

Draft Corporate Plan 2022-2027

For consultation and engagement

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Introduction

Welcome to our draft Corporate Plan for 2022-2027. This plan sets out our proposed key priorities for the next five years. These have been developed based on our assessment of community needs and understanding of where services are requested currently, and the ongoing feedback on service provision received via Council staff and elected members. The draft priorities also take into account the challenges of providing services within the resources we have available and seek to mitigate the impact of the many challenges our organisation and communities are facing.

The pandemic of recent years has only added to the significant and increasingly complex challenges we face. The equalities gap we were working to identify and address has widened during the Covid outbreak and our local economy, always heavily reliant on the hospitality and tourism sector, was particularly hard hit.

At the same time we have seen a change in community involvement and expectations as many local people stepped up to provide much-needed support to vulnerable people hardest hit by the pandemic. We are committed to building on those positive relationships and the development of local support networks to change the way we work with and within our communities.

We are keen to hear what you think of these priorities before Councillors are asked to approve the final plan in December 2022.

This plan is not intended to simply sit on a shelf. It will be our guide to help us as we make decisions about where to prioritise our activity and resources in the coming months and years as we transform the Council as an organisation to deliver on our commitments to listen to communities and work in partnership to tackle poverty, reduce inequalities, improve wellbeing and support sustainable communities.

We will work with and within communities to deliver on these priorities in their areas in a way that recognises local needs and infrastructure. We recognise that as our approach focusses on our statutory duties and the six priorities detailed in this document, there may be requests for investment and support from communities which we are unable to meet. In those cases while we are unlikely to be able to redirect investment away from our priorities, we will support communities to come together, connect with other relevant partners and identify alternative sources of funding to help them make their local ambitions a reality.

While this is a five-year plan, we know that there will be things outwith our control that will change. The past five years have proved that beyond all doubt. At the time of writing we are recovering from two years of disruption and facing soaring inflation and increasing pressure on budgets which are already tight.

However, we also have the benefit of two years of learning and adapting in the face of overwhelming odds. We know that with the strength of will and resilience of our local

residents, partners and the staff of Perth & Kinross Council, there is nothing that we cannot do together.

That is why we want to hear from you now and throughout the lifetime of this plan.

Are the priorities set out in this document the ones that will make a real impact on the lives of people living in our area? If not, what should we be focussing on instead?

We promise to listen carefully to your feedback on these priorities and the final document presented to Councillors at the end of 2022 will reflect our considered position on all of the information we have. Although we will publish a finalised Corporate Plan in December, we will regularly monitor our performance against each of the key priorities, we will ask you how we are doing and each year check to ensure that they are still relevant and effectively contribute to our vision for a **Perth and Kinross where everyone can live life well, free from poverty and inequality.**

Councillor Grant Laing
Council Leader

Thomas Glen
Chief Executive

Section 1: Vision and priorities

Our draft vision and strategic outcomes

A Perth and Kinross where everyone can live life well, free from poverty and inequality.

To achieve this we will work with and within our communities to ensure that:

- Children and young people grow up safe, respected, well-educated, and confident in their ability to realise their full potential.
- People and businesses thrive in an inclusive and sustainable local economy across Perth and Kinross.
- People can achieve their best physical and mental health and have access to quality care and support when they need it.
- Communities are resilient and physically, digitally and socially connected.
- Perth and Kinross is a sustainable and safe place for this and future generations

Our draft priorities

These six priority areas are those which we think the Council can directly influence and have the most impact on, and those which are most important to delivering our vision of Perth and Kinross as a place where everyone can live life well, free from poverty and inequality.

As Council resources are limited our priorities will also act as a guide when making difficult decisions about where to invest our funding and staff time and how to make best use of our other assets.

The listing of these priorities is not intended to indicate that any one is more important than the other. We believe that they are linkages and dependencies between each priority area and it is only by taking action on all of them that we will see the change needed to deliver on our vision.

- Tackling poverty
- Tackling climate change and supporting sustainable places
- Growing a sustainable and inclusive local economy
- Enabling our children and young people to achieve their full potential

- Protecting and caring for our most vulnerable people
- Supporting and promoting physical and mental wellbeing
- Placing communities at the heart of how we work

Section 2 contains details about how each of these priorities and the activities which underpin each one.

Our key principles

Delivery of these priorities will be underpinned by our key principles:

- Focussing on need informed by evidence and data, rather than demand
- Working with our communities and putting people first
- Being present in our communities, engaging with and being accessible and responsive to our residents
- Prevention and early intervention to help achieve the best long-term results for people
- Making best use of available assets including transferring or otherwise disposing of those which can best serve the community in a different way
- Remaining true to our organisational values of integrity, compassion and ambition

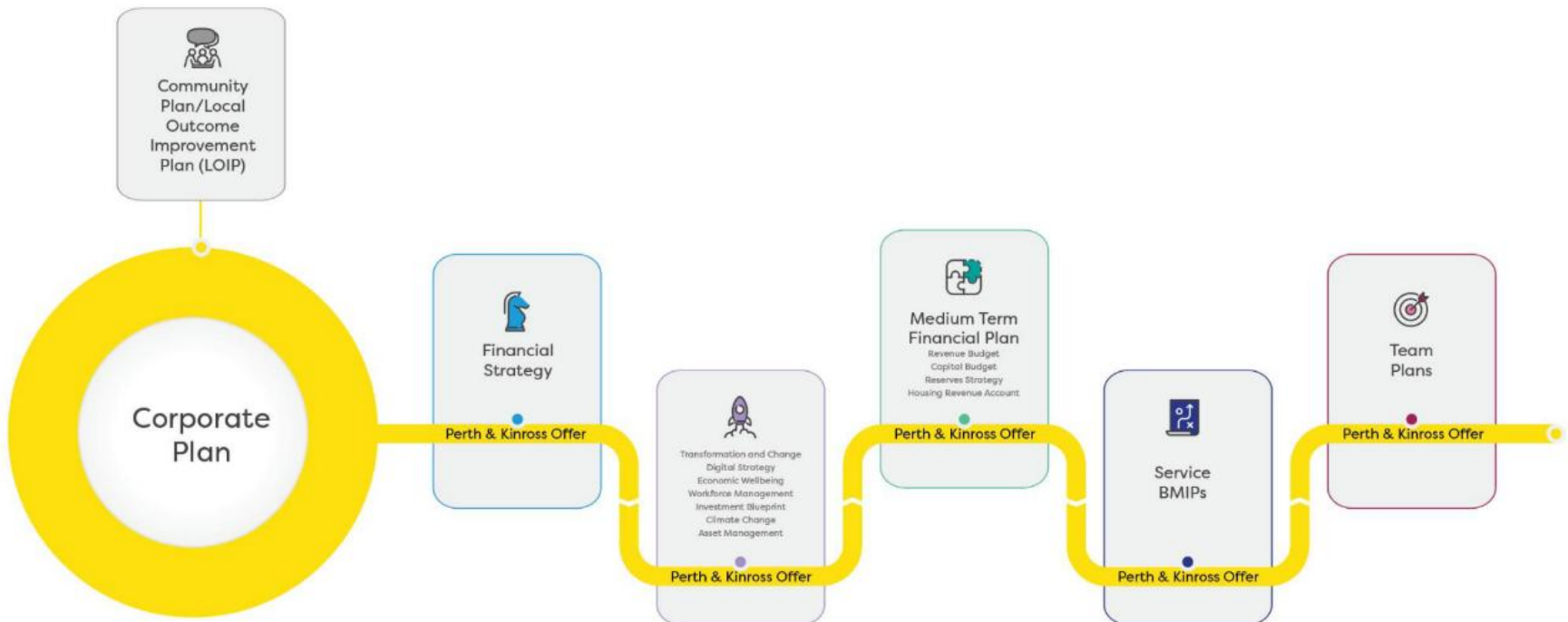
Risks

Our **Strategic Risk Register** [insert link] is regularly updated to reflect the risks to the organisation, including the risks to achieving our strategic outcomes. Many of the priority areas highlighted in this draft corporate plan, for example poverty, the current cost of living crisis and climate change action, are already reflected in our risk register. On completion of the final 2022-2027 Corporate Plan we review our risk register to ensure that any additional risks associated with the delivery of our priorities are identified and actions to mitigate these progressed.

The Golden Thread

Linking our strategic approach

The Corporate Plan takes sets out our strategic approach, what we want to achieve and the high level priorities and activities which we believe will help us get there. The Golden Thread shows the links between what we do at a team level through to achieving the priorities and strategic outcomes set out in this corporate plan.



Section 2: Priorities

Draft priority: Tackling poverty

This priority contributes to delivering strategic outcomes:

- Children and young people grow up safe, respected, well-educated, and confident in their ability to realise their full potential.
- People and businesses thrive in an inclusive and sustainable local economy across Perth and Kinross.

Key actions

- Reduce the number of children living in poverty in Perth and Kinross
- Mitigate cost of living pressures for households in and at risk of poverty
- Maximise income from benefit entitlement and concessions for households
- Promote and encourage local employers to follow the principles of the Scottish Government Fair Work Action Plan, including the real Living Wage and Scottish Business Pledge.

Details of the performance indicators we will measure to demonstrate success against these actions are included in [section 3](#).

Linked Strategies/Plans

These strategies and plans set out additional and related activity and context which feed into our delivery of this priority:

- [Local Child Poverty Action Report](#)
- [Economic Wellbeing Plan](#)
- [Community Learning and Development Plan](#)
- [The Tay Cities Region Deal](#)
- [Scottish Government Fair Work Action Plan](#)
- Perth and Kinross Local Outcome Improvement Plan ([link to be added to published version](#))

Draft priority: Tackling climate change and supporting sustainable places

This priority contributes to delivering strategic outcomes:

- Perth and Kinross is a sustainable and safe place for this and future generations

Key actions

- Support the prioritisation of sustainable, cleaner and greener transport in line with the National and Regional Transport Strategies
- Invest in innovative green power and smart technology solutions to reduce reliance on electricity from the national grid and create opportunities for business growth and regeneration
- Improve the energy efficiency of our Council housing stock and public buildings, and encourage our partners and private householders to consider where they can make improvements
- To conserve and enhance the biodiversity of our natural environment
- To adapt to and mitigate the impact of climate change on the way we operate

Details of the performance indicators we will measure to demonstrate success against these actions are included in [section 3](#).

Linked Strategies/Plans

These strategies and plans set out additional and related activity and context which feed into our delivery of this priority:

- [Climate Change Strategy](#)
- [Local Development Plan](#)
- Local Heat and Energy Efficiency Strategy (in development)
- [Local Housing Strategy](#) (under review)
- [National Transport Strategy](#)
- [Smart Perth Roadmap](#)
- Mobility Strategy (in development)
- [Tayside Local Biodiversity Action Plan](#)
- [Scottish Government's Place Principle](#)

Draft priority: Growing a sustainable and inclusive local economy

This priority contributes to delivering strategic outcomes:

- People and businesses thrive in an inclusive and sustainable local economy across Perth and Kinross
- Communities are resilient and physically, digitally and socially connected

Key actions

- Support and promote business growth, business and place innovation and investment in both our urban and rural areas
- Promote what our city and towns have to offer to businesses, investors and tourists by capitalising on built and natural heritage and assets such as the new City Hall museum and Perth's status as UNESCO City of Craft and Folk Art
- Support job-readiness and encourage businesses to access initiatives to create new opportunities for those furthest from the employment market and those currently in low wage jobs
- Work with partners to improve public transport and active travel networks and to maintain local roads

Details of the performance indicators we will measure to demonstrate success against these actions are included in [section 3](#).

and public sector groups across Scotland who are introducing this way of working.

Linked Strategies/Plans

These strategies and plans set out additional and related activity and context which feed into our delivery of this priority:

- [Economic Wellbeing Plan](#)
- [Local Development Plan](#)
- [Tay Cities Economic Strategy](#)
- [Perth City Plan](#)
- [Smart Perth Roadmap](#)
- [The Tay Cities Region Deal](#)
- [Local Child Poverty Action Report](#)
- [Climate Change Strategy](#)

- [Community Learning and Development Plan](#)
- Culture Strategy (being developed)
- Sports Strategy (being developed)
- Mobility Strategy (being developed)

Draft priority: Enabling our children and young people to achieve their full potential

This priority contributes to delivering strategic outcomes:

- Children and young people grow up safe, respected, well-educated, and confident in their ability to realise their full potential

Key actions

- Ensure inclusive and quality education for all and promote lifelong learning
- Reduce the poverty-related attainment gap
- Ensure that Looked After Children and children and young people with additional support needs achieve health, wellbeing and education outcomes comparable with their peers

Details of the performance indicators we will measure to demonstrate success against these actions are included in [section 3](#).

Linked Strategies/Plans

These strategies and plans set out additional and related activity and context which feed into our delivery of this priority:

- [The Promise](#)
- [Perth and Kinross Corporate Parenting Plan](#)
- [Connected Tayside: An Emotional & Wellbeing Strategy](#)
- [Raising Attainment Strategy](#)
- [Community Learning and Development Plan](#)
- [Scottish Attainment Challenge](#)
- [UN Convention on the Rights of the Child \(UNCRC\)](#)

Draft priority: Protecting and caring for our most vulnerable people

This priority contributes to delivering strategic outcomes:

- Communities are resilient, physically, digitally and socially connected
- People can achieve their best physical and mental health and have access to quality care and support when they need it

Key actions

- Ensure we quickly identify children, young people and adults at risk of harm and abuse and take the necessary actions to keep them safe.
- Ensure that people get the right care, accommodation and support where and when they need it.
- Prepare for the establishment of the National Care Service and continue to strive for excellent health and social care outcomes for the people of Perth and Kinross.
- Work with partners to reduce re-offending and support effective interventions for people in the justice system.

Details of the performance indicators we will measure to demonstrate success against these actions are included in [section 3](#).

Linked Strategies/Plans

These strategies and plans set out additional and related activity and context which feed into our delivery of this priority:

- [Tayside Plan for Children, Young People and Families](#)
- [Integrated Children's Services Plan](#)
- [Tayside Adult Protection Protocol](#)
- [Multi-Agency Public Protection Arrangements \(MAPPA\)](#)
- [Housing Contribution Statement](#)
- [Local Housing Strategy](#) (under review)
- [Community Learning and Development Plan](#)

Draft priority: Supporting and promoting physical and mental wellbeing

This priority contributes to delivering strategic outcomes:

- People can achieve their best physical and mental health and have access to quality care and support when they need it

Key actions

- Work with partners to provide localised health and social care provision in areas of greatest need and in those most geographically distant from services.
- Improve health and wellbeing in Perth and Kinross by increasing overall participation in sport and physical activity and promoting the wellbeing benefits of time spent in our natural surroundings.

Details of the performance indicators we will measure to demonstrate success against these actions are included in [section 3](#).

Linked Strategies/Plans

These strategies and plans set out additional and related activity and context which feed into our delivery of this priority:

- [Strategic Priorities for Sport](#) (under review)
- [Trust and Respect recommendations](#) (Strang review)
- [Local Housing Strategy](#) (under review)
- [Perth and Kinross Community Mental Health and Wellbeing Strategy](#)

Draft priority: Placing communities at the heart of how we work

This priority contributes to delivering strategic outcomes:

- Communities are resilient, physically, digitally and socially connected.

Key actions

- Develop locality multidisciplinary teams working with our community planning partners and residents to identify and address local solutions to local needs
- Increase the supply and availability of rural housing
- Develop and expand our approach to working with communities to identify local actions and priorities and deliver on these together
- Deliver our cultural change programme to ensure all our staff contribute to our commitment to engage with and be accessible and responsive to our residents

Details of the performance indicators we will measure to demonstrate success against these actions are included in [section 3](#).

Linked Strategies/Plans

These strategies and plans set out additional and related activity and context which feed into our delivery of this priority:

- [Local Development Plan](#)
- [National Planning Framework 4](#)
- [Local Housing Strategy](#) (under review)
- [Strategic Investment Plan \(SHIP\)](#)
- [Rapid Rehousing Transition Plan \(Home First\)](#)
- [Perth & Kinross Offer Framework](#)

Section 3: How will we measure success?

Tackling poverty: performance indicators

Key Actions	PI	Baseline Trend Data			Targets		Target Population (PKC Wide/ Groups/ Communities/ Geography)	Control / Influence
		19/20	20/21	21/22	23/24	26/27		
Reduce the number of children living in poverty in Perth and Kinross	Number and percentage of children living in relative poverty after housing costs in Perth and Kinross	22.63%	18.73%					Inform
	Percentage of families not managing financially							Inform
	Percentage of families with no savings							Inform
	Cost of the school day (wording to be confirmed)							Control
	Number of families presenting as homeless	139	83	107	n/a	n/a		Inform
Reduce cost of living pressures for households in and at risk of poverty	Number and percentage of workless households							Inform
	Pay gap or living wage indicator (wording to be confirmed)							Inform
	Percentage of households in fuel poverty		25%					Inform
	Percentage of adults reporting that, at some point in the previous 12 months, they were worried that they would run out of food	6%						Inform

Mitigate cost of living pressures for households in and at risk of poverty	Number of affordable houses built							Control
	Number of new publicly available social housing units including buybacks, conversions and empty homes conversions	250	246	310	200			Control
	Average (median) monthly rents private sector and local authority							Influence
	Gross arrears as a % of gross rent due for the reporting year	8.37%	10.75%	10.69%	8.3%			Control
Maximise income from benefit entitlement and concessions for households	Scottish Welfare Fund Crisis Grants applications							Influence
	Best Start Grants applications (wording to be confirmed)							Influence
	Pupils registered and taking free school meals and clothing grants (wording to be confirmed)							Control
	Number of under 22s with bus pass							Influence
Promote and encourage local employers to follow the principles of the Scottish Government Fair Work Action Plan, including the real Living Wage and Scottish Business Pledge	Number of employers signed up as Living Wage employers in Perth & Kinross							Influence
	Proportion of people earning less than the real Living Wage	16.9%	15.2%					Inform

Tackling climate change and supporting sustainable places: performance indicators

Key Actions	PI	Baseline Trend Data			Targets		Target Population (PKC Wide/ Groups/ Communities/ Geography)	Control / Influence
		19/20	20/21	21/22	23/24	26/27		
Support the prioritisation of sustainable, cleaner, and greener transport, in line with the National and Regional Transport Strategies	Percentage of journeys to work by sustainable mode of transport	27%						Influence
	Percentage of journeys to school by active transport (walking/ wheeling/ cycling/ scooting or skating)		50%					Influence
	Public EV charging devices per 100,000 population			88				Influence
	Percentage of Council fleet vehicles that are electric or other zero direct carbon fuel technologies			11%				Control
Invest in innovative green power and smart technology solutions to reduce reliance on electricity from the national grid and create opportunities for business growth and regeneration	Renewable energy generated across the PKC estate, including from Low Carbon Heat Sources (MWh)		3,000					Control
	Number of registered businesses in energy (including renewables growth sector)		140			+10% p/a		Influence
Improve the energy efficiency of our Council housing stock and public buildings, and encourage	Heating oil consumption in PKC non-domestic estate (kWh)			21,645,774				Control

our partners and private householders to consider where they can make improvements	Percentage of Council housing meeting the Energy Efficient Standard 2 for social housing (minimum EPC B)			6.10%				Control
	Scope 1 and 2 Emissions from Council Estate (tonnes CO ₂ e)			10,671				Control
	Number of P&K households provided with energy efficiency and/or low carbon heating advice (PKC funded)		545					Control
To conserve and enhance the biodiversity of our natural environment	Number of trees planted on Council land and maintained open space							Control
	Area grassland managed by PKC for biodiversity improvement objectives (ha)							Control
	Vol. of herbicide used by PKC (L – undiluted quantity, including Friarton)							Control
To adapt to and mitigate the impact of climate changes on the way we operate	Perth and Kinross Council Scope 1,2, and 3 emissions (t CO ₂ e)							Control
	Carbon Disclosure Project (City Score)	D			A by 2024			Influence
	Annual Scotland Adapts Capability Framework score		2.33					Control
	Number of Bridge Scour Assessments Undertaken							Control

	Total household waste recycled/composted as % of all household waste		50					Influence
	Climate Change Assessment Tool (CCAT) Overall Score		62%					Control
	Number of schools with eco-schools green flag status			35				Control

Growing a sustainable and inclusive local economy: performance indicators

Key Actions	PI	Baseline Trend Data			Targets		Target Population (PKC Wide/ Groups/ Communities/ Geography)	Control / Influence
		19/20	20/21	21/22	23/24	26/27		
Support and promote business growth and investment in both our urban and rural areas	Number of new businesses started up with support from Business Gateway	262	267	220	300			
	Area of available Service Business Land (Ha)	30	32	32	14.9			
Promote what our city and towns have to offer to businesses, investors and tourists capitalising on assets such as the City Hall museum and Perth's status as UNESCO City of Craft and Folk Art	Economic impact of events supported by the Council (£m)	£19.4	£0	£0	£15			
	Number of vacant residential/commercial units brought back into use	139	93	134	135			
	Overall number of culture and leisure usage							
	Gross Value Add from culture and leisure investment including city centre events							

Support job-readiness and encourage businesses to access initiatives to create new opportunities for those furthest from the employment market and those currently in low wage jobs	Percentage of working-age population unemployed based on Jobseeker's Allowance claimant count and persons on Universal Credit benefits seeking work (wording to be confirmed)							
	Percentage of unemployed people assisted into work annually as a result of Council/Local Employability Funded Partnership funded employability and skills programmes	21.5%	8.2%					
	Number of people supported into positive destinations through employability and skills funded programme							
	Number of adult learners supported to improve their employability or digital skills	1,319	110	279	350			
Work with partners to improve public transport and active travel networks and to maintain local roads	Percentage of journeys to work by sustainable (non-car) mode of transport							
	Percentage of journeys to work by walking/cycling							
	Percentage of child journeys to school by active travel							
	Population serviced by demand responsive transport schemes							
	Percentage of roads needing repaired (wording to be confirmed)							

Enabling our children and young people to achieve their full potential: performance indicators

Key Actions	PI	Baseline Trend Data			Targets		Target Population (PKC Wide/ Groups/ Communities/ Geography)	Control / Influence
		19/20	20/21	21/22	23/24	26/27		
Ensure inclusive and quality education for all and promote lifelong learning	Percentage of children meeting expected developmental milestones when entering primary school	81	77	82	+2%			
	School attendance rates – primary and secondary							
	Percentage of primary school pupils (P1,P4 & P7 combined) achieving expected levels in literacy	n/a	74		Average of comparator authorities			
	Percentage of primary school pupils (P1,P4 & P7 combined) achieving expected levels in numeracy	n/a	72		Average of comparator authorities			
	Percentage of school leavers attaining literacy and numeracy at SCQF Level 4	88%	88%		Exceed virtual comparators			
	Overall average total tariff points for school leavers	1,007	1,039		Exceed virtual comparators			

	Participation measure for 16-19 year olds (per 100)	95%	94%					
	Number of youth volunteers in culture and sport							
	Number of work experience opportunities for young people in culture and sport							
Reduce the poverty-related attainment gap	Percentage gap between primary pupils achieving expected levels between ACORN 1 and ACORN 4/5 for literacy	n/a	18%		Annual decrease			
	Percentage gap between primary pupils achieving expected levels between ACORN 1 and ACORN 4/5 for numeracy	n/a	18%		Annual decrease			
	Average tariff point gap between school leavers in ACORN 1 and ACORN 4/5							
	Percentage gap between school leavers achieving expected levels between ACORN 1 and ACORN 4/5 for literacy							
	Percentage gap between school leavers achieving expected levels between ACORN 1 and ACORN 4/5 for numeracy							
Ensure that Looked After Children and children and young people with additional support needs achieve health, wellbeing and education	Percentage of children being looked after in community placements rather than residential	96%	96%	94%	90%			

outcomes comparable with their peers	placements – balance of care							
	Percentage of looked after school leavers attaining literacy and numeracy at SCQF Level 4 (3 year rolling average)	61%	45%		Exceed virtual comparator			

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Protecting and caring for our most vulnerable people: performance indicators

Key Actions	PI	Baseline Trend Data			Targets		Target Population (PKC Wide/ Groups/ Communities/ Geography)	Control / Influence
		19/20	20/21	21/22	23/24	26/27		
Ensure we quickly identify children, young people and adults at risk of harm and abuse and take the necessary actions to keep them safe.	Percentage of adult protection cases screened within 24 hours of notification							
	Percentage of children on child protection register over 12 months	12%	21%	8%	13%			
	Percentage of registrations to the Child Protection Register that are re-registrations within 18 months	9.2%						
	Percentage of initial child protection case conferences (ICPCCs) within timescales	71%	78%	75%	92%			
	Percentage of Unborn Baby Initial Case Conferences held within timescales	67%	79%	68%	92%			
	Number of households presenting as homeless	758	670	610	n/a	n/a		

Ensure that people get the right care and support where and when they need it.	Percentage of allocations to homeless households in permanent settled accommodation	43%	46%	35%	50%			
	Number of homes built for those with particular support requirements							
	Percentage of adults supported at home who agree that they are supported to live as independently as possible (bi-annual survey)	82%	n/a	80%				
	Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided (bi-annual survey)	77%	n/a	74%				
	Percentage of adults receiving any care or support who rate it as excellent or good (bi-annual survey)	83%	n/a	79%				
	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (bi-annual survey)	80%	n/a	76%				
	Percentage of carers who feel supported to continue in their caring role (bi-annual survey)	37%	n/a	33%				
	Proportion of adult care and care services rated 'good' or better in Care Inspectorate inspections	86%	89%	77%				
Prepare for the establishment of the National Care Service and continue to strive for excellent health and social care outcomes for the people of Perth and Kinross	To be established - likely to be qualitative description of progress on National Care Service until scope/ timescales/requirements are known							
Work with partners to reduce re-offending and support	Percentage of Criminal Justice Social Work Reports submitted to court on time	97%	98%	96%	99%			

effective interventions for people in the justice system	Community Payback Order completion rates							
	Unpaid work completion rates							

Supporting and promoting physical and mental wellbeing: performance indicators

Key Actions	PI	Baseline Trend Data			Targets		Target Population (PKC Wide/ Groups/ Communities/ Geography)	Control / Influence
		19/20	20/21	21/22	23/24	26/27		
Work with partners to provide localised health and social care provision in areas of greatest need and in those most geographically distant from services.	To be established – may be more appropriate as a qualitative statement							
Improve health and wellbeing in Perth and Kinross by increasing overall participation in sport and physical activity and promoting the wellbeing benefits of time spent in our natural surroundings	Number of children and young people participating in Active Schools							
	Number of play areas upgraded							
	Percentage of residents satisfied with local leisure facilities (3 year rolling)	77%	74%		75%			
	Number of attendances at pools, indoor and outdoor sports and leisure facilities and programmes (thousands)	1,258	62	56				
	Number of usages of LAL health and wellbeing programmes							
	Number of local sports clubs supported							

	Number of community sports hubs							
	Number of active participants in Bloom groups							
	Percentage of adults satisfied with parks and open spaces (3 year rolling)	91.6%	88.3%					

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Placing communities at the heart of how we work: performance indicators

Key Actions	PI	Baseline Trend Data			Targets		Target Population (PKC Wide/ Groups/ Communities/ Geography)	Control / Influence
		19/20	20/21	21/22	23/24	26/27		
Develop locality multidisciplinary teams working with our community planning partners and residents to identify and address local solutions to local needs	To be established							
Increase the supply and availability of rural housing	Total number of houses built in Perth and Kinross (wording to be confirmed re break down by area)	895	673	566				

	Number of people on Common Housing Register waiting for housing in a rural area							
	Number of Community Development Trusts supported to increase the availability of rural housing							
Develop and expand our approach to working with communities to identify local actions and priorities and deliver on these together	Number of communities with local resilience plans							
	Number of community groups supported to increase their capacity	220	270	236	270			
	Number of community groups supported in the asset transfer process	11	5	7	10			
	Number of groups receiving community investment funding	127	0	141				
	Number of participation requests	2	1	0				
Deliver our cultural change programme to ensure all our staff contribute to our commitment to engage with and be accessible and responsive to our residents	Number of participants in Employee Offer Experience							
	Percentage of new starts who complete online induction within 6 weeks of start date							
	Number of participants in staff learning events							
	Customer service centre satisfaction rate							
	Percentage of tenants satisfied with opportunities given to them to participate	99%	75%	76%	99%			

	in the landlord's decision making							
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