with our businesses and communities to enable delivery of our ambitious climate actions.
- finalising the Climate Change Strategy for Perth and Kinross, setting out our plans and actions to lower our carbon usage, reduce our costs, and meet our obligations on upcoming regulatory requirements.
- continuing to implement actions in local flood risk management plans, producing a final report for 2016-2022 and consulting to develop a new plan for 2022-2028
- progressing road safety projects which underpin the Road Safety Framework to 2030 which sets out a long-term road safety, Vision Zero, where there are zero fatalities and injuries on Scotland's roads by 2050.

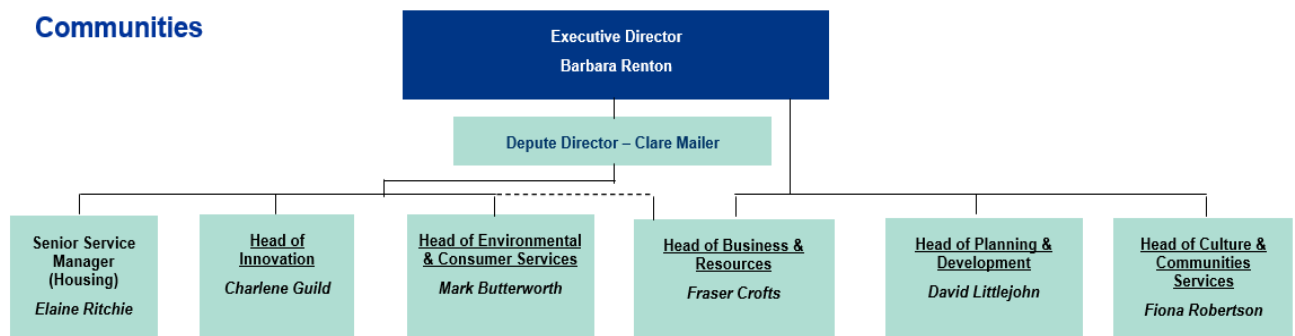
- working alongside colleagues in Transport Planning the Public Transport Unit (PTU), Traffic & Network and RMP, are providing responses to the 2023-2033 Tactran Regional Transport Strategy consultation exercise.
- supporting the health and wellbeing of people in Perth & Kinross by taking forward Scotland's ambition that communities are shaped around people and place, enabling walking and cycling to be the most popular mode of travel for short everyday journeys.
- further reduce, reuse, and recycle municipal waste, to meet national targets including 70% recycling/composting of all waste by 2025 and ambitious emission reductions targets. We will work towards meeting the ban on biodegradable waste to landfill by 2025 and ensuring a more rapid transition to a fully circular economy.
- developing a Food Waste Action Plan as part of the Good Food Strategy, promoting reuse and repair of products, and enhancing our recycling infrastructure including delivering new recycling services in Perth City Centre. We will also aim to improve the quality of recycling with an ongoing project to tackle contamination in the dry mixed recycling service.
- as part of the Perth and Kinross Offer we will develop our approach to enable communities to influence how resources are allocated in line with the 1% Participatory Budgeting target.
- overseeing delivery of £600,000 of Community Investment Funding to local community groups.
- commencing the refurbishment of Letham Wellbeing Hub which will be a key asset for the local community providing a wide range of services.
- supporting Local Action Partnerships to update their locality action plans and allocate funding to key community projects addressing local priorities.
- working with community groups interested in managing their own assets through the Community Asset Transfer process of the Community Empowerment (Scotland) Act
- continuing to promote Participation Requests as a way for communities to become involved in public service improvements and redesign.



## 3. ORGANISED TO DELIVER

### Senior Management Structure of the Service

The Communities Senior Management Team (SMT) is responsible for providing strategic leadership and direction for the work of Communities. The SMT comprises of:



### Customer Focus and Community Engagement

At its heart, the Perth & Kinross Offer (PK Offer) is about working in partnership with our people to make Perth and Kinross an even better place to live.

We're determined to build new relationships within our communities as we know they are better at identifying their needs and working together to design solutions, results in better outcomes for people. By focussing our efforts and resources in this way, we can make a positive difference to people's lives.

We want to help everyone in Perth & Kinross to support each other in the long term. Another aim of the PK Offer is to rethink how our neighbourhoods can meet the needs of their communities at a local level.

Never has engagement, consultation and partnership been more important than during the pandemic and we have worked with our communities to understand the effects of COVID- and other significant changes to services on them. We have adapted quickly to ensure we continued to engage with people who use our services virtually and used their feedback to continue improving service delivery.

We used a range of methods to engage and consult, ranging from information sharing through bulletins; emails and social media posts to consultation and active engagement such as online questionnaires (and through using our Consultation Hub), meetings and events where we design and deliver services with our communities.

We already have many examples of the PK Offer in action with our employees empowering local communities to develop their skills, abilities and capacity to address their own needs.

This is evident in groups, such as Local Action Partnerships, Local Resilience Partnerships, Bloom Groups and Estate Based Initiatives.

Our regulatory activities such as Environmental Health, Development Management and Building Standards can seem complex to people using these services. We need to balance ensuring regulatory standards are maintained with taking a customer focussed approach to support people through these legislative processes.

Our [Service User Review and Evaluation](#) (SURE) Team continue to review the services we provide and have recently concluded an evaluation of our Tenement Management Scheme, making recommendations for further improvement.

Narrowing inequalities gaps and building family and community capacity are challenges which sit at the heart of our role as public servants. This is reflected in the commitments of the PK Offer, our CPP Key Themes and our overarching strategic objectives. By focussing on dealing with the symptoms of disadvantage and inequality by tackling their root causes, we make a difference to our most vulnerable citizens to give people an equal chance in life while balancing the sustainable use of public resources.

### **Our priorities are to:**

- ensure people are at the heart of everything that we do
- empower communities to make decisions – allowing people to be happier, healthier, and more resilient
- ensure Perth and Kinross businesses and communities are well placed to face the challenges and opportunities arising from the 4<sup>th</sup> industrial revolution
- make Perth and Kinross a better, greener, and fairer place for people to live, learn, work, play and visit
- direct our Resources to where communities need them most
- meet people’s needs in a better way through working with us
- improve our digital services to make contacting and accessing services simpler
- empower our own staff to do what needs to be done to improve people’s lives – being solution-focussed and thinking “yes”

## **Preparing our People for the Future**

At the very heart of Communities is the commitment and dedication of the people who work in the Service. Without their dedication, we would be unable to deliver such high quality services. We are committed to investing in the support and development of our people.

To ensure our workforce continue to maintain their high standards and have the capabilities and resilience to meet the changing demands of public service delivery in a post COVID environment, we have developed our Organisational Development Plan 2021 – 23 to support. This has been designed to support the commitment of our [Perth & Kinross Offer](#) and sets out our principles in organisational development along with a programme of activity around 4 key themes: cultural change, leadership, employee development, and health and wellbeing.

These themes will allow us to tailor our support in our services, specifically in relation to the PK Offer and areas such as working with communities, building capacity, enabling digital participation, commercial/ entrepreneurial activity. Developing new working relationships

with our communities and promoting fairness will be key - as well as working across organisational boundaries as more services are delivered collaboratively.

We recognise the pressures on recruiting and retaining people in several key work areas and we will build on our successes with Graduate Trainees and Modern Apprentices to attract more young people into our work activities.

Sustaining effective employment relationships is vital as we collectively build a relationship of trust to create the conditions for fair work, equality, diversity, dignity and respect. We also want to empower our people to Think Yes and adopt the ethos of the PK Offer in all that they do.

### **Our priorities are to:**

Fulfil the ambitions set out within the [PK Offer](#) and our supporting Organisational Development Plan:

- Design, develop and implement our employee engagement programme led by a cross Service working group to establish a shared understanding of our purpose, to further embed our culture and ethos and have a shared understanding of how we all contribute to deliver the best possible service.
- Progress our approach to organisational, team and individual development, , developing and nurturing our people at all levels.
- Establishing Perth & Kinross Council as a learning organisation which offers equality of opportunity for all employees, through access to learning and career development which helps them grow personally and professionally.

Continue to focus on employee health and wellbeing as a priority – offering a range of activities, tools and interventions to support and nurture our workforce.

## **Partnership Working**

We continue to seek collaborative working opportunities with other Councils and partners to unlock efficiencies, share best practice and potentially allow us to offer services to our communities that could otherwise be unachievable in the current financial climate.

The way we work constantly evolves as we make better use of digital technology, redesign office space, communal areas and public spaces, and work flexibly in terms of patterns of work, mobile working and working from home. The COVID-19 pandemic resulted in radical changes at pace and scale in how we work as a Council: maintaining democratic decision-making throughout; redirecting resources to focus on protecting people as a Category 1 responder; maintaining essential operational services; working at home; supporting the health and wellbeing of our staff; expanding services, such as business grants and welfare checks; and setting up brand new services, such as Food Hubs and Community Vaccination Centres with NHST.

Through all of this, we have embraced digital opportunities, used our property estate and office accommodation differently, developed new skills and work practices, and adapted our leadership and management practices too. So much has been achieved, by so many and in a relatively short space of time that we need to embrace this opportunity to sustain the positive changes in how we work. We have set our ambition to change how we work together with our citizens, communities, and businesses to design the future we want and need. We need to be bold about changes in the way we work to match the ambitions of the

Perth and Kinross Offer - workforce, digital and our property estate are the core resource functions which are strategic enablers for change.

### **Our priorities are to:**

- Contribute to the development of the [Perth & Kinross Offer](#) while continuing to support the Local Action Partnerships in the co-ordination and delivery of priority needs for local areas, through their Local Action Plans, to encourage active, self-sustaining, and resilient communities.
- Continue to develop the way we work in line with Working Smarter principles, adopting a flexible and agile approach to this with staff, partners and communities.

## **Financial and Resource Management**

Over £82m has been distributed to businesses in Perth and Kinross affected by the COVID-19 crisis through closure or opening restrictions. The Economic Development team working with colleagues from Finance and IT has demonstrated agility, dedication, resilience and accuracy in helping businesses with tight timescales and changing guidance.

The Communities Service manages a gross annual revenue budget of £97m and an 8-year capital budget of £348m. The Housing Revenue Account has an annual revenue budget of £31.6m and a 5-year capital allocation for investment of £67.9m.

As part of the Budget Setting process for 2019/20, we received additional funding for priorities including economic development and road safety. This will be delivered through planning and appropriate allocation of resources to best realise the intended benefits.

We face the ongoing challenge of meeting an ever-increasing demand for high quality services, with decreasing resources both in terms of funding and staff. In addition, we are responding to market pressures for some of our income generating services - for example Commercial Property, planning and building warrants and recycled waste - as well as having to meet the cost of contract inflation and inflationary increases for core service provision.

Our approach to asset management and rationalisation is a key part of our response to the financial challenges. One of our strengths is the ownership our staff have for managing capital and revenue budgets, with financial decisions being made by staff closest to the delivery of services.

Supporting our tenants to maximise their incomes and meet their rent obligations continues to be challenging as many households on low incomes are struggling to meet their daily living costs. The impact of universal credit is evident in our arrears levels and we are progressing a range of measures to support our tenants. We continue to monitor the effects of universal credit and financial hardship on our tenants, as well as the HRA business plan, to ensure we are planning effectively and mitigating these impacts.

A key element of our strong financial management has been our transformation and service redesign programme. We are focussed on delivering our existing transformation reviews and recognise the need to develop further transformative opportunities for innovation, such as shared working and digital services to respond to the financial challenges ahead.

### **Our priority is to:**

- ensure the Service makes best use of the resources allocated to it (financial, IT, people, assets) in delivering on the priorities and outcomes set out in this document.

## **Performance, Self-Evaluation and Risk Management**

Our ambitious objectives are set at the strategic level by the corporate and political priorities agreed by the Council. Delivery approaches are then developed through engagement with our staff via the preparation of Service and Team Plans as well as individual objective setting. These are critical to ensuring the Communities Service delivers on the Council's, and the Community Planning Partnership's, wider strategic ambitions.

Performance plans are developed from this Business Management and Improvement Plan (BMIP) into team plans and individual work plans. The Senior Management Team is accountable and responsible for the delivery and review of BMIP outcomes and objectives. We have revised our Performance Framework to further enhance our systematic approach.

We undertake a range of benchmarking activities through forums such as the Scottish Housing Network; Housemark; Association of Public Service Excellence; the Local Government Benchmarking Framework and its family groups including Active Asset Management. This allows us to measure our performance at a national level and identify innovative and new ways of working to drive improvement.

As our services are publicly funded, we are accountable to the public for the spending decisions we make and the services we deliver. Through our public performance reporting arrangements, we continue to raise awareness of our services, how well we are doing and where we need to improve.

Risk management is embedded within the day-to-day operations of the Service and forms part of our Performance Management Framework. We have developed a risk profile for the new Service which is regularly reviewed in line with the Council's risk management policy and procedures, ensuring risks are also escalated to the appropriate forum.

The Communities Service are the risk owners in relation to several of the key [strategic risks](#) facing the Council e.g. Climate Change, Economic Wellbeing, Poverty & Equalities, Asset Management and Health & Safety.

### **Our priority is to:**

- embed our Performance Management and Risk Management Frameworks across the Service to evidence that performance is driving both strategic planning and ongoing improvement.

## **Health and Safety**

We fulfil the corporate role to support the entire organisation in meeting its legal obligation as well as providing a duty of care to employees and people who may be affected by our activities.

We follow the corporate governance arrangements for Health, Safety and Wellbeing and ensure that staff and elected members across the Council are familiar with the Corporate Occupational Health and Safety Policy, and guidance.

We consult with all staff through the Service Health & Safety Consultative Committee. Membership of the Committee includes senior managers from every area within the Service as well as safety representatives from all the trade unions.

A core group of Council staff have worked from Office bases during the period of extended Covid Lockdown. These staff have provided essential services that could not be delivered from home, such as Homelessness, Housing Options and Housing Repairs team. Pullar House was therefore re-established as a risk assessed work environment with a range of measures designed to minimise infection spread. These measures have included designated Indoors/Outdoors; information signage; hand hygiene points at all key areas; a general 'keep left and keep moving' rule for circulation; good levels of ventilation; restriction on welfare facilities; wearing of face coverings in circulation and physical distancing at work- stations. Some locality-based offices have also been similarly set up for essential services to continue e.g. Rattray Connect, Almondbank House, Colonsay Resource Centre, REACH and Strathmoor. These facilities have proved effective in providing an essential base whilst keeping staff protected from infection outbreaks.

Whilst Scotland maintains a general rule of office workers continuing to work from home where possible there will be an inevitable return to office-based work once covid infection has been effectively suppressed in the community. However, from feedback from staff and managers, it is likely we will pursue 'Hybrid' working patterns for staff who are able to work remotely (be this from home or a locality base). Guiding principles for this are being developed corporately working alongside Government guidance and advice.



The following section provides a performance update on key performance indicators for 2020/21.

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

**Key Performance Indicators for 2020/21**

*(Data covering to year end unless otherwise stated)*

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Number of families presenting as homeless (Housing and Communities Committee)	232	139	83	Regulatory guidance advises the setting of targets would not be appropriate			

**Comments on performance during 2020/21 and targets:**

The number of families presenting as homeless was 83 representing a reduction of around 40%. Focussed work with families at risk of homelessness alongside restrictions around evictions from the private and social-rented sectors enabled this positive outcome.

Number of overcrowded households (Housing and Communities)	109	122	116	110	100	100	
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**Comments on performance during 2020/21 and targets:**

The number of overcrowded PKC tenants in Perth and Kinross has reduced to 116 in March 2021 against a target of 110. We make every effort to reduce overcrowding, however applicants prioritise other factors such as specific property types or areas of choice. Monitoring arrangements are in place; however, the number of overcrowded households can only reduce when there is appropriate housing available to allocate. There is no national average available for this indicator.

**Key Performance Indicators for 2020/21**

*(Data covering to year end unless otherwise stated)*

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Percentage of residents satisfied with local libraries	82%	81%	78%	78%	82%	82%	82%
Number of library visits, in person and online	1490343	1508366	3469628	N/A	350,000	350,000	350,000

**Comments on performance during 2020/21 and targets:**

Our satisfaction performance has declined marginally in the past year. This is against the backdrop of the Covid pandemic in 2021/22 which meant library buildings and some services were closed/suspended for significant periods with online services. Click and Collect etc taking their place.

Comparisons for 2020/21 are not meaningful as different local authorities took different approaches to building closures and alternative service delivery methods during Covid. However, our performance is above the national average and has remained largely steady in comparison to national performance.

## Key Performance Indicators for 2020/21

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Numbers of adult learners supported to achieve their outcomes  <i><b>Note:</b> Due to Covid restrictions no face to face or small group learning was possible until the service developed an on-line offer.</i>		1319	110	110	250	800	1350
<b>New Indicator for 2021/22</b> Numbers of adult learners supported to improve their employability or digital skills ( <i>this includes commissioned services via the Adult Learning Partnership</i> )					350	350	350

### Comments on performance during 2020/21 and targets:

Communities Service adult learning switched to an on-line learning from September 2020 to March 2021 providing the following courses -

- English for Speakers of Other Languages (ESOL) – City of Guilds certificated
- Food & Hygiene Training Level 2 – NCASS certificated
- Ways to Wellbeing – learning about mental health and effective ways to keep well.
- ASDAN certified short courses in Employability, Volunteering or Food & Cooking skills
- SQA in Communications & Numeracy

Targets for these activities from 2021/22 will remain under review as in-person services resumed after Covid restrictions eased in summer 2021.



PROMOTING A PROSPEROUS, INCLUSIVE AND SUSTAINABLE ECONOMY

Key Performance Indicators for 2020/21 (Data covering to year end unless otherwise stated)							
Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Gross arrears as a % of gross rent due for the reporting year (Housing and Communities Committee)	10.83%	8.37%	10.75%	8.5%	8.5	8.4	8.3
Rent collected as a % of the total rent due in the reporting year (Housing and Communities Committee)	98.69%	98.36%	96.91%	98.7%	98.8	98.9	99
<p><b>Comments on performance during 2020/21 and targets:</b></p> <p>In 2019/20 we encouraged tenants to enter into payment arrangements to avoid legal action and sustain their tenancy. Some of the improvement in performance in 2019/20 was due to the write-off of former tenant arrears approved in June 2018 which were removed in April 2019. We also supported 246 tenants to reduce their arrears balance through our Tenancy Sustainment Fund.</p> <p>In 2020/21 staff initially approached arrears engagement with a light touch allowing tenants to manage their personal situations regarding the impact of COVID-19. In the second half of the year staff focused on engagement with tenants to set up arrears arrangements, resulting in an increase in the number of payment arrangements of 50% at year end.</p> <p>The Council invested in new software "Mobysoft Rentsense" to support staff with targeted arrears monitoring. This went live on 21st April 2021. We hope that the combined use of this software, along with a review of procedures when we reinstate our escalated process from May 2021, will result in significant improvement in 2021/2022.</p> <p>The impact of the pandemic reduced the amount of rent collected to 96.91% in 2020/21 against a local authority average of 99.3% in 2019/20</p>							

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Economic impact of events supported by the Council <b>(Environment and Infrastructure Committee)</b>	£11.6m	£19.4m	0	£12m	£13m	£14m	£15m
Number of new businesses started up with support from Business Gateway <b>(Strategic Policy and Resources, (SP&amp;R), Committee)</b>	241 (Feb)	262	267	300	300	300	300
No. of businesses supported by a growth programme <b>(Strategic Policy and Resources, (SP&amp;R), Committee)</b>	18 (Feb)	75	33	50	55	60	65
Perth City Centre Footfall (Nos) % above the national level <b>(Strategic Policy and Resources, (SP&amp;R), Committee)</b>	1.9% (Feb)	-34.60%	16.4%	4%	4%	4%	4%
% of vacant retail units in Perth City Centre <b>(Strategic Policy and Resources Committee)</b>	7.9% (Feb)	8.5%	11.7%	8.8%	8.5%	8.2%	7.9%
Area of available Serviced business land (Ha) <b>(Strategic Policy and Resources, Committee)</b>	30	30	33.12	14.9	14.9	14.9	14.9
% of working age population unemployed, based on the Job Seekers Allowance claimant count <b>(Strategic Policy and Resources Committee)</b>	0.8%	2.0%	4.6%	2%	1.0%	1.0%	1.0%
No. of unemployed people supported into work as a result of Employability programmes supported by the Housing & Environment service <b>(Strategic Policy and Resources Committee)</b>	394	269	246	460	475	500	525
% of residential and business premises with access to Next generation broadband <b>(Environment and Infrastructure Committee)</b>	83.90%	86.5%	87.4%	97%	100%	100%	100%
<p><b>Comments on performance during 2020/21 and targets:</b> Despite the unprecedented challenges faced by the local economy as a whole, entrepreneurial activity remained healthy. This was reflected in more individuals than in the last two years, setting up new business with the help of Business Gateway.</p> <p>Much of the support centred around mentoring clients to assist them through the uncertainty of starting their business. Notably, the Redundancy to Recovery workshop programme was designed for people</p>							

who have been made redundant and focused on positive ideas for starting a business. The Tayside team also provided comprehensive advice and support to businesses accessing the grants available.

Going forward, Business Gateway team are committed to supporting the region's recovery through the Re-build and Boost Business 2021 programme, including Redundancy to Recovery - Launch Pad, Young People – Young Entrepreneurs and Digital Boost workshops.

## Key Performance Indicators for 2020/21

*(Data covering to year end unless otherwise stated)*

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Percentage of residents satisfied with local museums and galleries	79%	77%	74%	74%	77%	80%	80%
Number of visits to museums that are funded, or part funded, by the council	234,087	249,734	108,777	N/A	115,000	200,000	300,000

### Comments on performance during 2020/21 and targets:

Museum buildings were closed for the greater part of 2020/21 so analysis of performance against target/trend is not possible.

Comparisons for 2020/21 are not possible as different local authorities took different approaches to building closures depending which Covid tier the area was in and used alternative service delivery methods.

Targets will remain under review as in person usage returns following removal of Covid restrictions in summer 2021.

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

**Key Performance Indicators for 2020/21**  
(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Number of housing options interviews completed (Housing and Communities Committee)	2,705	2,733	2,297	Regulatory guidance advises the setting of targets would not be appropriate			
Number of households presenting as homeless (Housing and Communities Committee)	938	758	670	Regulatory guidance advises the setting of targets would not be appropriate			
Number of applicants assessed as homeless (Housing and Communities Committee)	749	597	550	Regulatory guidance advises the setting of targets would not be appropriate			
Number of people who slept rough the night before their homeless application (Housing and Communities Committee)	16	34	24	Regulatory guidance advises the setting of targets would not be appropriate			
Average days in temporary accommodation (all types) (Housing and Communities Committee)	70.1	71.0	79	80	80	75	65
% of allocations to homeless households in permanent settled accommodation (Housing and Communities Committee)	51.8%	42.7%	46%	50%	50%	50%	50%

**Comments on performance during 2020/21 and targets:**

The target for allocations to homeless households is an indicative measure included in the Common Allocations Policy. We have reduced the backlog of homeless applicants waiting for an offer of housing to around 30 so it is not possible to meet this 'target' as there are so few homeless applicants on the waiting list. This is a positive outcome.

The average days spent in temporary accommodation remains the lowest in Scotland at 79 days against a national average for 2020/21 of 199 days. We are on track to achieve the target of 65 days outlined in the Rapid Rehousing Transition Plan by 2023/24.

## Key Performance Indicators for 2020/21

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
% of tenants satisfied with the overall service provided (Housing and Communities Committee)	94.77%	94.77%	82.9%	95%	95%	95%	95%
% of tenants satisfied with opportunities given to them to participate in the landlords decision making (Housing and Communities Committee)	98.74%	98.74%	75.40%	98.74%	99%	99%	99%

### Comments on performance during 2020/21 and targets:

Our satisfaction levels for all but one of our indicators (Value for Money) have decreased since our previous survey. Like many other LA and RSL's, feedback has been influenced by the restrictions placed on service delivery because of the impacts of the pandemic and the reliance on telephone surveys. It is also likely to be reflective of how people were feeling at this time due to the wider restrictions on general day to day activity. Additional analysis from our contractor on 8 telephone surveys, that they have undertaken during the similar time period for 8 RSL's/LA's, shows a 7% reduction in performance with a clear link to responses being driven by the ongoing pandemic.

*Scottish Average Satisfaction with overall service in 2019/20 was 89.2%*

*Scottish Average for % tenants satisfied with opportunities to participate in 2019/20 was 87.2%*

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Average time (in days) taken to complete approved applications for medical adaptations in the reporting year (Housing and Communities Committee)	56.20	33.32	44.72	65	60	55	50

### Comments on performance during 2020/21 and targets:

Adaptations performance during 2020/2021 was an average of 44.72 days with a total of 227 adaptations completed. The national average for this indicator in 2019/20 was 41.5 days. This has been achieved, despite the restrictions imposed through the Covid-19 pandemic. The revised process introduced during 2018/19, including the scheduling of all minor adaptations by our work planners, and continuing to outsource all major adaptations to our Capital Programme or Term Maintenance contractors contributes to this performance and also ensures that our in-house trades teams can focus on voids and responsive repairs. We continue to install modular access ramps to reduce the timescales associated with the installation of fixed permanent access ramps.

## Key Performance Indicators for 2020/21

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Numbers of community groups supported to achieve their outcomes		220	270	270	270	270	270
<b>New Indicator for 2021/22</b> Numbers of community groups supported to increase their capacity					40	40	40

### Comments on performance during 2020/21 and targets:

Community Capacity Building forms an important part of CLD activity in our communities and this indicator reflects the work of the Communities Service in supporting groups to achieve their outcomes. Activities from April 2020 to March 2021 focussed on the ongoing work in communities to alleviate the impact of Covid and lockdown and included work to ensure that groups were able to

- Support socially isolated individuals
- Address food, fuel and financial poverty by deliver food shopping and other essential supplies to those self-isolating
- Address mental and physical wellbeing concerns in the community
- Distribute key information about local support services

## Key Performance Indicators for 2020/21

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Percentage of residents satisfied with leisure facilities	79%	77%	74%	N/A - most services closed/suspended due to Covid restrictions	75%	75%	75%
Number of attendances to pools, indoor and outdoor sport and leisure facilities	1,332k	1,258 k	63k	tbc	tbc	tbc	tbc

### Comments on performance during 2020/21 and targets:

COVID-19 impacted the accessibility and operation of local leisure facilities throughout periods of 2020 and this may have affected resident satisfaction levels and attendance

We continue to outperform the Scottish Average for satisfaction (70.1% in 2017/20) by a margin of 4.2 percentage points.

The impact of the pandemic has affected performance in this indicator as sports and leisure facilities were closed during this time, however the service adapted to provide alternatives. Our leisure trust, Live Active Leisure, delivered 150 online physical activity sessions during lockdown and provided personalised support for people rehabilitating after leaving hospital.

CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

**Key Performance Indicators for 2020/21**

*(Data covering to year end unless otherwise stated)*

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Number of communities with local resilience plans <b>(Environment and Infrastructure Committee)</b>	24	34	35	28	35	35	35
Municipal waste collected that is recycled or composted (%) <b>(Environment and Infrastructure Committee)</b>	51.4%	52.5%	47.4%	60%	60%	65%	65%
Vacant residential / commercial premises brought back into use <b>(Environment and Infrastructure Committee)</b>	145	139	93	135	135	135	135

**Comments on performance during 2020/21 and targets:**

Despite the Covid-19 impact on commerce, 93 vacant/commercial properties were brought back into use.

Despite the impact of the Covid-19 pandemic, we have increased the number of communities with community resilience plans to 35 during 2020/21.

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## Key Performance Indicators for 2020/21

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
No of new publicly available social housing units including buy backs, conversions and empty homes conversions <b>(Housing and Communities Committee)</b>	246	250	246	200	200	200	200

### Comments on performance during 2020/21 and targets:

Despite the impact of Covid-19, which closed down the building industry during the first quarter of 2020/21, there were still 246 completions during the year. PKC regularly reviews the Strategic Housing Investment Plan, both internally and with Registered Social Landlords and the Scottish Government's More Homes Team to ascertain progress towards delivery for completion.

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Overall % of new tenancies sustained for more than a year <b>(Housing and Communities Committee)</b>	86.2%	87.6%	86%	89%	90%	91%	92%

### Comments on performance during 2020/21 and targets:

We have had a slight dip in our tenancy sustainment rates in two areas for 2020/21. Analysis these cases, highlight that many of the tenancies ending within 12 months were as a result of positive factors such as the outgoing tenant purchasing their own accommodation, moving to larger accommodation following a change in their household size and moving out with the area for employment reasons. A key priority for the service is to ensure that all tenants are provided with the right support and assistance to enable them to sustain their tenancy. A new framework was been implemented in January 2021, to ensure there is more robust ownership and accountability for tenancy sustainment across the housing service.

*The Scottish average for the % of new tenancies sustained for more than one year was 89.1% in 2019/20*

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Average length of time taken (hours) to complete emergency repairs <b>(Housing and Communities Committee)</b>	3.54	3.04	2.76	4.0	4.0	4.0	4.0
% tenants satisfied with the repairs service <b>(Housing and Communities Committee)</b>	90.9%	98.6%	97.5%	92%	93%	94%	95%



## Key Performance Indicators for 2020/21

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Average calendar days to re-let properties (Housing and Communities Committee)	28.4	28.4	32.8	29	29	29	29
% of rent due in the year that was lost due to voids (Housing and Communities Committee)	0.88%	0.82%	1.11%	0.9%	0.9%	0.9%	0.9%

### Comments on performance during 2020/21 and targets:

The service continues to focus on emergency repairs as a priority and reported 2.76 hours against a target of 4.0 hours. The 2019/20 national average for this indicator was reported at 3.6 hours.

Customer satisfaction with repairs remains high, albeit there has been a 1.09% reduction in the reporting year from 98.59% during 2019/2020 to 97.50% during 2020/2021. The number of respondents reduced by 42% and we were unable to collect customer satisfaction responses during the lockdown in April and May 2020 as we focused our efforts on delivering our services and keeping our tenants and staff safe. The Scottish average for repairs satisfaction was 91.4% in 2019/20

From June 2020 onwards, and as part of our response to the pandemic, we allocated staff to telephone customers who had a repair completed the previous day. Before the pandemic, customer satisfaction was collected by our trades team through mobile working devices on completion of the repair within the customer's home. Covid-19 restrictions, in terms of safe distancing and the risk of contamination, meant mobile devices could not be handed to customers to complete a customer satisfaction survey.

## Key Performance Indicators for 2020/21

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
% of properties meeting the EESSH (Housing and Communities Committee)	82.0%	82.3%	82.2%	100%	100%	100%	100%
% of ASB complaints resolved within locally agreed targets (Housing and Communities Committee)	75.6%	94.8%	95.9%	90%	90%	90%	90%

## Key Performance Indicators for 2020/21

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24

### Comments on performance during 2020/21 and targets:

From 2021, the energy section of the SHQS has been changed. In order to meet the energy section of the SHQS, a dwelling has to meet EESSH. EESSH is, for gas and electrically heated properties, a much higher standard meet than the SHQS energy section. As a result, in 2021 many more properties fail to meet the new SHQS with 1,385 of the elemental failures as a result of not meeting the EESSH requirements. The Scottish average for EESSH compliance in 2019/20 was 87.3%

Performance in relation to Anti-Social Behaviour complaints resolved reported an annual figure of 95.9% against a target of 90%. The year-end performance for 2019/20 for this indicator was 94.8%. The Scottish average for this indicator was 94.1% in 2019/20.

## Key Performance Indicators for 2020/21

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Number of community groups supported in the asset transfer process		11	5	5	10	10	10
Number of groups receiving CIF funding		127	0	0	80	N/A	N/A
Numbers of Participation Requests		2	1	1	4	N/A	N/A

### Comments on performance during 2020/21 and targets:

- 5 groups were supported with asset transfers in 2020/21, Rannoch Community trust, Letham 4 All and 3 others in progress.
- There were no CIF awards made in 20/21 due to the Covid-19 pandemic and lockdown. The available funding was rolled over to the 21/22 round which is currently in progress
- 1 participation request received by PKC from Scone & District Community Council. They requested to be involved in an outcome improvement process around sustainable travel and environmental improvements associated with the Cross Tay Link Road. The Council ultimately decided to refuse the Request on the grounds that at the time the Council was fully engaged in the formal tendering process for the project outlined in the Request and there was no scope for further community participation at that stage. Future opportunities for further community engagement and participation in the delivery of the project were outlined and PKC remains committed and ready to support this as the project moves forward.

## CHANGED/DELETED PERFORMANCE INDICATORS

Deleted Changed/Indicators					
Indicator (Source)	Performance			Target	Reasons for Change/Deletion
	2018/19	2019/20	2020/21	2020/21	
None					

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**PERTH AND KINROSS COUNCIL**

**SCRUTINY COMMITTEE**

**15 September 2021**

**CORPORATE & DEMOCRATIC SERVICES  
BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2021/22**

**Report by the Chief Operating Officer**

(Report No. 21/157)

**PURPOSE OF REPORT**

This report presents the Business Management and Improvement Plan (BMIP) for 2021/22 for Corporate & Democratic Services. It sets out priorities for the Service and improvement activity to enable and support delivery of the Council's strategic objectives and priority outcomes.

**1. BACKGROUND/MAIN ISSUES**

- 1.1 This report presents the Corporate & Democratic Services BMIP for the period 2021/22.
- 1.2 The Corporate & Democratic Services' BMIP sets out the key Service priorities which will be delivered to ensure better outcomes and contribute to the delivery of the Council's strategic objectives, as well as meeting new and developing national policy requirements.
- 1.3 The Council's Annual Performance Report 2020/21 which is a separate business item on the agenda, summarises Service progress over the past year which includes direct delivery of services to communities and enabling support to other Services in delivery of their priorities. It also summarises the varied contribution to the Council's response to the Covid-19 pandemic.

**2. PROPOSALS**

- 2.1 The BMIP for 2021/22 sets out how the Service will contribute as strategic enablers of change and transformation, support Council democratic processes and manage the governance framework. The BMIP also describes improvements in our specialist customer services directly to the communities of Perth and Kinross. The ongoing effects of the pandemic will continue to bring additional challenges which influence both current and future priorities, and in some cases, our ability to monitor progress and performance.
- 2.2 The priority themes within the plan are as follows:-
  - Getting the basics right
  - Developing people, skills, and capacity
  - Exploiting digital opportunities and data insight
  - Protecting our physical and information assets
  - Improving our customers' experience
  - Working Smarter

### 3. CONCLUSION AND RECOMMENDATIONS

3.1 The BMIP sets out how the Service will enable and support delivery of the Council's strategic objectives and priority outcomes.

3.2 It is recommended that the Scrutiny Committee:

- i) Scrutinises and comments as appropriate on the Corporate & Democratic Services Business Management and Improvement Plan for 2021/22.

#### Author

Name	Designation	Contact Details
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#### Approved

Name	Designation	Date
Karen Donaldson	Chief Operating Officer (Corporate & Democratic Services)	2 September 2021

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan/Single Outcome Agreement

1.1 This section sets out how the proposals relate to the delivery of the Perth and Kinross Community Plan/Single Outcome Agreement in terms of the following priorities:

- (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; and
- (v) Creating a safe and sustainable place for future generations.

1.2 This report relates to all Objectives.

#### Corporate Plan

1.3 This section sets out how the proposals relate to the achievement of the Council's Corporate Plan Objectives.

- (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; and
- (v) Creating a safe and sustainable place for future generations.

1.4 This report relates to all Objectives.

## 2. Resource Implications

### Financial

2.1 Not applicable.

### Workforce

2.2 Not applicable.

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

2.3 Not applicable.

## 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.

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.

3.3 This report has 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

3.4 Under the provisions of the Local Government in Scotland Act 2003, the Council must discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change (Scotland) Act 2009 the Council also has a duty relating to climate change and, in exercising its functions must act:

- In the way best calculated to delivery of the Act's emissions reduction targets.
- In the way best calculated to deliver any statutory adaption programmes.
- In a way that it considers most sustainable.



- 3.5 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

#### Legal and Governance

- 3.6 Not applicable.

#### Risk

- 3.7 Risks are identified and reviewed as part of the BMIP process.

### **4. Consultation**

#### Internal

- 4.1 The Annual Performance Plan is developed in collaboration with Heads of Service, Managers, and staff across Corporate & Democratic Services.

#### External

- 4.2 Not applicable.

### **5. Communication**

- 5.1 Communication of the finalised Business Management and Improvement Plan will take place once approved by Committee.

## **2. BACKGROUND PAPERS**

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

## **3. APPENDICES**

- Appendix 1 – Corporate & Democratic Services Business Management and Improvement Plan 2021/22



# Corporate & Democratic Services BMIP 2021/22



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# Foreword

Welcome to the 2021-2022 Business Management and Improvement Plan for Corporate & Democratic Services (CDS).

This Plan sets out how the Service will support delivery of the Council’s corporate objectives and priority outcomes; our focus on enabling change and transformation, especially through the Perth and Kinross Offer; and our commitment to continue to deliver high quality services.

This plan should be read alongside the Annual Performance Report (APR) for 2020/21, in what can only be described as an exceptional year in terms of the challenges we have faced. The APR and other Service BMIPs also capture the contribution made by CDS who work collaboratively with all service areas – by enabling, supporting and delivering services to the people of Perth and Kinross.

Our efforts over the last year have been dominated by our response to the global pandemic. Teams across CDS have shown outstanding commitment, compassion, resilience, and creativity to channel their skills, knowledge and abilities to help the most vulnerable in our communities, to support businesses and to keep the organisation functioning. Many have taken on new roles and responsibilities, which frequently involved working more closely with communities. We have adapted to working from home, learning new digital skills and adapting our work practices to ensure the health and safety of everyone. We have established new services with partners, such as Community Vaccination Centres and a Food Hub. We have ensured elected members were able to maintain democratic oversight and decision-making which is at the heart of local government.

On behalf of the CDS Management Team, I wish to record our sincere thanks and appreciation for the outstanding efforts by **all** CDS staff who, along with colleagues and partners, have ‘gone above and beyond’ in our response to the public health crisis. Our response to support the people, communities and businesses of Perth and Kinross throughout the pandemic is one we are all proud of and demonstrates that our people really make the difference.

We will take our learning from the pandemic to influence and shape how CDS will enable and support the Council in future. This Plan sets out our priority themes for the forthcoming period, with the aim of working together to ensure that everyone in Perth and Kinross can live life well.

**Karen A Donaldson**

Chief Operating Officer



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# Corporate and Democratic Services

## Vision:

We support the Vision of the Community Planning Partnership, for our area:

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

This Plan aims to translate this vision into an agenda for CDS to deliver positive outcomes for our citizens and communities.

## Strategic Objectives:

The Council's five strategic objectives, outlined in the Corporate Plan, inform decisions about policy direction and budget spending:

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

**CDS connect and collaborate with Services, Partners and Communities as enablers for the Perth & Kinross Offer and delivery of the Council's strategic objectives:**



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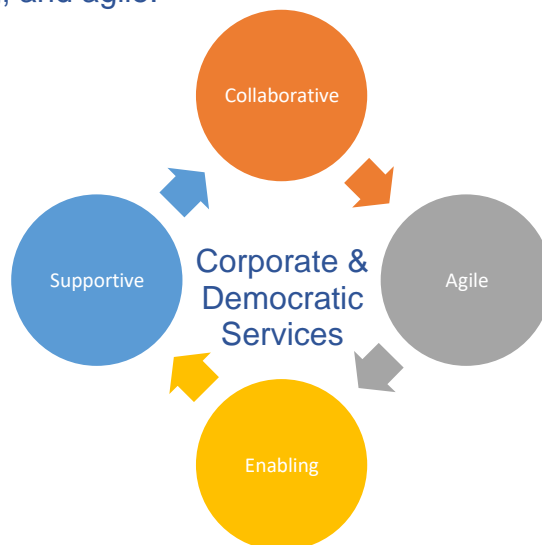
Our Service priorities support delivery of the corporate objectives and are enablers for the Perth and Kinross Offer. Corporate & Democratic Service's plans, programmes, and projects reflect a collaborative and integrated approach to all areas of our work.

**Values:**

Our values drive our behaviours and actions in all that we do. These are **Ambition**, **Compassion**, and **Integrity**. Our staff are also expected to demonstrate strong ethical behaviour, respecting the rule of law and the appropriate codes of conduct.

Our Service includes several professional disciplines, each subject to its own governing body and professional standards. We provide support for continuing professional development and learning for all to maintain and develop skills and knowledge to enable us to continue to provide the best possible advice and support.

Our approach to working with our customers and stakeholders is to be collaborative, supportive, enabling, and agile.



We want every member of CDS to fulfil their respective professional roles to the best of their ability and take ownership in leading, piloting innovative ideas, learning from others, and improving outcomes for communities and citizens.

Collaboration with other functions is essential in the delivery of this plan. We will promote a One-Council approach, share knowledge and information, solve problems together, and develop creative solutions jointly to drive better quality outcomes for our communities.



We will also seek opportunities to consolidate, streamline and standardise practices and processes reflecting efficient and best-practice standards, leading to better insight and best value across our Council.

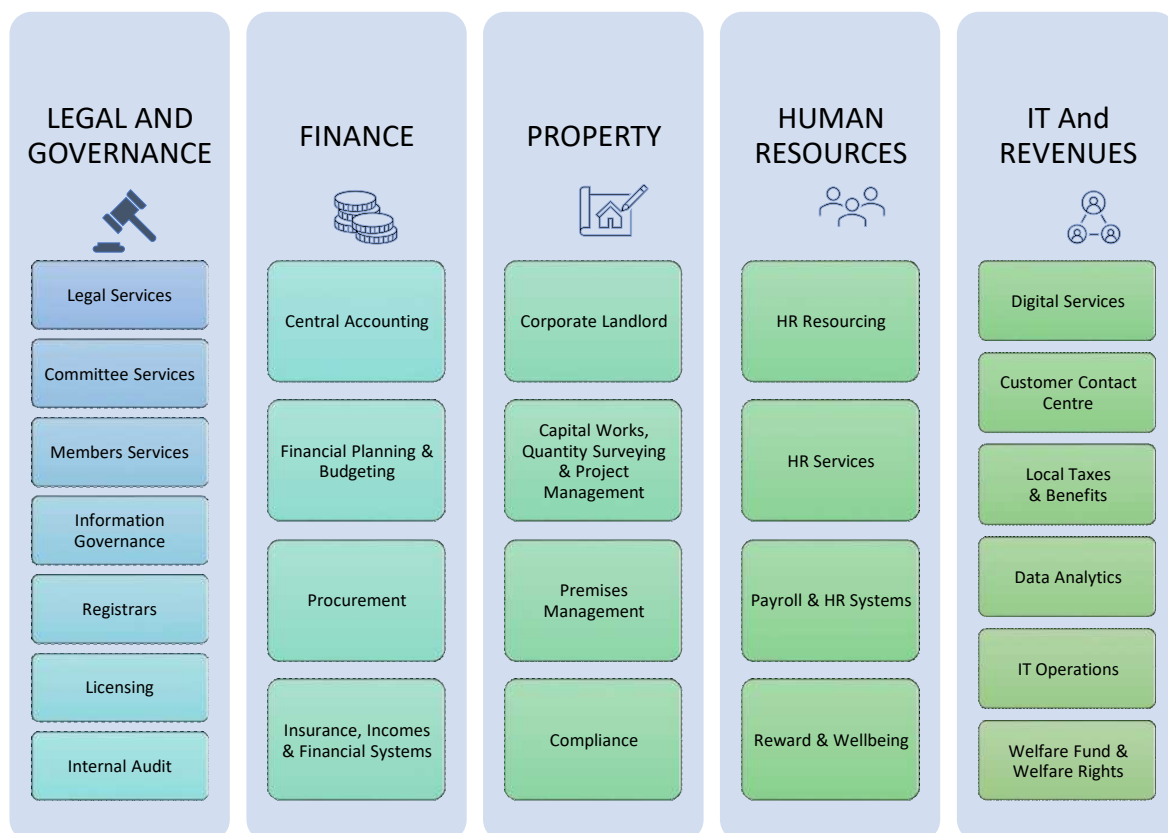
### Corporate & Democratic Services - Who we are and what we do:

CDS has the key resource functions relating to people, money, property and information. This brings together the key **strategic enablers of change and transformation**.

It also is the central service which **supports Council democratic processes** and manages the **governance framework**.

CDS provides **specialist customer services** directly to the communities of Perth and Kinross through its Registrars, Licensing, Information Governance, Local Taxes & Benefits and Welfare Fund & Welfare Rights teams. It also provides the Council’s general enquiry service for residents, businesses, and visitors through the Customer Contact Centre.

This ‘At a Glance’ Diagram of Corporate Services shows the different Divisions and teams within the Service and a brief outline of their responsibilities.





CDS fulfils a significant role in the Council's leadership and governance structure. With representation on the Executive Officer Team, CDS provides the core expertise in corporate resources, legal and financial advice to the Chief Executive, Executive Directors, Elected Members and Conveners of Committees of the Council.

Key statutory roles are held by officers within CDS, with the Head of Legal & Governance Services as the Monitoring Officer and the Head of Finance as the Section 95 Officer.

Heads of Service and Senior Service Managers are members of the Corporate Management Group. Many also have leadership roles on several key groups and Boards within and out with the organisation and contribute to the national policy and strategic agenda via Cosla or their respective professional associations.

CDS employs 457.31 FTE (Full Time Equivalents) across a diverse range of functions and activities.

The Service continues to have a strong track record of employing modern apprentices, and professional trainees, and offers graduate work experience opportunities across all our teams. This approach ensures a pipeline of talent for future roles. Currently we have trainees working across payroll, data analytics, and HR, with recruitment ongoing for energy and engineering, data science and internal audit.

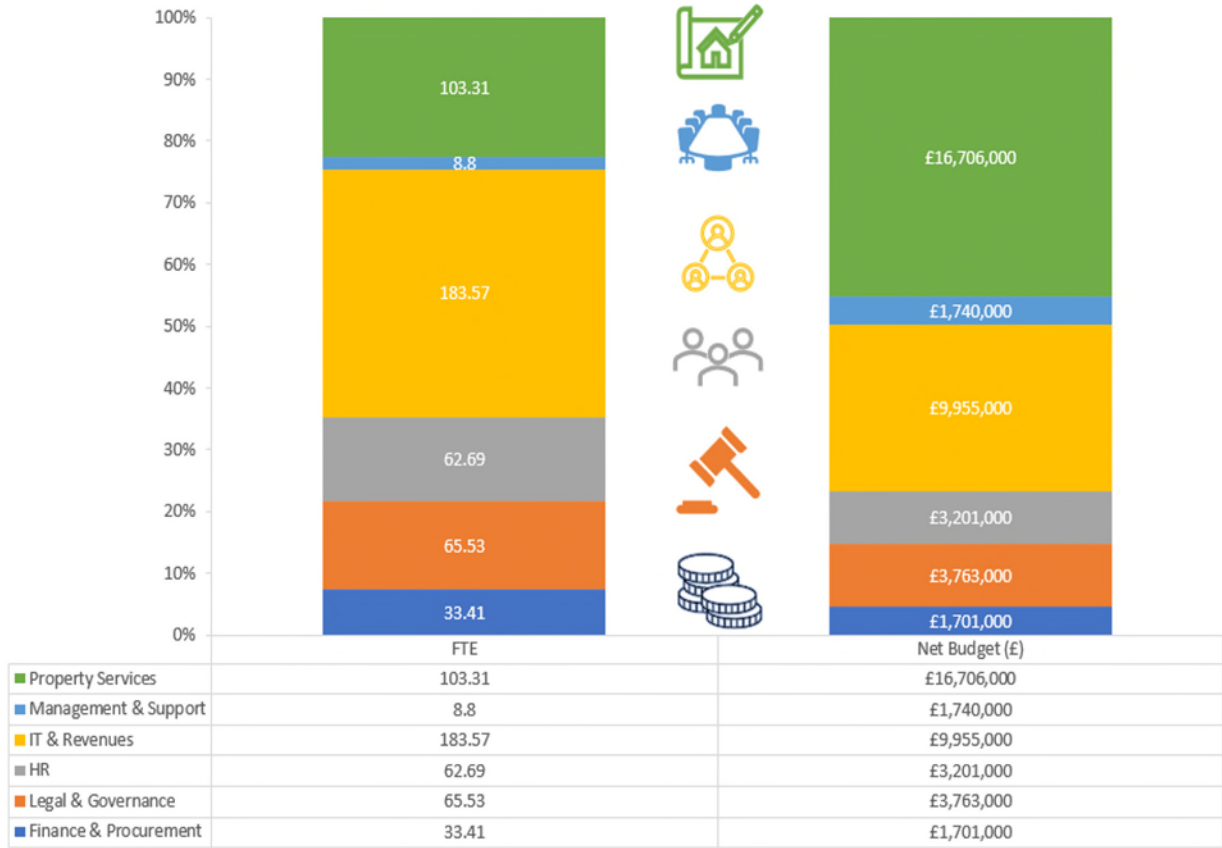
The Service has a net revenue budget of c£37m in 2021/22 which represents 10% of the Council's revenue budget.

The Service has direct responsibility for a capital budget of £57m through to 2028/29, split between IT and Property Services. Budget monitoring for the overall Council capital budget of £640m through to 2028/29 is reported to the Strategic Policy & Resources Committee.

The new Investment Blueprint and Delivery Plan will ensure investment decisions support corporate objectives and priority outcomes. Investment in maintaining and developing the assets which are used to deliver services (including schools, houses, and infrastructure) and the utilisation of capital funding to stimulate economic development and regeneration in local areas are essential enabling activities. Delivery of the Council's ambitious capital programme supports key outcomes such as tackling climate change, cultural transformation, and improving the school estate.



## CORPORATE & DEMOCRATIC SERVICES



# Challenges

The strategic direction of the service is influenced and shaped by legislative provision, government policy, the fiscal landscape, and the needs of our customers, whether these are Elected Members, Services, Partners and Communities.

## Key Legislation:

Our work priorities include supporting the delivery of existing legislative requirements whilst horizon scanning to ensure that we evolve practices and standards to meet future legislative requirements. These include Climate Change (Scotland) Act 2019, UNCRC, Child Poverty (Scotland) Act 2017, Scottish Government manifesto over the next 4-5 years, the Fair Work principles and forthcoming legislation to be determined as part of the Good Work plan will shape our arrangements locally.

## National Policy:

The ambition set out in the Scottish Government and Scottish Green Party shared policy programme “*Working Together to Build a Greener, Fairer, Independent Scotland*” will have implications for how we deliver our services as a Council. CDS play a key part in ensuring we have the right support infrastructure, processes, and systems. The shared ambition includes accelerating response to the climate emergency, including a step change in support for active travel and improvements to the energy efficiency of our homes and buildings. It commits to reform public services, including a proposal to establish a National Care Service.

The Fair Work First criteria incorporate the principles of the Fair Work Convention with delivery of real living wage and effective voice by 2022.

Anti-avoidance powers in the Non-Domestic Rates (Scotland) Act 2020 will assist local authorities in tackling certain known tax avoidance tactics including when they make decisions on applications for rates relief. We will require to prepare and respond to any new fiscal framework developed for local government and the devolution of empty property relief on 1 April 2023. A citizens’ assembly will be developed nationally to engage on sources of local government funding, including Council Tax.

## Financial Outlook:

The Council continues to work in an environment of reducing revenue funding and increasing demand for services which requires an ongoing commitment to working collaboratively in new and innovative ways. Into the future, the population of Perth and Kinross is expected to increase bringing additional pressures for the Council to meet the changing requirements.

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Recent commentary has suggested that Scotland's economy may not return to pre Covid-19 levels until early 2024, at the earliest. These factors make it difficult to forecast the financial outlook for the public sector. This uncertainty further exacerbates the pressures which continue to face public sector expenditure at a UK and Scottish level with further reductions in government funding predicted over the medium term alongside the increasing demand for Council services.

The construction market is highly volatile and unpredictable in the short to medium term, and this is problematic for investment planning because of cost uncertainty and concern over the supply of labour and materials.

### **Continued need for a high level of Community Support:**

The ongoing health, economic and social situation arising from the Covid 19 pandemic continues to affect businesses and our communities. The cyclical nature of coronavirus rates of infections has led to peaks in demand levels for welfare rights advice, welfare fund applications and other financial support schemes, and it is anticipated our communities will continue to require support for some time to come, especially as government financial support schemes come to an end.

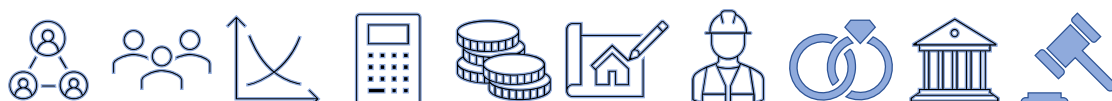
### **Digital Maturity:**

As the pace of technological change accelerates, it is vital that we effectively leverage the opportunities presented by emerging trends. Staying at the forefront of developing technology and utilising the latest innovations will enable us to meet the challenges of the digital era, and drive value for money across the Council. Covid 19 has shown that we have a good basis to commence this from.

Our experience in responding to the pandemic has also highlighted positive opportunities for evolving the Council's future business model. Moving to a hybrid working model may offer new options for reducing our office and carbon footprints, while maintaining quality services. Our investment in technology and digital is allowing us to evolve smarter ways of working, within our emerging hybrid operating model. We are growing and improving our online services, streamlining processes, coalescing around shared platforms and planning for the adoption of new / emerging technologies in our future system designs.

### **Net Zero Environment:**

The move towards achieving the Scottish Governments targets of net zero by 2045 and intermediate reduction targets before then requires to be embedded in all corporate decision making. CDS will be involved in facilitating the necessary changes in practices to achieve these statutory targets. A revised Net Zero corporate strategy is in preparation by Communities for recommendation to Council later in 2021.



# Our Priorities

To support the Vision and Objectives set out by Council and Community Planning Partners, and to support ambition expressed in the Perth and Kinross Offer, CDS has focused on the following priority themes which will enable change and transformation.

1. **Getting the basics right**
2. **Developing people, skills, and capacity**
3. **Exploiting digital opportunities and data insight**
4. **Protecting our physical and information assets**
5. **Improving our customers' experience**
6. **Working Smarter**

## 1. **Getting the Basics Right:**

*This matters because CDS provides the Council's strategic management of corporate resources - being people, finances, property, ICT and digital, and information assets. It maintains the Council governance framework and system of internal control, ensures legal and regulatory compliance, effective scrutiny, and accountability in respect of Council decision-making.*

Getting the 'financial basics' right provides the bedrock for the Council to effectively operate, successfully driving value for money amidst an ever-changing political and social landscape. It underpins our credibility and reputation as an effective steward of public resources. The Medium-Term Financial Plan reflects sound financial planning by the Council and is critical for the sustainability of key services and the financial stability of the Council. The Council's Reserves Strategy is another key element of its financial planning. The updated Medium-Term Financial Plan will be considered by the Council in Autumn 2021.

### **Review of the Finance Function:**

An external review during the first part of 2021 highlighted many strengths across the Council's finance function. It also focussed on opportunities to enhance its value contribution through investment in systems, processes and people and the development of a Finance Strategy.

Getting the "governance basics" right ensures lawful, ethical, and effective decision-making at all levels. It creates and supports an organisational culture that is risk aware, commercially aware, solution focussed and legally compliant; ensuring that the Council not only does the right things but does things right.



We acknowledge the importance of resilient and stable ICT, digital and data foundations in creating a modern efficient Digital Council. We will continue to deliver essential services such as the corporate payroll, ensuring payments are made accurately, in accordance with statutory provisions and on time.

### **Modernising the democratic function:**

Open and transparent democratic decision-making is a key element of effective governance. We will review governance arrangements to ensure that the democratic function is modern, efficient, effective, and accessible to the public; continuing to live stream Council and Committee meetings, developing the capacity to facilitate hybrid (virtual/in person) meetings, and adapting our procedures, processes, systems, and structures to ensure that we can deliver the best possible service.

To better support our elected members, we will be implementing a new case load management system and a comprehensive induction programme is being developed for elected members who will form the next Council following local government elections in May 2022.

### **Supporting Our Communities:**

Much of 'getting the basics right' is focused on *supporting our communities*: our Customer Contact Centre, Local Taxes & Benefits and Welfare Fund & Welfare Rights teams will continue to inform vulnerable citizens of their rights and take action to maximise the entitlement to benefits. £5.5m income was generated in 2020/21 for people as a direct result of having had involvement from the Welfare Rights Team. Our Registrars will continue to provide a compassionate and professional service.

Our Property Services team will ensure our buildings are safe and fit for purpose for all who use them.

### **Working Collaboratively:**

Our approach is to work collaboratively with Services and Partners to deliver the best possible outcomes for our citizens and communities. Several key community-wide developments and service activities will be supported by officers in CDS. Some examples include:

- Implementation of the UN Convention on the Rights of the Child
- Major construction projects such as Cross Tay Road Link Road, City Hall Museum, Thimblelow development, and enhancements to the school estate and Early Years Expansion programme
- A9/A85 contract claim negotiations
- Comrie Flood Protection Scheme





- Child Poverty
- Health & Social Care – Review of the Integration Scheme
- The Perth and Kinross Offer
- Local Action Partnerships
- Work with Third Sector to ensure seamless referrals to welfare rights
- Community Vaccination Centres and Food Support
- Wellbeing Economy Alliance -UNCRC focussed pilot project in Letham

## 2. **Developing People, Skills and Capacity:**

*This matters because people are our most valuable assets. The last 18 months have demonstrated that skilled, motivated people with a can-do approach make a difference to the lives of those who live, work and learn in Perth and Kinross. The wellbeing of staff is paramount. Staff have been flexible and agile in meeting the many challenges thrown down by the pandemic. Our people have worked collaboratively with colleagues across the organisation and in an integrated fashion.*

The Corporate Workforce Plan (2021-23) underpins the Perth and Kinross Offer and has interdependencies with several plans including the Organisational Development Plan, Health and Wellbeing Plan, Medium-Term Financial Plan, Digital Strategy and Corporate Property Asset Management Strategy. Along with other key strategies, it sets the direction for our recovery and highlights how our workforce needs to develop. We know that how we work, where we work and who we work with will continue to change so attracting and retaining an agile, resilient workforce with the right values, behaviours, skills, and experience is critical. Our in-house Apprenticeship and Graduate Programmes ensure a pipeline of talent across the diverse occupational areas in the Council, provide high quality learning and development for young people earn while obtaining qualifications.

With reform, such as the proposed National Care Service, ensuring our people are informed, involved, prepared and resilient are key aspects of our work.

### **Health & Wellbeing:**

Employee health and wellbeing remains a key priority, with a particular focus on mental health. We will continue to monitor the general health and wellbeing of our employees through sickness absence trends, hot-spots, Staff Survey “temperature checks” and other engagement such as focus groups and team sessions. Employee health and wellbeing will continue to be at the heart of decisions to support and develop our workforce for the future. We will seek reaccreditation of the Healthy Working Lives Silver Award.

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The Council continues to support the Equally Safe at Work programme which is part of the Scottish Government's strategy to eradicate violence against women and girls. Workplace actions are effective in tackling this societal issue – therefore, we will launch Gender Based Violence guidance and e-Learning to raise awareness and support managers and employees who may be experiencing gender-based violence.

### **Fair Work:**

The Council is proud to be a Fair Work employer with Living Wage accreditation. We continue to consult and engage with employees and trade union representatives on improvements in our employment practices and arrangements. We promote fair work practices in our procurement strategy and work with partner providers and commissioned services.

Equalities and fairness continue to be core principles in our workforce strategy, creating sustainable and fair work practices that protect our employees as far as reasonably practical. Support for their health and wellbeing along with opportunities for learning and development ensure our people have the capacity and resilience to maintain service delivery. We are committed to ensuring equalities is intrinsic in the way we work; the way decisions are made, the way people behave, how we perform and improve our services. These arrangements ensure we have the right skills in the right place when we need them and will contribute to building an even better Perth and Kinross working together to enable everyone to play their part in making this a fairer place for all – where everyone *can live life well*.

### **3. Exploiting Digital Opportunities and Data Insight:**

*This matters because digital technology and information continues to underpin every service in the organisation and it is a strategic enabler which will establish new frontiers for how the Council delivers services in the future. Pioneering data analytics and visualisation tools will further enable us to use data to tell a compelling story and provide colleagues and elected members with evidence to make better financial, strategic, and policy decisions. Developing our use of robotics, automation and artificial intelligence will support us in removing manual processes wherever possible and reduce the administrative burden for our people, freeing them to provide insight and analysis and more effective working.*





## Refreshing the Council's Digital Strategy:

We will ensure planning around digital technology and information continues to underpin every aspect of work and will establish new frontiers for how the Council delivers services in the future. It will put information and cyber security first, use technology to counter climate change, grow our leadership, skills, and literacy for a digital organisation. The revised Digital Strategy will come forward for approval by Council in 2022.

## Local Full Fibre Network:

The Tay Cities Local Full Fibre Network (LFFN) project is a UK Government Department of Culture, Media & Sport (DCMS) and Tay Cities Deal (TCD) funded economic development project with significant benefits to the Perth and Kinross area through the installation of full fibre internet connections. These include enabling access to increased connection speed and reliability for businesses and residents and reducing carbon emissions. This project is a collaboration between IT, Property, Finance and Economic Development.

## Digital Participation:

This can be defined in three ways; having the technology that can allow you to go online, e.g., a tablet, smartphone, or laptop; having a reasonable internet connection through a landline, phone, satellite, or other system; having the skills and confidence to use digital and online platforms safely and effectively.

The Digital Participation Group, in place since October 2020 as part of our response to COVID-19, and comprising Community Planning Partners, has a broad goal of improving the wider life chances for the citizens of the area and to reduce or eliminate the barriers to participation.

## Replacement Social Care Case Management System:

The withdrawal of Northgate SWIFT management system from the social care marketplace requires us to procure a replacement software product. This replacement project will provide us with an opportunity to transform how social care is delivered across the organisation to better improve services delivered in our communities. It will also enable us to modernise and streamline processes; increasing system efficiency, leading to a reduction in time staff spend managing and updating the case management system. The new system will be in place during 2023.



## Further developing our Cloud and Systems Strategy:

One key system moving to a cloud-based solution is the integrated HR and Payroll system 'ResourceLink'. This will be migrated by the end of 2021. The replacement for SWIFT is also a cloud-based system.

## 4. Protecting our Physical and Information Assets:

*These matter because our property and infrastructure assets (including schools, houses, offices and depots, and other infrastructure) are an integral element of effective service delivery and the utilisation of capital funding to stimulate development and regeneration in local areas. Our information is also a valuable business asset, critical to effective strategic and operational decision-making across the organisation.*

## Maintaining our Property Estate:

Our considerable property estate needs to be maintained to high standards to address conditions issues as well as challenges relating to climate change, Net Zero and emerging technology and legislation. Throughout 2020/21 the Property Services Division was diverted from much of its capital works to deal with essential covid safety measures across the estate. The latter part of the year saw a rapid escalation in maintenance demand due to pent up issues during lockdown, remobilisation of the schools, support to mobilise food distribution, testing centres and mass vaccination especially, complexities in working in Covid environment and the large storms in August 2020. In the next period, it is anticipated that demand for maintenance will continue to exceed previous levels of activity.

## Capital Investment:

A substantial number of major capital projects have progressed over the last year. The Council has ambitious investment proposals which set future workload priorities, working with a volatile construction market with little cost certainty and ongoing concerns about supply of materials and labour. Some examples of the enabling work on physical assets include:

- Collaborative procurement opportunities with Angus and Dundee Councils relating to building services, especially after COVID with exponentially increasing construction costs and material shortages.
- Maintaining and supporting the physical assets to provide safe and compliant accommodation within available resources



- Reducing energy consumption and carbon emissions to combat Climate Change.
- Implement lessons learned from the Cole Report on construction quality.
- Developing and receiving Council approval for low carbon design solutions for future major projects.

**Information as An Asset:**

Our information is also a valuable business asset that needs to be protected, managed, and optimised like any other. Protecting our information from attack, misuse, manipulation, and exploitation is of paramount importance, as is ensuring that we protect and lawfully process the personal data of our citizens.

Our information governance function includes Data Protection, Freedom of Information, Electronic Document Management System, Records Management, and Information Security. These monitoring roles are crucial to protect our information assets and make sure appropriate training and awareness is in place. We are developing an appropriate governance framework for cyber risk as part of our work.

Our IT infrastructure and networks protect our systems with up-to-date cyber-security measures and have PSN (Public Service Network) accreditation.

**5. Improving our Customers’ Experience:**

*This matters because, like getting the basics right, our external and internal customers expect to be treated well and have an excellent experience when they use our services. Our internal processes need to be lean and enable a right first-time approach, providing efficient, timely and accurate information to our customers at first point of contact and throughout the duration of their interaction with CDS. Our services need to be accessible, and customers should feel welcome. They should enjoy an ‘easy-to-do-business’ attitude from CDS, and we should exceed, not simply meet, their expectations. Our ambition is to continue to embrace the Customer Service Excellence Model.*

**New Customer Service Strategy:**

Whilst interrupted by the pandemic, it is planned that development work will restart towards delivering an ambitious Customer Service Strategy. This will include a new model of service, customer insight and engagement and developing a Customer Engagement Strategy based on the national Customer Service Excellence model.



We will continue to promote digital channels and make sure no citizen is excluded. We are investigating opportunities for automation of high-volume customer transactions using Artificial Intelligence (AI) and Robotics to improving service operation and design. This will be aided by robust demand analysis.

Customer Experience is normally associated with external customer contact and service teams who deal directly with the public. However, our internal customers are just as vital (the next person in the process is your customer).

Customer engagement and improved communication with customers – across all the Service’s work will be tackled in the next period to ensure CDS is listening carefully to what its customers’ needs are, and to develop exceptional levels of insight into how it could transform and improve to the benefit of customers.

We also directly provide customer services to the public in line with the Customer Service Excellence Standards (Formerly Charter Mark). The Welfare Rights Team hold accreditation at the highest level possible for Welfare Benefits Advice and Representation at Courts and Tribunals. Working proactively with Scottish Government and partners, Welfare Rights staff share best practice and influence guidance and process to ensure policy objectives are optimised.

## 6. Working Smarter:

*This matters because a strategic and integrated approach to people, technology and property is essential to improving how we work as a council to support delivery of the Perth and Kinross Offer. Our experience in responding to the Covid 19 pandemic has demonstrated that as an organisation we can implement radical change at pace and scale. We will therefore continue to challenge our traditional assumptions about work and workplace, embrace different ways of working which improve productivity, enhance the employee and customer experience and achieve better outcomes for our communities.*

### New Ways of Working:

Financial pressures, changing priorities and demand for Council services continue to inform the Council with a focus on multidisciplinary teams, integrated working, and more locality-based decision-making. The Council in recognition of the inter-connectedness of workforce, digital and use of property are taking a proactive approach in working with communities, its partners, and other stakeholders to deliver and prepare for new influences to ensure our workforce supports the delivery of the Perth and Kinross Offer.



Some of the enabling project underway is to work smarter, being more flexible about when we work, where we work and how we use space and technology to find new and more effective ways of doing things. The intended benefits from this work will help deliver better outcomes for our communities by improved collaboration among staff and with others; better productivity; improved employee experience and life work balance; positive benefits for recruitment and retention; more effective use of property/optimising our property portfolio; reduced carbon footprint; greater efficiency and effectiveness.

How we work, where we work and who we work with will continue to change so attracting and retaining an agile, resilient workforce with the right values, behaviours, skills, and experience is critical. To help us get there we will make smarter use of our resources and technology; co-design services with staff, service users and communities; recognise that everyone has something to offer; and put people at the heart of everything we do.



# Impact

<i>What Change will we deliver?</i>	<i>How will we know we are making a difference?</i>
<b>1. Getting the Basics right</b>	<ul style="list-style-type: none"> <li>• Positive staff feedback</li> <li>• Positive customer feedback and outcomes</li> <li>• Effective governance arrangements</li> <li>• Financial stability; maximising income collected for Council via Council Tax and Non-Domestic Rates</li> <li>• Safe and secure buildings, offices and workplaces</li> </ul>
<b>2. Developing People, Skills and Capacity</b>	<ul style="list-style-type: none"> <li>• Outcomes set out in the <a href="#">Corporate Workforce Plan 2021/23</a></li> <li>• Effective resource management to meet business needs</li> <li>• Employee engagement and feedback</li> <li>• Positive destination of trainees to maximise employability</li> </ul>
<b>3. Exploiting Digital Opportunities and Data Insight</b>	
Refreshed Digital Strategy	<ul style="list-style-type: none"> <li>• Supports our ambitions for Digital Perth and Kinross</li> </ul>
Data and Analytics Strategy	<ul style="list-style-type: none"> <li>• Supports our ambitions of becoming a Data Driven Council</li> </ul>
Local Full Fibre Network	<ul style="list-style-type: none"> <li>• Improved connectivity which will facilitate next generation technologies to support the local economy and community</li> </ul>
Social Care System Replacement (SWIFT)	<ul style="list-style-type: none"> <li>• New case management system in place by 2023</li> </ul>
Developing our Cloud and Systems Strategy	<ul style="list-style-type: none"> <li>• Key business systems move to the cloud – leading to improvements in resilience, availability and functionality</li> </ul>



<b>4. Protecting Our Physical and Information Assets</b>	
Maintaining Our Property Estate	<ul style="list-style-type: none"> <li>• Building assets are well maintained, fit for purpose and energy efficient.</li> <li>• Building users feel comfortable within their working environment.</li> </ul>
Capital Investment	<ul style="list-style-type: none"> <li>• Investment Blueprint and Delivery Plan agreed in line with Council priorities and ambition</li> <li>• Projects are delivered to a high standard of quality; in line with an acceptable programme, affordable and align with carbon reduction targets.</li> </ul>
Information Assets	<ul style="list-style-type: none"> <li>• Our cyber risk governance framework ensures that technology, systems and information are protected in the most appropriate way.</li> <li>• Staff and elected members have awareness of phishing and other relevant cyber security risks.</li> <li>• Enhanced technical security measures are in place to continue to protect Council services and information assets</li> </ul>
<b>5. Improving Customers' Experiences</b>	
New Customer Services Strategy	<ul style="list-style-type: none"> <li>• Standardised approach to customer engagement across Council services/increased use of new and emerging technologies leading to improved choice around how and when customers engage with us.</li> <li>• Continuous improvement in customer feedback and outcomes</li> </ul>
<b>6. Working Smarter</b>	
New Ways of Working	<ul style="list-style-type: none"> <li>• Hybrid working embedded across Council workplaces in 2022</li> <li>• Customer and employee feedback, continuous improvement and lessons learned.</li> <li>• Assessment of future workspace requirements completed in 2022</li> </ul>





## Preparing Our People for the Future

We are ambitious for how we enhance the collective contribution of CDS in service delivery to our customers and communities and in how we support and enable the Council to achieve its priority outcomes. Our improvement agenda will achieve:

- Strong relationships that enable CDS to act as professional adviser, as an enabler and as a critical friend. Influential and solution focussed people that are connected, astute and politically aware, providing relevant and timely advice that leads to more informed decision making and better outcomes.
- Confident and visible leaders who understand public services, role model technical excellence and lead by example.
- Skilled people equipped with the knowledge, skills, and experience to achieve our priorities and meet future challenges.
- Clear career frameworks and succession planning arrangements that define roles and set expectations of our people, to support the attraction and retention of high-performing and diverse talent.
- Team structures and ways of working that promote collaboration, integration, and knowledge-sharing.
- Core processes, digital systems and management information that enable teams to execute their day-to-day responsibilities efficiently and support the effective management of public services through the provision of accurate, timely and compliant information.
- Data driven insight, supported by analysis, that tells a story and provides a clear understanding. Enhanced analytics and data visualisation tools, with self-service capabilities, that inform decision making and unlock efficiencies.
- Clear, consistent, and accessible data governance, helping to protect data integrity, and improve evidence-based decision making.
- Effective risk management that is integrated and embedded into our core business processes and a review of the Council's risk appetite.
- Enhanced reporting and monitoring of strategic financial performance and associated risks, that informs governance, decision making and financial management for the Council.

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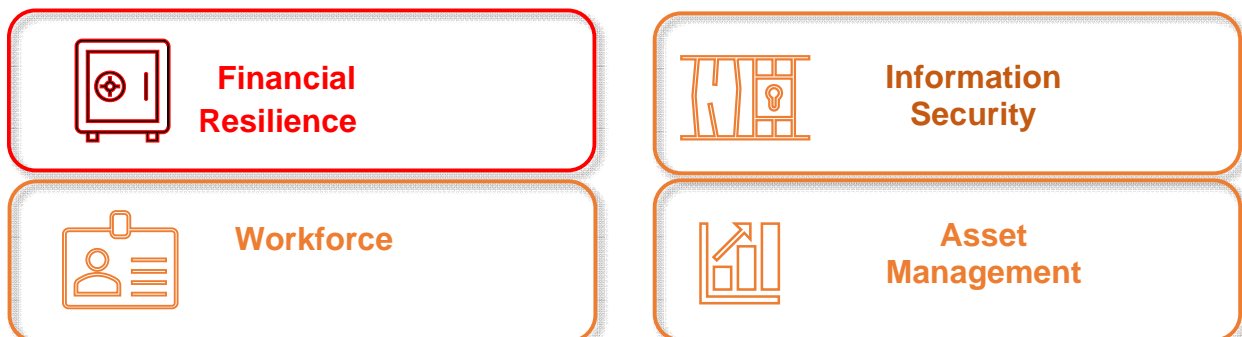
# Performance, Self-Evaluation & Risk Management

The Service has recently realigned resources to build capacity to enhance its performance management arrangements to ensure that relevant performance information is scrutinised in a timely manner to drive improvement. CDS welcomes the new modernised performance reporting system which will enable us to further embed effective performance management principles throughout the Service.

As a new grouping of functions, CDS will revisit and embed self-evaluation across all teams to drive improvement and more integrated ways of working.

Effective risk management is a key element of the Council's system of internal control and an essential element of good governance. CDS has responsibility for the development and management of the Council's Strategic Risk Management Framework; ensuring that there is a consistent and coherent approach taken across the organisation to the identification, assessment, analysis, mitigation, and management of strategic and key operational.

As the core corporate functions, CDS are the risk owners in relation to several of the key strategic risks facing the Council including financial management and accountability, information security, workforce and property asset management and corporate governance.



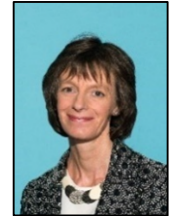
As key enablers of change and transformation, CDS also play a key role in supporting the organisation in managing and mitigating the spectrum of strategic risks from reducing the impact of climate change to tackling poverty and inequality across Perth and Kinross. Involving and engaging staff in the critical agendas of equality and fairness, sustainability and climate change will ensure everyone is able to contribute effectively.



## Contact Us

For further information on any aspects of our Business Management and Improvement Plan, please contact any of the following officers:

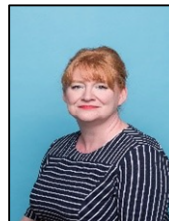
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## Links to relevant documents

[Community Plan and LOIP 2017-2027](#)

[Community Plan Annual Report 2019-2020](#)

[Corporate Plan 2018-2022](#)

[Corporate Annual Performance Report \(APR\) 2019-2020](#)

[Summary of Corporate Performance Indicators 2019-2020](#)

[Extract from APR - Corporate Services 2019-2020 Performance Indicator Summary](#)

[Corporate Workforce Plan 2021-2023](#)

[Strategic Risk Register June 2021](#)

[Annual Governance Statement 2020-2021](#)

[Perth and Kinross LGBF Summary 2019-2020](#)

[Perth and Kinross Council Digital Strategy 2016-20](#)

[Perth and Kinross Council Digital Strategy 2016-20 - Action Plan](#)

[Annual Accounts \(Unaudited\) 2020-2021](#)

[All Annual accounts](#)

[Council budgets](#)

[Medium Term Financial Plan 2021-2027 \(Report to Council 30 Sept 2020\)](#)

[MTFP Appendix A\(i\) MTFP Appendix A\(ii\) MTFP Appendix A\(iii\) MTFP Appendix B](#)

[MTFP Appendix C](#)

[Appendix 1 Appendix 2 Appendix 3 Appendix 4 Appendix 5 Appendix 6](#)

[Past Council Strategies, Performance Reports and Business Plans](#)

### External Reports

[LGBF National Benchmarking Overview Report 2019-20](#)

[Best Value Assurance Report 2019](#)





**PERTH AND KINROSS COUNCIL**

**Strategic Policy & Resources Committee  
15 September 2021**

**CORPORATE WORKFORCE PLAN 2018 - 21**

**Report by the Chief Operating Officer  
(Report No. 21/161)**

**PURPOSE OF REPORT**

This report showcases the key achievements from the Council's Corporate Workforce Plan – Building Ambition for the period 2018 - 2021.

**1. BACKGROUND**

- 1.1 The Council's Corporate Workforce Plan – Building Ambition 2018 – 2021 was approved at the meeting of [Perth & Kinross Council](#) on 7 March 2018.
- 1.2 The plan identified key workforce planning challenges during the period with reference to specific occupational groups. Outlining initiatives to address identified challenges and opportunities, priorities for action were categorised under four key themes – Focus on Culture, Attracting, Retaining and Developing Talent; Healthy Working Lives and Fair Work. Ten outcomes were identified.
- 1.3 People are at the heart of everything we do, and this commitment underpins our approach to workforce planning, ensuring that we have the right skills and talent to deliver our strategic outcomes.

**2. ACHIEVEMENTS**

- 2.1 This report follows on from the previous summary, reported to [Perth & Kinross Council](#) (page 303-350) on 19 [December 2018](#).
- 2.2 Appendix A of this report looks back at the key achievements since then and recognises the collective efforts of our people and the progress we have made.
- 2.3 Investment in our workforce and the modernisation and transformation of our services has had a positive impact on the delivery of services to our citizens living in our communities. This has been well documented in Service Business Management and Improvement Plans and Annual Performance Reports.
- 2.4 Significant progress has made in achieving our ambitions for our workforce, however, no-one anticipated that we would face a global pandemic that has

tested and challenged the resilience of individuals and organisations world-wide.

- 2.5 Progress with the third year of our Corporate Workforce Plan was interrupted by the pandemic. Work envisaged to start, progress or complete in 2020/21 was delayed or paused by the pandemic and progress was not achieved in all areas set out. In other areas, work was accelerated, for example our digital needs were paramount to continued service delivery. Where we could, and as our responses allowed, some projects continued to be delivered. Some work has, therefore, been incorporated into the refreshed [Corporate Workforce Plan 2021-2023](#) and will continue to be a focus.
- 2.6 The importance of workforce planning has never been more critical than during the Covid-19 pandemic when we needed to re-prioritise work and re-task staff to focus on our role as a Category 1 Responder, providing essential operational services, particularly to the most vulnerable in our communities.
- 2.7 We recognise that people continue to be our most important asset. With a separate Organisational Development Plan now in place, the Corporate Workforce Plan 2021-2023, approved by Council in June 2021, which sets out our direction for recovery from the pandemic has a more targeted focus. Progress reports on the implementation of this next corporate workforce plan will be reported to Scrutiny Committee annually.

### 3. CONCLUSION AND RECOMMENDATIONS

- 3.1 Workforce Planning is an essential activity to ensure that the Council has the right skills and capacity to effectively deliver services to our communities. Perth & Kinross Council have always recognised that people are at the heart of all that we do, and our success is reliant on the talent and collective efforts of everyone. Our planning and investment in our workforce in recent years placed the Council in a strong position to respond positively to the global pandemic. Our employees stepped up to the challenges they faced and went beyond all expectations, demonstrating resilience and adapting rapidly to new ways of working as they continued to deliver the best possible services to the people of Perth and Kinross.
- 3.2 It is recommended that the Scrutiny Committee:
- Notes the progress and achievements of the Corporate Workforce Plan 2018 – 21.

#### Author(s)

Name	Designation	Contact Details
Camellia Judge Pat Nicoll	HR Team Leader Senior Human Resources Officer	01738 475000

**Approved**

<b>Name</b>	<b>Designation</b>	<b>Date</b>
Karen Donaldson	Chief Operating Officer, Corporate & Democratic Services	19.08.21

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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>None</b>
Corporate Plan	<b>None</b>
<b>Resource Implications</b>	
Financial	<b>None</b>
Workforce	<b>Yes</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 Council Workforce Plan supports all of the Perth and Kinross Community Plan/Single Outcome Agreement priorities of:

- (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

#### Corporate Plan

1.2 The Corporate Workforce Plan relates to the achievement of all Council's Corporate Plan Priorities of:

- (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; and
- (v) Creating a safe and sustainable place for future generations.



## **2. Resource Implications**

### Financial

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

### Workforce

- 2.2 This report reflects on the outcomes and agreed actions from the Corporate Workforce Plan 2018-21.

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

- 2.3 There are no land, IT or property implications arising from this report.

## **3. Assessments**

### Equality Impact Assessment

- 3.1 An Equalities and Fairness Impact Assessment process (EFIA) was carried out on the original plan to ensure the arrangements make appropriate provision for all the protected characteristics. This report reflects on progress of the original plan.

### 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. No further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

### Sustainability

- 3.3 Under the provisions of the Local Government in Scotland Act 2003, the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change (Scotland) Act 2009, the Council also has a duty relating to climate change and, in exercising its functions must act:
- in the way best calculated to delivery of the Act's emissions reduction targets;
  - in the way best calculated to deliver any statutory adaptation programmes; and
  - in a way that it considers most sustainable.
- 3.4 There are no sustainability issues arising directly from this report.

## Legal and Governance

- 3.5 There are no legal issues arising directly from this report. The Executive Officer Team operates an annual programme of workforce governance to maintain strategic oversight of all workforce matters.

## Risk

- 3.6 The people priorities and practices reviewed within this report are designed to ensure the Council is resourced with a skilled, motivated and engaged workforce to enable it to modernise, evolve and realise the organisation's future aspirations.

## **4. Consultation**

### Internal

- 4.1 In preparing this review of the Corporate Workforce Plan, the Human Resources Management Team, Senior Management Teams have been consulted.

### External

- 4.2 There is regular and ongoing dialogue with other Councils, partner employers and professional bodies on workforce matters in order to continue to share and develop good practice, explore collaborative opportunities, seek efficiencies and influence the national agenda.

## **5. Communication**

- 5.1 This will be undertaken as appropriate.

## **2. BACKGROUND PAPERS**

- Corporate Workforce Plan (2018 – 21)

## **3. APPENDICES**

- Appendix A – Key Achievements set out in the Corporate Workforce Plan – Building Ambition – 2018 - 2021

## Introduction

This report showcases the key achievements set out in the Corporate Workforce Plan – Building Ambition – 2018 – 2021.

At the time the plan was approved, the world of work was evolving and public services transforming the way in which we worked and delivered services to our communities. The plan recognised that the pace and extent of change was so significant that there had never been a more important time to set out our ambitions in our workforce plan and invest in our people through enhanced workforce development and effective leadership. As well as identifying challenges and opportunities in key occupational areas, the workforce plan identified priorities for action under four key themes.

Significant progress has been made in achieving our ambitions for our workforce and work has begun on the [Perth and Kinross Offer](#); however, no-one anticipated we would face a global pandemic that has tested and challenged the resilience of individuals and organisations world-wide, changing the way we work and live forever.

Never has workforce planning been more critical than during the Covid-19 pandemic when we rapidly re-prioritised our work and re-tasked staff to focus on our role as a Category 1 Responder, and provide essential operational services, including those to the most vulnerable citizens in our communities. The pandemic saw the Perth and Kinross Offer in action and the need to innovate and collaborate on a scale never seen before.

Safeguarding the health and wellbeing of our workforce was essential, supporting them to be healthy and resilient during such challenging times. Digital technology became critical to the way we work and the continued delivery of our services, requiring our people to show agility, develop new skills and embrace new ways of working. Never had there been a more significant time to invest in our people than during the pandemic.



# Our Changing Workforce Profile



The overall size of our workforce has increased from 5534\* to 5738\*\*



Fixed Term Contracts have decreased from 530 to 348 (down 34%)



Annual pay bill incl. employer costs has increased from £185m to £218m



The number of employees 16 - 24 has increased from 275 to 282 (up by 2.5%)



The number of employees aged 60+ has increased from 454 to 541 (up by 18.5%)



Permanent turnover has decreased from 9.1% to 6.2%

\* as at 31 March 2018  
\*\*as at 31 March 2021

Since March 2019, our workforce has increased by approximately 4% (headcount), with the Scottish Government's expansion of Early Years the main contributor to the increase. Pay awards, along with the increase in the size of our workforce and incremental advancements over the three year period, has resulted in a £33m increase in our paybill. Recognition of the continued need to invest in our young workforce as part of our workforce planning creates a pipeline of future talent and recognises future challenges around our aging workforce.

## Focus on Culture



*Click on image above*

*As our PKC culture evolves Learn, Innovate, Grow has been re-modelled into the Organisational Development (OD) Plan, supporting transformation and cultural change to enable the PK Offer.*

### Outcomes:

- A learning organisation, which offers equality of opportunity for all employees, through access to learning and career development which helps them grow personally and professionally
- Employee engagement visible in improved or innovative practice
- Our individual and collective leadership inspires, supports and values contributions from all
- Employees feel valued, recognised and respected, and employee voice influences change

### Achievements:

- The [OD plan](#) sets out our principles in OD along with a programme of activity around 4 key themes; cultural change, leadership, employee development, and health and wellbeing
- Organisational values have been agreed to set the tone of PKC culture and a behaviours framework is in development
- Engaged in creative and collaborative working with communities and partners in response to the global pandemic, supporting our most vulnerable citizens e.g., creation of mass vaccination centres and, recruitment and deployment of resources
- Using a range of virtual engagement methods like, surveys, online meetings and conferences employees, citizens, communities, businesses and partners participated in phase 1 of the PK Offer
- Enhanced the range of interventions used to support teams and Services through cultural and structural change, as well as new ways of working triggered by the pandemic
- Reinforced our internal cultural change message through continued opportunities for employee self-development on a wide range of topics including wellbeing, leadership and digital skills; and enriched our e-learning programmes
- Implemented new leadership initiatives creating self-awareness and enhancing working relationships; in collaboration with Perth UHI created a programme for those new to management
- Facilitated development discussion workshops helping to create a safe space for people to share experiences, consider how they can become more autonomous and empowered, and work on establishing more risk positive behaviours

- Continued to [celebrate success](#) in a virtual environment using video footage to share employee achievements and inspirational behaviours in-line with the PK Offer
- Emphasised the importance of maintaining good [health and wellbeing](#), through regular [newsletters](#), events and conferences and this is now embedded in everyday conversations
- Supported digital leadership with employees more confident in technology enabled change, developing knowledge and skills for life, work, learning and leisure; and collaborated to increase digital participation in our communities

## Attract, Retain and Develop Talent

To enable us to meet the needs of our communities, it is essential that recruitment and retention strategies are in place to ensure current and future workforce requirements are met. To Attract, Retain and Develop talent, the following outcomes were set in the 2018 plan:

- Perth & Kinross Council is recognised as a 'great place to work' by employees across the employee lifecycle (from recruitment to exit)
- We can evidence a positive recruitment experience for all candidates

### Achievements

- To promote our employer brand, a [web page](#) created to promote the P&K Offer, hear about the issues that matter and learn how we can work together with our communities to provide support. Resources to help people learn and understand about the range of services and initiatives undertaken by the Council.
- A new welcoming [eric](#) intranet site with easily accessible news updates and resources supports a positive employee experience.
- Brexit information and support campaign for our Non-UK EU/EEA national workforce with regular awareness raising communications. Employees took up the offer of a one-to-one appointment with a specialist solicitor from the Ethnic Minorities Law Centre, supporting those employees to apply for pre/settled status. Continued monitoring of the impact of Brexit and the pandemic on our workforce and the labour market.
- **Learn to** programmes offer existing employees the opportunity to pursue a different career by studying for a qualification and supporting future workforce requirements.

### Case Study

In partnership with Perth UHI, 27 employees have realised their ambition to work in **early years** by becoming an Early Childhood Practitioner. This initiative was part of a suite of initiatives to support the implementation of the Government's increase in early years provision, support child development and reduce the attainment gap.



'Katie was a superb addition to our staff team last session, so much so that she has landed a permanent contract ..... she has brought experience and life skills to the job, which we really benefited from'  
Headteacher

Four very successful Learn to Teach programmes, in collaboration with the University of Dundee, has produced 32 very high calibre students access the teaching profession.

- Continued employment opportunities for young people e.g., apprenticeships, graduate and professional trainees, particularly in areas of growth and hard to fill. The increasing number of young people in the our workforce provides a pipeline of future talent, development of career paths (e.g., early years, property), and supports retention and succession planning.

150 MA's  
Recruited

- 52 Secured Employment in PKC
- 42 Went on to a positive destination e.g. further study or employment outwith PKC
- 56 progressing qualification

- The pandemic delayed the introduction of a refreshed Recruitment Framework, however, a more modern approach has been adopted, focusing on hard to fill posts. Examples include –



- Using a range of tools and platforms including videos to highlight vacancies, provide more information to the candidate, and the

approach supports the appointment of hard to fill roles (e.g. school leadership roles). Involving stakeholders provides them with a voice, enhances the candidate experience. Enabling our young people to promote modern apprentice vacancies to their peers on our social media platforms. The overall result contributes to attracting talent and supports our employer brand.

- Networking opportunities were introduced to our corporate induction offer whilst some elements of induction transferred online during the pandemic, making our [induction journey](#) more accessible.

- Introduction of a new Managers Induction, with further development planned within the [Corporate Workforce Plan 2021-23](#) to support new, existing and aspiring managers.





## Healthy Working Lives

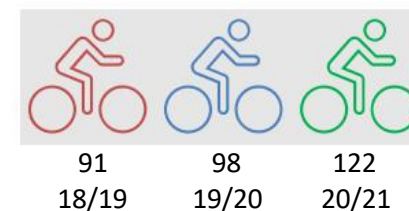
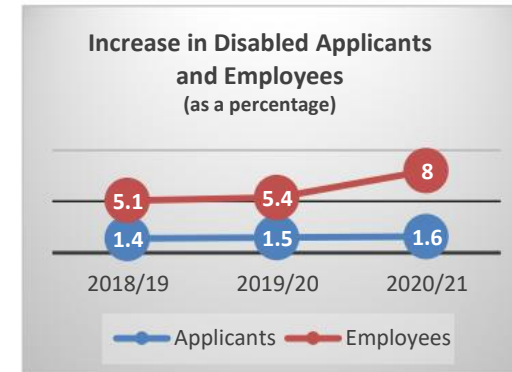
The Council recognises that a strategic approach to health and wellbeing is more likely to achieve successful outcomes, both for the organisation and our employees. The Covid-19 pandemic affected our everyday lives and our employee's safety, health and wellbeing became more important than ever. The outcomes contained within the 2018 – 2021 Corporate Workforce Plan were:

- A healthy workforce: increased promotion / uptake across the range of health, wellbeing and resilience initiatives and opportunities available to support people to perform their best at work, and maintain a positive work / life balance
- Engaged and motivated staff with the skills, behaviours and resilience to adapt positively to change

### Achievements

- Introduction of a new [Health and Wellbeing Framework](#) in October 2019 to support employees through ill health prevention, early intervention and building resilience. Recognition that health and wellbeing is more than just physical health, with greater emphasis on mental and financial wellbeing, including the promotion of welfare rights services to staff, promotion of Additional Voluntary Contributions (AVCs) to pension
- Continued offer of counselling and physiotherapy treatment for employees, with demand increasing year on year prior to the pandemic.
- Prior to the pandemic, a wide range of health and wellbeing opportunities were available, including Hatha Yoga and JogPKC, to encourage and support all employees, including our increasing ageing workforce, to lead healthy active lives and to Live Life Well.

- Awarded Disability Confident Leader Status in September 2019, recognising our commitment to supporting disabled candidates and employees and helping the Council to make the most of the talents disabled employees can bring to the workplace. The Council continues to see an increase in the number of disabled applicants and employees.
- Dyslexia awareness [guidance](#) developed following sessions to raise awareness and hear about colleagues lived experiences.
- Introduction of guidance for managers on making [mental health reasonable adjustments](#).
- Guidance on [periods and menopause](#) implemented to support employees and managers with OH delivering sessions on Working Through the Menopause and An Insight to the Menopause, aimed at male employees.
- During 2019, the [cycle to work scheme](#) monetary limit increased to a maximum of £5,000, enabling employees to purchase e-bikes. **311** employees have taken part in the scheme during 2018-21.



- PKC represented at the National Wellbeing Champions Network contributing to and learning of the best practice from local authorities, NHS and Scottish Government. In 2020, due to our highly regarded wellbeing offer to employees, asked to share our practice with Tayside Contracts. A Local Resilience Partnership Wellbeing Group set up, resources shared, and an opportunity exists to collaborate and learn from local partners.
- During the pandemic, existing risk assessments were reviewed following Scottish Government guidance to ensure safe systems of work.
- A Health and Wellbeing champion appointed with much of the learning on offer focusing on promoting physical, mental and financial wellbeing. This was determined from emerging themes such as more opportunities for contact with own team, access to mental health resources and communications, from employee surveys in 2020. Mental health support for staff and managers will continue to be a focus. Resources include:



## Fair Work

To support our people have a positive working life, the Council aims to offer work that offers effective voice, opportunity, security, fulfilment and respect. Embedding this into our culture also supports the Council as an employer of choice. The agreed outcomes for 2018 to 2021 were:



- Inclusive and progressive working environment which encourages and supports diversity and growth, and where people can be themselves at work
- Employees experience a sense of purpose, community and fulfilment, both within their job role, and as part of the wider Council

### Achievements

- Recognising that employee engagement should be iterative and varied to encourage involvement and provide solutions in real time, a range of new approaches have been undertaken, including:

<b>Pulse surveys</b> – short, timely focusing on key areas e.g., employee wellbeing, new ways of working	<b>Sounding Boards and Focus Groups</b>	<b>Employee engagement events</b>
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This offers employees an opportunity to participate in topics which are of most interest to them; provides a platform to influence policy and practice; and share their creativity to improve the employee experience.

- The [Learning Opportunities](#) programme is available to CPP organisations. Since the beginning of 2020, all learning events have been available online offering greater opportunity for those in localities out-with Perth city to participate with over 300 delegates at a time attending virtual conferences and webinars.
- Living Wage Employer since 2012 and advocate with local employers and suppliers.
- The findings of our annual equal pay audits have identified that our gender pay gap has fluctuated around 0% in recent years and is currently -1.2% in favour of women, primarily due to the expansion of early learning and childcare as these roles are predominantly undertaken by women. No new equal pay claims have been received during this period and there are no outstanding claims.
- New approach to fixed term contracts enabling a more risk positive approach to recruiting or converting a temporary employee to permanent where there is only temporary funding. 47 requests have been received since implementation in 2019, providing employees with greater certainty of earnings whilst supporting the fair work principles and improving the stability of our workforce, particularly in hard to fill occupational areas such as technical roles and where there is recurring funding. This is evidenced by the 34% reduction in fixed term contracts, see Our Changing Workforce Profile.
- Strong partnership working continues with local agencies to support young people on the autism spectrum access modern apprenticeship opportunities. Since 2018, the Council has supported 3 young people with autism on our modern apprenticeship programme, all of whom

have subsequently achieved a positive destination, including 2 being employed by PKC.

- Introduction of a guaranteed interview for care experienced young people for modern apprentice opportunities. Commitment to support care experienced young people by offering work experience and an apprenticeship for one care leaver per year.
- Review of our family policies and procedures to ensure the language is gender neutral.
- Becoming a 'path finder' authority in collaboration with [Close the Gap](#) to develop an accreditation programme to enable us to better support employees who have experienced gender-based violence, resulting in:

[Guidance for managers:](#)

- An event, in May 2019, supported by Elected Members and our EOT to raise awareness on the issues of gender-based violence.
  - Continued working with the Perth and Kinross Violence Against Women Partnership to better understand the issues and inform future work
- Official [See Me in Work](#) partners since December 2019, formalising the Council's commitment and efforts in tackling mental health stigma and discrimination.
  - As part of Black History Month, in October 2020, Black, Asian and Minority Ethnic colleagues were invited to have a conversation about

their experiences of working with PKC which lead to the set-up of the **Belong staff network** which aims to provide a social and support network to staff, who are Black, Asian or from another Ethnically Diverse background and any of their allies.

- Introduction of regular [equalities](#) newsletters.
- During our response to the Covid-19 pandemic, the Council continued to apply Fair Work principles, with the health and wellbeing of individuals and communities our priority. Staff were asked to follow health protection advice to protect their health and safety which include:
  - Provision of relevant personal protective equipment and continued risk assessed working practices in a rapidly changing situation.
  - Staff required to shield or self-isolate, where possible, provided with alternative work or arrangements to homework.
  - Increased flexibility for employee's home working to balance caring responsibilities, home-life issues and work.
  - Creation of additional guidance to support managers e.g., managing remotely.

This enabled the Council to focus on our role as a Category 1 Responder, and provide our essential operational services, including to the most vulnerable citizens in our communities.

# Occupational Groups – Key Workforce Planning Highlights

## STAFF OPPORTUNITIES

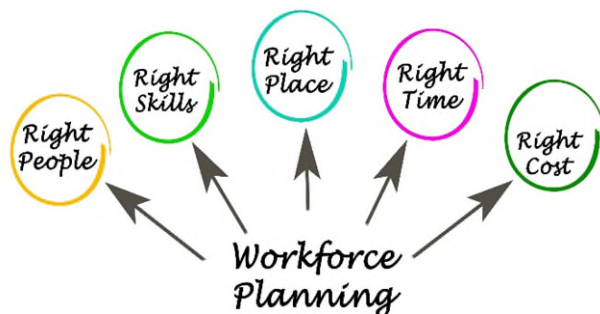
Creative initiatives offering opportunities to retrain and change career e.g., early years, teaching, in areas of growth and hard to fill roles

Upskilling of our staff e.g., use of digital devices e.g., in Building Services resulting in a positive customer experience; across our workforce due to the pandemic increasing the skills set of our workforce and creating efficiencies

Learning on key areas for some front facing staff e.g., child and adult protection



## WORKFORCE PLANNING



Workforce planning models for early years expansion showcased at national level; enabled implementation in majority of PKC settings during 2020-21

New career pathways e.g., early years, property, offering career progression opportunities and supporting retention

Introduction of mentoring and shadowing contributing to succession planning e.g., Property, Leadership and Management Programme in Housing

Variety of apprenticeships and entry level opportunities to address the lack of skills/knowledge in hard to fill areas, creating a pipeline of future talent and supporting the young workforce e.g., construction, HGV mechanics, early years, adult social care

## NEW WAYS OF WORKING



Increased collaboration and partnership working e.g., increase in usage of childminders, private and not for profit nurseries; working group with independent care providers in HSCP to explore improved recruitment and retention; multi-agency working including climate change, protecting people; sharing of knowledge, best practice and innovative ways of working ensuring learning together across HSCP management team

New ways and models of working e.g., ELC communities and work patterns, cross team working e.g., HSCP remobilisation, Test for Change project in development with key partners including Tayside Contracts reducing spend on agency and consultants

Retasking of employees during pandemic has accelerated work to enable deployment and reskilling of employees using Job Families to meet areas of demand

## RESOURCING



Modern approaches to recruitment and selection e.g., use of social media to promote hard to fill roles, recruitment packs showcasing the role and working and living in Perth and Kinross, short film clips, involvement of key stakeholders, resulting in increased number of applicants and contributes to improving our employer brand

Greater flexibility in roles e.g., mobile working, more responsive, locality-based roles, linking with key services, resulting in a more efficient, responsive and flexible service.





**PERTH AND KINROSS COUNCIL**

**SCRUTINY COMMITTEE**

**15 September**

**FOI PERFORMANCE REPORT 2020-21**

**Report by Head of Legal & Governance Services**

(Report No. 21/162)

**PURPOSE OF REPORT**

This report describes the Council's performance in relation to its obligations under the Freedom of Information (Scotland) Act 2002 and Environmental Information (Scotland) Regulations 2004 for the year 2020-21.

The report also provides an overview of some of the Council's other information-related activities.

**1. BACKGROUND**

- 1.1 The Freedom of Information (Scotland) Act 2002 ("FOISA") was fully implemented in January 2005 and established a general public right of access to all information held by Scottish public authorities.
- 1.2 The Environmental Information (Scotland) Regulations ("EIRs") was implemented alongside FOISA in January 2005 and provide a right of access to environmental information held by Scottish public authorities.
- 1.3 It has been agreed that the Council's performance in these areas should be reported annually to the Executive Officer Team and the Scrutiny Committee.
- 1.4 This is the report for the year 2020-21.

**2. EXECUTIVE SUMMARY**

- 2.1 The number of requests in 2020-21 decreased by 24% from the preceding year. The period which experienced the steepest drop in numbers was Quarter 1.
- 2.2 The Council's target for responding to FOI requests within statutory timescales is 95%; in previous years this target has usually been met or exceeded.
- 2.3 In 2020-21, 78% of requests were responded to on time. This reduction in performance is considered to be attributable to temporary changes in legislation, the challenges of changing work practices due to Covid 19 and Council resources being directed towards its response to the pandemic.

2.4 It should be noted that an extension to the timescale to respond to requests was made in the Coronavirus (Scotland) Act. However, the extension was abolished in the subsequent legislation, meaning that all requests that had benefited from the extension were automatically late.

### 3. PERFORMANCE

3.1 During 2021, the Council received 1188 requests for information under FOISA. This represents a reduction on previous years.

3.2 The largest decrease was during Quarter 1, when 39% fewer requests were received than during the corresponding period in 2019-20. This reflects the reduction in FOI requests received across all sectors during the first period of Covid 19 restrictions.

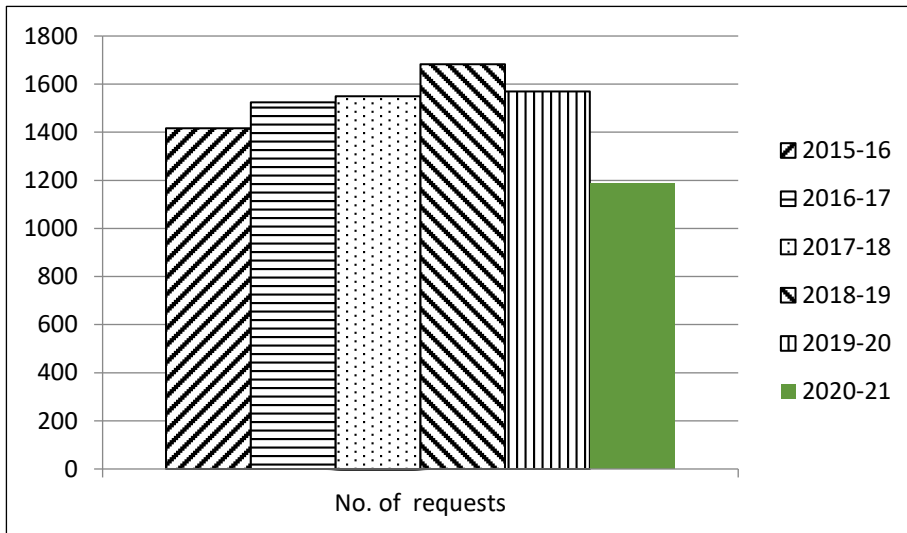


Figure 1 – Number of requests for information under FOISA/EIRs

3.3 Of the 1188 requests received:-

- 32 were subsequently rejected when no clarification was received from the requestor
- 17 were withdrawn by the applicant
- 3 requests remain in progress awaiting clarification from the applicant.

3.4 Of the 1188 requests received, 300 were processed under the EIRs.

3.5 Figure 2 below shows the number of FOISA/EIRs requests received in the year, broken down by month.

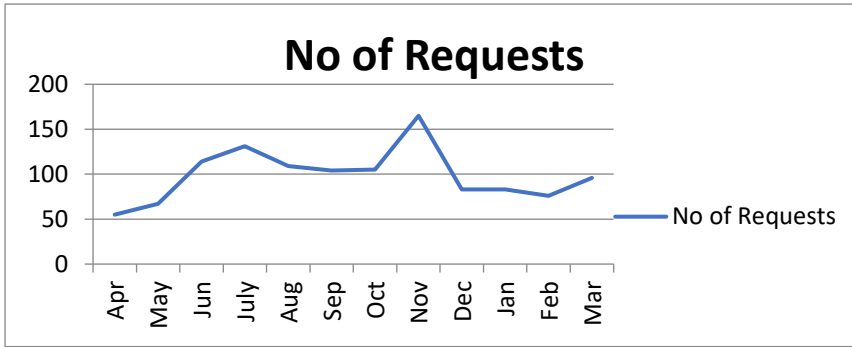


Figure 2 – Number of requests April 2020 to March 2021 by month

3.6 Analysing the requests received based on the type of applicant shows the highest single group making requests are members of the general public. During 2021, 641 (or 54%) of the requests received were from members of the public. This represents an increase of 13% from 2019-20. A breakdown is illustrated at Figure 3 below:

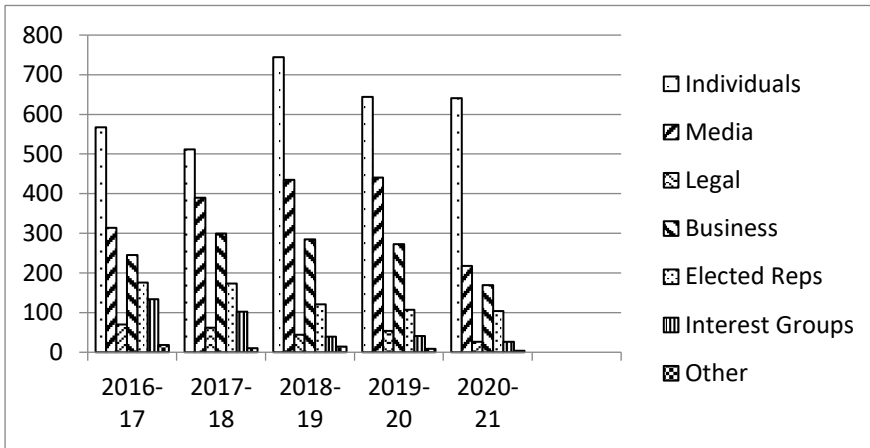


Figure 3- Summary of type of applicant.

3.7 In the course of the year, the Council may receive several requests from the same requestor. During the year 2020-21, requests were made by 890 requestors. The number of requests is broken down as follows:

- 771 requestors each made a single request for information
- 4 requestors made more than 10 requests for information, totalling 105.

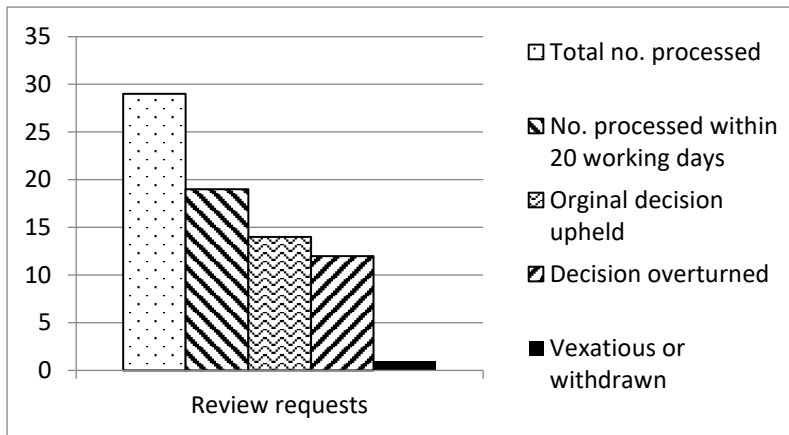
3.8 There was a 50% reduction in the number of requests received from the media during 2020-21, when compared to 2019-20. There was a smaller, but still significant reduction of 38% in the number of requests received from businesses.

## **Performance Monitoring**

- 3.9 On 7 April 2020-21, emergency legislation – the Coronavirus (Scotland) Act 2020 - was passed, temporarily extending the maximum timescale for responding to FOI requests and requests for review from 20 to 60 working days.
- 3.10 The amended provisions were initially due to expire on 30 September 2020. However, the Coronavirus (Scotland) (No. 2) Act, which came into force on 27 May, revoked this provision, meaning the extension was only in place from 7 April until 26 May 2020. Public authorities were given five working days' notice of this change; all requests which were being considered on 27 May 2020, including those which were already older than 20 working days, became subject to the 20-day timescale once again.
- 3.11 It should be noted that at no point was any legislative provision made for an extension to the time taken to respond to requests falling within the scope of the EIRs.
- 3.12 The Council's target for responding to requests within statutory timescales is 95%. During 2020-21, 78.3% of requests were completed within timescales. Given the scale of the Council's response to the pandemic and the changes to working arrangements throughout the organisation, this performance is considered to be creditable and a reflection of the importance the Council has placed on maintaining transparency during the pandemic.
- 3.13 Officers dealing with FOI requests have continued to deal with many complex and voluminous subject access requests, many of which relate to historical childcare records. Additional resources are being put in place to assist with these requests.
- 3.14 Of the 1147 valid requests for information received by the Council during 2020-21:-
- 489 (43%) requests were satisfied in full
  - 457 (40%) requests were satisfied in part
  - 201 (17%) requests resulted in no information being issued
- 3.15 Where information was not provided to requestors, 15 requests were refused completely or in part on the grounds of excessive cost, the estimated cost involved in processing being in excess of £600.

## **Reviews and appeals**

- 3.16 The Council received 26 requests to review its decision (complaints about the original response to FOI requests received during 2020-2021), which represents 2% of the total requests received. A breakdown of the relevant review data is contained in Figure 4:-



**Figure 1 – Summary of request for reviews**

- 3.17 7 reviews were processed outwith the statutory 20 working days deadline. It should be noted that the challenges presented by changes to legislation, working practices and the prioritisation of the Council’s response to Covid 19 also affected performance in this area.
- 3.18 During 2020-21, the Scottish Information Commissioner issued decisions on 5 appeals following reviews carried out during 2019-20. In each of the cases, the Council either released additional information during the course of the investigation or was not required to take any further action.
- 3.19 One appeal to the Scottish Information Commissioner was withdrawn by the applicant before a decision was reached. One appeal to the Scottish Information Commissioner is currently under investigation.

### **Surveillance & Interception of Communications**

- 3.20 The Council has powers under the Regulation of Investigatory Powers (Scotland) Act to undertake directed surveillance and to utilise covert human intelligence sources. The Council also has powers under the Regulation of Investigatory Powers Act to obtain information (‘intercept’) about electronic communications.
- 3.21 Council officers have a duty to report on the use of these powers to the Council’s elected members.
- 3.22 During the year, no directed surveillance was authorised and no covert human intelligence sources were used.
- 3.23 During the year no electronic communications information was obtained.
- 3.24 The Council’s policy statement on the use of directed surveillance and the interception of communications is attached as Appendix 1.

#### 4. CONCLUSIONS AND RECOMMENDATIONS

- 4.1 The council's processes and procedures for handling information requests are adequate and effective in ensuring high levels of compliance and performance, despite the challenges faced during 2020-21.
- 4.2 The Council-wide response to Covid 19 continues to impact on Services' ability to respond to request for information within statutory timescales.
- 4.3 It is recommended that the Scrutiny Committee: -
- (i) Consider and comment on this report
  - (ii) Note the content of this report

#### Author(s)

Name	Designation	Contact Details
Jillian Walker	Data Protection Officer	01738 477933 Email: foi@pkc.gov.uk

#### Approved

Name	Designation	Date
Lisa Simpson	Head of Legal & Governance	12 August 2021

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>None</b>
Single Outcome Agreement	<b>None</b>
Strategic Plan	<b>None</b>
<b>Resource Implications</b>	
Financial	<b>None</b>
Workforce	<b>None</b>
Asset Management (land, property, IT)	<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	<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 Not applicable.

#### Corporate Plan

1.2 Not applicable.

### 2. Resource Implications

#### Financial

2.1 Not applicable.

#### Workforce

2.2 Not applicable.

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

2.3 The Head of Finance and Support Services, Housing and Community Care has been consulted and has indicated agreement with the report.

### **3. Assessments**

#### Equality Impact Assessment

- 3.1 The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) and 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 further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

#### Sustainability

- 3.3 Not applicable.

#### Legal and Governance

- 3.4 Part of the Governance framework.

#### Risk

- 3.5 Not applicable

### **4. Consultation**

#### Internal

- 4.1 None

#### External

- 4.2 None.

### **5. Communication**

- 5.1 None.

## **2. BACKGROUND PAPERS**

None.

## **3. APPENDICES**

- Appendix 1 - Policy Statement – Directed Surveillance and Interception of Communications



**Appendix 1****The Regulation of Investigatory Powers (Scotland) Act 2000****The Use of Powers to Conduct Directed Surveillance and  
Interception of Communications****Policy Statement**

The Regulation of Investigatory Powers (Scotland) Act gives powers to Local Authorities to undertake directed surveillance and to utilise covert human intelligence sources in prescribed circumstances

In prescribed circumstances the Council also has powers under the Regulation of Investigatory Powers Act to obtain information ('intercept') about electronic communications.

Where grounds to exercise such powers are established, the Council will only undertake directed surveillance or the interception of communications when no other reasonable means are available to obtain the necessary information, and then only with the prior approval of the Head of Legal and Governance Services and in accordance with statutory guidance.

Reviewed April 2020



**PERTH AND KINROSS COUNCIL**

**SCRUTINY COMMITTEE**

**15 September 2021**

**COUNCIL COMPLAINTS PERFORMANCE REPORT  
FOR 2019-20 AND 2020-21**

**Report by Head of Legal and Governance Services**  
(Report No. 21/163)

**PURPOSE OF REPORT**

To provide assurance that the Council has an adequate and effective Complaints Handling Procedure (“CHP”) in place and to advise the Committee of work undertaken to improve our performance in relation to the Council’s handling of complaints.

To satisfy public performance reporting requirements in accordance with the Scottish Public Services Ombudsman’s (“SPSO”) performance measures for local authorities.

**1. EXECUTIVE SUMMARY**

- 1.1 This report covers the years 2019-20 and 2020-21.
- 1.2 The preparation of the report for 2019-20 was delayed due to coronavirus pandemic measures and associated workload and resource issues. It was considered appropriate to present this report covering the information for the two-year period.
- 1.3 The Council’s Complaints Handling Procedure (CHP) is appropriate and effective; its performance is within acceptable limits and is in line with the Scottish Public Services Ombudsman’s (SPSO) requirements.
- 1.4 There were 1923 complaints recorded during 2019-20 representing an increase of 7.8% on complaints recorded during 2018-19.
- 1.5 There were 1328 complaints recorded during 2020-21 representing a decrease of 32% on the previous year.
- 1.6 It should be noted that the number of complaints recorded in a year is greater than the number of those complaints actually processed, i.e. completed, within the year.
- 1.7 The increase in the number of complaints in 2019-20 was not considered a cause of concern and was believed to be indicative of employees being clearer about when customer dissatisfaction should be recorded as a complaint. It should be noted that there was no corresponding increase in the number of complaints escalating to Stage 2 that year, which demonstrated that staff were more confident and able to resolve complaints at the front line in line with the intention and ambition of the complaints handling policy and procedure.

- 1.8 The decrease in the number of complaints in 2020-21 reflected a more general decrease in routine interactions with public.
- 1.9 The average response times for the year were impacted by the Council's decision in the first quarter of the year to stop processing complaints temporarily, but non-availability of staff throughout the year because of coronavirus also affected response times adversely.
- 1.10 The CHP provides for escalation of any complaint to Stage 2 of the CHP if the complainant remains dissatisfied after receiving a response to their Stage 1 response. In some cases, the complexity or sensitivity of the complaint is such that it is considered at Stage 2 of the CHP in the first instance.
- 1.11 Where an individual remains dissatisfied with the outcome at Stage 2 then they have recourse to the Scottish Public Services Ombudsman.
- 1.12 In summary, of the 1923 complaints recorded in 2019-20
- 1678 complaints were processed under Stage 1
  - 1592 (95%) complaints were resolved at Stage 1
  - On average, Stage 1 complaints were responded to in 5.5 days
  - 86 (5%) complaints were escalated from of Stage 1 to Stage 2
  - 55 complaints were processed as Stage 2 in the first instance
  - On average, Stage 2 complaints were responded to in 20.9 days
  
  - SPSO issued decision notices in relation to 2 complaints
  - SPSO upheld 1 complaint
  - SPSO did not uphold 1 complaint
- 1.13 Similarly, of the 1328 complaints recorded in 2020-21
- 1250 complaints were processed under Stage 1
  - 1207 (97%) complaints were resolved at Stage 1
  - On average, Stage 1 complaints were responded to in 6.7 days
  - 43 (3%) complaints were escalated from of Stage 1 to Stage 2
  - 33 complaints were processed as Stage 2 in the first instance
  - On average, Stage 2 complaints were responded to in 28.4 days
  - SPSO issued decision notices in relation to 4 complaints
  - SPSO upheld 3 complaints
  - SPSO partially upheld 1 complaint

## 2. SPSO PERFORMANCE INFORMATION

- 2.1 The Scottish Public Services Ombudsman Act 2002 and the Public Services Reform (Scotland) Act 2010 give the Scottish Public Services Ombudsman (SPSO) the authority, in defined circumstances, to investigate complaints about Scottish public authorities, including local authorities.
- 2.2 The SPSO, in conjunction with all Scottish local authorities, has developed six quantitative performance indicators, against which authorities assess and monitor their complaints handling performance. The Council's figures for these indicators for 2019-20 and 2020-21 are shown in Appendix 1.
- 2.3 The SPSO reports on complaint investigation decisions in two ways: -
- A Decision Report is issued for each complaint considered; these are published on the [SPSO's website](#) .
  - If a complaint is considered of national significance, an Investigation Report is laid before the Scottish Parliament.
- 2.4 The SPSO did not lay any report regarding the Council before Parliament in 2019-20 but laid one Investigation Report about the Council before the Parliament in 2020-21 (case ref. 201905582).
- 2.5 The number of complaints about the Council that were investigated by the SPSO is actually very small compared to the number referred to them by complainants: -

<b>SPSO Action</b>	<b>2019-20</b>	<b>2020-21</b>
Provision of advice	21	8
Early resolution	29	25
Investigation	2	4
Total	52	37

- 2.6 A summary of the subject area of complaints considered by the SPSO in respect of the Council and across the sector is shown in Appendix 3.
- 2.7 The complete SPSO statistics are available on their [website](#).

## 3. CONTINUOUS IMPROVEMENT

- 3.1 Complaints are valued by the Council as a way of identifying areas where improvements to services and processes can be made. Services are encouraged to record all expressions of dissatisfaction about the authority's actions or lack of action and standards of service, as complaints within the CHP. As staff have become more skilled and confident in identifying complaints, we have seen slight increases in the number of recorded complaints year on year. The Corporate Complaints team and Service Complaints Co-ordinators have continued to work to ensure the accessibility of the CHP, through staff training and publicity materials.

- 3.2 The Council also recognises that in some cases the level and frequency of complaints and/or the attitude and behaviour directed towards staff from a small number of individuals is inappropriate and unacceptable. To support staff and to manage the expectation of the public, the Managing Unreasonable Demands Policy was developed and approved by the Strategic Policy & Resources Committee in April 2019. This provides staff with the effective tools to ensure that the Council's limited resources are used appropriately. Use of this policy is monitored by the Corporate Complaints Team, who provide guidance to colleagues on circumstances when its use is appropriate. The register recording this policy's use is maintained by the Corporate Complaints team.
- 3.3 The Corporate Complaints Team provides a quality assurance role in relation to all Stage 2 scoping letters and responses. The team also liaises with the SPSO when responses or evidence of compliance with recommendations are required. In some more complex cases, the corporate team will also carry out Stage 2 investigations.
- 3.4 The Corporate Complaints Team are responsible for the collation and reporting of the complaints handling and SPSO performance data. All of this information is used to support better service delivery and more efficient and effective internal systems and processes.
- 3.5 Representatives from the Corporate Complaints Team and Services continue to work with the Local Authority Complaints Handlers Network in order to share best practice and benchmark complaints performance.
- 3.6 Following consultation, the SPSO introduced a new model CHP for local authorities. This was implemented as the Council's CHP in April 2021.
- 3.7 The Corporate Complaints Team and the Service Complaints Co-ordinators have worked with IT to create a new case management system for complaints. This was also implemented in April 2021 to take account of the revised CHP.

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

- 4.1 The Council has an appropriate and effective Complaints Handling Procedure and will work to ensure that revisions are made in line with forthcoming SPSO recommendations.
- 4.2 Performance statistics from 2019-20 and 2020-21 demonstrate that our complaints handling is effective.
- 4.3 Performance information and the subject matter of complaints received is considered and monitored to identify any particular trends, issues or service areas which require focussed improvement efforts.
- 4.4 No such areas have been identified from CHP information for 2019-20.

## 4.5 It is recommended that the Scrutiny Committee

- (i) Consider and comment on this report
- (ii) Note that the performance of the Complaints Handling Procedure will continue to be monitored and reviewed throughout the year.

**Author(s)**

<b>Name</b>	<b>Designation</b>	<b>Contact Details</b>
Jill Walker	Information Governance Manager/Data Protection Officer	01738 475000

**Approved**

<b>Name</b>	<b>Designation</b>	<b>Date</b>
Karen Donaldson	Chief Operating Officer, Corporate & Democratic Services	17 August 2021

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**ANNEX****1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION**

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	<b>None</b>
Corporate Plan	<b>None</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**

1.1 Not applicable.

**2. Resource Implications**

2.1 Not applicable.

**3. Assessments**

3.1 Not applicable.

**4. Consultation**

4.1 Internal: Service Complaints Co-ordinators were consulted in the preparation of this report.

**5. Communication**

5.1 Not applicable.

**2 BACKGROUND PAPERS**

None.



### **3 APPENDICES**

- Appendix 1 - SPSO Performance Indicators
- Appendix 2 - Recommendations made by the SPSO
- Appendix 3 - Local Authority complaints received by the SPSO

## Recommendations made by the SPSO

The SPSO expects organisations to learn from complaints and routinely makes recommendations about how the processes and procedures can be improved, even in cases where complaints are not upheld.

### Case ref: 201805111 (2019-20)

<b>Complaint</b>	<b>Decision</b>
The council unreasonably invoiced for a larger amount for care home costs than had been previously advised	Upheld
<b>Recommendations</b>	<b>Actions</b>
The council should reconsider their decision not to reduce the care home costs in light of the failings identified in this investigation.	Balance of costs written off and apology issued.

### Case ref: 201900916 (2020-21)

<b>Complaint</b>	<b>Decision</b>
The Council unreasonably failed to share information regarding the school	Upheld
<b>Recommendations</b>	<b>Actions</b>
<ol style="list-style-type: none"> <li>1. Apologise for unreasonably failing to appropriately share concerns they held about the school.</li> <li>2. When there are concerns about an independent school that could reasonably be anticipated to impact a child's placement, then appropriate information about these concerns should be shared with relevant parties, including the child's parents.</li> </ol>	<ol style="list-style-type: none"> <li>a) Apology issued</li> <li>b) A range of reflective discussions were undertaken to consider the issues arising from this complaint and agreement reached about standard practice to routinely share information about identified concerns and clear recording of the reasons for decisions taken not to share.</li> </ol>

<b>Complaint</b>	<b>Decision</b>
The Council failed to investigate the complaint to a reasonable standard	Upheld
<b>Recommendations</b>	<b>Actions</b>
<ol style="list-style-type: none"> <li>1. Apologise for the failings that we have identified</li> <li>2. Ensure staff dealing with complaints are familiar with the Council's Complaint Handling Procedure, understanding the importance of communication and the need to demonstrate thorough investigation of the points raised.</li> </ol>	<ol style="list-style-type: none"> <li>a) Apology issued</li> <li>b) Appropriate reminder and training material circulated to all relevant staff</li> </ol>

**Case Ref: 201902140 (2020-21)**

<b>Complaint</b>	<b>Decision</b>
The Council failed to provide the appropriate support regarding the adoption placement	Upheld
<b>Recommendations</b>	<b>Actions</b>
The right of the adopter to request an assessment for an adoption support plan / formal review should be recognised.	The Council introduced a formal process where the Reviewing Officer will ensure there is an up-to-date review of the child's circumstances and an update of the Child's Plan at the first coordination meeting. This will include detail about a support plan for the child and the adopter. The Perth and Kinross Fostering & Permanence Panel will also consider (and formally record) potential risks and vulnerabilities and what support will be in place for both the child and adopter/s.

<b>Complaint</b>	<b>Decision</b>
The Council failed to take appropriate cognisance of the disruption report	Upheld
<b>Recommendations</b>	<b>Actions</b>
<p>The council should ensure that:</p> <ul style="list-style-type: none"> <li>• A child's plan (or adoption support plan) includes details of difficulties that may well emerge within the adoptive placement and strategies for the support of the child and of the adoptive parents should be built in from the outset of the new placement; and</li> <li>• That where possible placements are ended in a planned way unless there is significant unexpected risk to the child</li> </ul>	<p>Learning from this complaint was the focus of a team development day and a Fostering and Permanence Panel Development day.</p> <p>The Transition policy now contains detail regarding the preparation of and content of the Child's plan.</p> <p>Updated operational guidance on Adoption Disruption has been revised and details the process on how best to manage planned endings and adoption breakdown</p>
<b>Complaint</b>	<b>Decision</b>
The Council's handling of the complaint was unreasonable	Upheld
<b>Recommendations</b>	<b>Actions</b>
The council should ensure that complaints are dealt with promptly and staff should be familiar with how to respond to a complaint under the appropriate procedure	The Council's complaints process has been revisited and all staff reminded of their responsibilities to respond within relevant timescales.

**Case ref: 201902495 (2020-21)**

<b>Complaint</b>	<b>Decision</b>
The Council did not deal with the leaking pipe beside the property Appropriately	Upheld

<b>Recommendations</b>	<b>Actions</b>
<ol style="list-style-type: none"> <li>1. Apologise for the failings identified</li> <li>2. A clear specification of works should be provided to contractors acting on behalf of the Council and where appropriate inspections should be performed to ensure work is carried out to an appropriate standard. Any inspection should be documented.</li> </ol>	<ol style="list-style-type: none"> <li>a) Apology issued</li> <li>b) Relevant procedure revised and documented. Refresher sessions undertaken with Co-ordinators and Inspectors. All inspection information now appropriately recorded.</li> </ol>
<b>Complaint</b>	<b>Decision</b>
The Council did not handle the correspondence and complaints appropriately	Upheld
<b>Recommendations</b>	<b>Actions</b>
<ol style="list-style-type: none"> <li>1. Apologise for the failings identified</li> <li>2. Where resolution is not possible, an investigation should provide a customer with a full, objective and proportionate response that represents the Council's final position.</li> </ol>	<ol style="list-style-type: none"> <li>a) Apology issued</li> <li>b) Relevant officers reminded of need to record complete details of the investigation undertaking, including all related correspondence.</li> </ol>

**Case ref: 201905582 (2020-21)**

<b>Complaint</b>	<b>Decision</b>
The review of the care package was not conducted reasonably	Upheld
<b>Recommendations</b>	<b>Actions</b>
<ol style="list-style-type: none"> <li>1. Apologise for the failure to conduct the review of the care package reasonably</li> <li>2. Review whether the 2 to 1 care allowance within the current care package adequately meets his social needs. (The review should include provision for the complainant to make representations in relation to this matter.)</li> <li>3. Inform the complainant of the outcome of this review and provide a clear rationale for the decision.</li> </ol>	<ol style="list-style-type: none"> <li>a) Apology issued</li> <li>b) Review completed. Procedural changes implemented and training given.</li> <li>c) Completed</li> </ol>

### Local Authority complaints by subject received by the SPSO

Subject	2019-20		2020-21	
	PKC	All	PKC	All
Building Control	0	15	0	6
Consumer Protection	0	4	1 (3%)	4 (1%)
Economic Development	N/A	N/A	0	4
Education	12 (21%)	171 (8%)	3 (10%)	109 (11%)
Environmental Health & Cleansing	2 (4%)	93 (7%)	1 (3%)	62 (6%)
Finance	4 (7%)	94 (7%)	1 (3%)	68 (7%)
Fire & Police Boards	0	1	0	3
Housing	11 (19%)	271 (20%)	9 (30%)	232 (24%)
Land & Property	2 (4%)	11 (1%)	1 (3%)	12 (1%)
Legal & Admin	1 (2%)	66 (5%)	0	54
National Park Authorities	0	1	0	2
Other	0	10	0	9
Personnel	0	6	0	4
Planning	11 (19%)	135 (10%)	6 (20%)	115 (12%)
Recreation & Leisure	0	22	0	13
Roads & Transport	4 (7%)	111 (8%)	2 (8%)	63 (6%)
Social Work	7 (12%)	199 (15%)	5 (17%)	135 (14%)
Subject unknown or Out of Jurisdiction	0	2	1 (3%)	48 (5%)
Valuation Joint Boards	0	5	0	2
Welfare Fund - Community Care Grants	0	2	0	3
Welfare Fund - Crisis Grants	3 (5%)	108 (8%)	0	3 (1%)
<b>Total</b>	<b>57</b>	<b>1,327</b>	<b>30</b>	<b>951</b>

## SPSO Performance Indicators

### Indicator 1 – The total number of complaints received per 1000 of the population

This indicator records the total number of complaints received by the Council. The mid-year estimate of the Council's population used for both years was 151,290.

Note that the term “closed” refers to a complaint to which a customer has had a response, or which they have chosen to withdraw.

Year	Total number of complaints received	Total number of complaints closed	Number of complaints received per 1000 population
2020-21	1328	1283	8.8
2019-20	1923	1733	12.7

### Indicator 2 – Complaints closed at Stage 1 and Stage 2 as a percentage of all complaints closed

Year	Closed at Stage 1	Closed at Stage 2	Closed after escalation
2020-21	1207 (94%)	33 (3%)	43 (3%)
2019-20	1592 (92%)	55 (3%)	86 (5%)

### Indicator 3 – The number of complaints upheld, partially upheld or not upheld

Stage 1 complaints are more likely to have only one complaint point, whereas Stage 2 complaints typically have multiple complaint points. The SPSO's guidance indicates that single complaint points can't be partially upheld; a definite conclusion of “upheld” or “not upheld” must be reached for each one. Complaints can be classified as “partially upheld” if they contain multiple complaint points for which different conclusions are reached.

#### Complaints closed at Stage 1

Year	Number of complaints closed	Upheld	Not upheld	Partially upheld
2020-21	1207	310 (26%)	628 (52%)	269 (22%)
2019-20	1592	430 (27%)	768 (48%)	394 (25%)

#### Complaints closed at Stage 2

Year	Number of complaints closed	Upheld	Not upheld	Partially upheld
2020-21	33	3 (9%)	22 (67%)	8 (24%)
2019-20	55	9 (16%)	33 (60%)	13 (24%)

#### Escalated complaints closed

Year	Number of complaints closed	Upheld	Not upheld	Partially upheld
2020-21	43	9 (21%)	18 (42%)	16 (37%)
2019-20	86	13 (26%)	30 (35%)	33 (39%)

#### Indicator 4 – The average time, in working days, for a full response to be issued to complaints at each stage

SPSO procedures specify that Stage 1 complaints should be resolved within 5 working days and Stage 2 complaints should be resolved within 20 working days.

Year	Average time Stage 1 complaints	Average time Stage 2 complaints	Average time escalated complaints
2020-21	6.7 days	28.9 days	28.0 days
2019-20	5.5 days	22.7 days	20.2 days

#### Indicator 5 – The percentage of complaints, at each stage, which were closed in full within the set timescales

This indicator presents the number and percentage of complaints closed within 5 working days at Stage 1 and 20 working days at Stage 2.

Year	Stage 1 complaints closed within 5 working days	Stage 2 complaints closed within 20 working days	Escalated complaints closed within 20 working days
2020-21	71.3%	42.4%	51.2%
2019-20	75.7%	60.0%	67.4%

#### Indicator 6 – The percentage of complaints, at each stage, where an extension to the 5 or 20 working days response timescales has been authorised

The Council's CHP allows for an extension to the timescales for response to be authorised in certain circumstances e.g. when a key member of staff is absent from work or during school holidays.

Year	% of Stage 1 complaints closed where an extension was authorised	% of Stage 2 complaints closed where an extension was authorised	% of escalated complaints closed where an extension was authorised
2020-21	26.8%	38.2%	32.6%
2019-20	27.5%	57.6%	48.8%



## Recommendations made by the SPSO

The SPSO expects organisations to learn from complaints and routinely makes recommendations about how the processes and procedures can be improved, even in cases where complaints are not upheld.

### Case ref: 201805111 (2019-20)

Complaint	Decision
The council unreasonably invoiced for a larger amount for care home costs than had been previously advised	Upheld
Recommendations	Actions
The council should reconsider their decision not to reduce the care home costs in light of the failings identified in this investigation.	Balance of costs written off and apology issued.

### Case ref: 201900916 (2020-21)

Complaint	Decision
The Council unreasonably failed to share information regarding the school	Upheld
Recommendations	Actions
<ol style="list-style-type: none"> <li>1. Apologise for unreasonably failing to appropriately share concerns they held about the school.</li> <li>2. When there are concerns about an independent school that could reasonably be anticipated to impact a child's placement, then appropriate information about these concerns should be shared with relevant parties, including the child's parents.</li> </ol>	<ol style="list-style-type: none"> <li>a) Apology issued</li> <li>b) A range of reflective discussions were undertaken to consider the issues arising from this complaint and agreement reached about standard practice to routinely share information about identified concerns and clear recording of the reasons for decisions taken not to share.</li> </ol>

<b>Complaint</b>	<b>Decision</b>
The Council failed to investigate the complaint to a reasonable standard	Upheld
<b>Recommendations</b>	<b>Actions</b>
<p>1. Apologise for the failings that we have identified</p> <p>2. Ensure staff dealing with complaints are familiar with the Council's Complaint Handling Procedure, understanding the importance of communication and the need to demonstrate thorough investigation of the points raised.</p>	<p>a) Apology issued</p> <p>b) Appropriate reminder and training material circulated to all relevant staff</p>

**Case Ref: 201902140 (2020-21)**

<b>Complaint</b>	<b>Decision</b>
The Council failed to provide the appropriate support regarding the adoption placement	Upheld
<b>Recommendations</b>	<b>Actions</b>
The right of the adopter to request an assessment for an adoption support plan / formal review should be recognised.	The Council introduced a formal process where the Reviewing Officer will ensure there is an up-to-date review of the child's circumstances and an update of the Child's Plan at the first coordination meeting. This will include detail about a support plan for the child and the adopter. The Perth and Kinross Fostering & Permanence Panel will also consider (and formally record) potential risks and vulnerabilities and what support will be in place for both the child and adopter/s.

<b>Complaint</b>	<b>Decision</b>
The Council failed to take appropriate cognisance of the disruption report	Upheld
<b>Recommendations</b>	<b>Actions</b>
<p>The council should ensure that:</p> <ul style="list-style-type: none"> <li>• A child's plan (or adoption support plan) includes details of difficulties that may well emerge within the adoptive placement and strategies for the support of the child and of the adoptive parents should be built in from the outset of the new placement; and</li> <li>• That where possible placements are ended in a planned way unless there is significant unexpected risk to the child</li> </ul>	<p>Learning from this complaint was the focus of a team development day and a Fostering and Permanence Panel Development day.</p> <p>The Transition policy now contains detail regarding the preparation of and content of the Child's plan.</p> <p>Updated operational guidance on Adoption Disruption has been revised and details the process on how best to manage planned endings and adoption breakdown</p>
<b>Complaint</b>	<b>Decision</b>
The Council's handling of the complaint was unreasonable	Upheld
<b>Recommendations</b>	<b>Actions</b>
The council should ensure that complaints are dealt with promptly and staff should be familiar with how to respond to a complaint under the appropriate procedure	The Council's complaints process has been revisited and all staff reminded of their responsibilities to respond within relevant timescales.

**Case ref: 201902495 (2020-21)**

<b>Complaint</b>	<b>Decision</b>
The Council did not deal with the leaking pipe beside the property Appropriately	Upheld

<b>Recommendations</b>	<b>Actions</b>
<p>1. Apologise for the failings identified</p> <p>2. A clear specification of works should be provided to contractors acting on behalf of the Council and where appropriate inspections should be performed to ensure work is carried out to an appropriate standard. Any inspection should be documented.</p>	<p>a) Apology issued</p> <p>b) Relevant procedure revised and documented. Refresher sessions undertaken with Co-ordinators and Inspectors. All inspection information now appropriately recorded.</p>
<b>Complaint</b>	<b>Decision</b>
The Council did not handle the correspondence and complaints appropriately	Upheld
<b>Recommendations</b>	<b>Actions</b>
<p>1. Apologise for the failings identified</p> <p>2. Where resolution is not possible, an investigation should provide a customer with a full, objective and proportionate response that represents the Council's final position.</p>	<p>a) Apology issued</p> <p>b) Relevant officers reminded of need to record complete details of the investigation undertaking, including all related correspondence.</p>

**Case ref: 201905582 (2020-21)**

<b>Complaint</b>	<b>Decision</b>
The review of the care package was not conducted reasonably	Upheld
<b>Recommendations</b>	<b>Actions</b>

<p>1. Apologise for the failure to conduct the review of the care package reasonably</p>	<p>a) Apology issued</p>
<p>2. Review whether the 2 to 1 care allowance within the current care package adequately meets his social needs. (The review should include provision for the complainant to make representations in relation to this matter.)</p>	<p>b) Review completed. Procedural changes implemented and training given.</p>
<p>3. Inform the complainant of the outcome of this review and provide a clear rationale for the decision.</p>	<p>c) Completed</p>



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Legal & Admin	1 (2%)	66 (5%)	0	54
National Park Authorities	0	1	0	2
Other	0	10	0	9
Personnel	0	6	0	4
Planning	11 (19%)	135 (10%)	6 (20%)	115 (12%)
Recreation & Leisure	0	22	0	13
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