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Council Building  
2 High Street  
Perth  
PH1 5PH

Wednesday, 26 October 2016

A Meeting of the **Housing and Health Committee** will be held in the **Gannochy Suite, Dewars Centre, Glover Street, Perth, PH2 0TH** on **Wednesday, 02 November 2016** at **10:00**.

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

**BERNADETTE MALONE**  
Chief Executive

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

**Members:**

Councillor Dave Doogan (Convener)  
Councillor Kate Howie (Vice-Convener)  
Councillor Henry Anderson  
Councillor Peter Barrett  
Councillor Ian Campbell  
Councillor Dave Cuthbert  
Councillor John Flynn  
Councillor Elspeth Maclachlan  
Councillor Dennis Melloy  
Councillor Willie Robertson  
Councillor Heather Stewart  
Councillor Gordon Walker  
Councillor Mike Williamson



**Housing and Health Committee**

**Wednesday, 02 November 2016**

**AGENDA**

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

- 1 WELCOME AND APOLOGIES/SUBSTITUTES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTE OF MEETING OF THE HOUSING AND HEALTH COMMITTEE ON WEDNESDAY 24 AUGUST 5 - 10**
- 4 PERTH AND KINROSS COMMUNITY PLANNING PARTNERSHIP - PERTH AND KINROSS INTEGRATION BOARD**
- (i) MINUTE OF MEETING OF THE PERTH AND KINROSS INTEGRATION JOINT BOARD ON FRIDAY 1 JULY 2016 11 - 16**
- (ii) BRIEFING PAPER BY EXECUTIVE LEAD OFFICER 17 - 18**  
Report by Chief Officer Health and Social Care Partnership (copy herewith 16/469)
- 5 HOUSING AND SOCIAL WORK SIX MONTH PERFORMANCE SUMMARY 2016 19 - 46**  
Report by Depute Chief Executive (Corporate and Community Development Services) (copy herewith 16/470)  
  
**NOTE: THE ABOVE REPORT WILL ALSO BE SUBMITTED TO THE MEETING OF THE COMMUNITY SAFETY COMMITTEE ON 23 NOVEMBER 2016 AND THE SCRUTINY COMMITTEE ON 30 NOVEMBER 2016**
- 6 PERTH AND KINROSS TECHNOLOGY ENABLED CARE (TEC) STRATEGY (2016-2019) 47 - 84**  
Report by Director (Housing and Social Work) (copy herewith 16/471)
- 7 INTEGRATED HEALTH AND SOCIAL CARE MODEL FOR DALWEEM CARE HOME, ABERFELDY 85 - 92**  
Report by Director (Housing and Social Work) (copy herewith

16/472)

- |           |  |                  |
|-----------|--|------------------|
| <b>8</b>  | <b>PROGRESS REPORT - REVISED COMMON ALLOCATIONS POLICY</b><br>Report by Director (Housing and Social Work) (copy herewith 16/473)                  | <b>93 - 102</b>  |
| <b>9</b>  | <b>REVISED POLICY FOR CURRENT AND FORMER TENANT RENT ARREARS</b><br>Report by Director (Housing and Social Work) (copy herewith 16/474)            | <b>103 - 128</b> |
| <b>10</b> | <b>COMPLETION OF REFURBISHMENT OF SHOPS AT 99 - 119 DUNKELD ROAD, PERTH</b><br>Report by Director (Housing and Social Work) (copy herewith 16/475) | <b>129 - 138</b> |
| <b>11</b> | <b>STRATEGIC HOUSING INVESTMENT PLAN</b><br>Report by Director (Housing and Social Work) (copy herewith 16/476)                                    | <b>139 - 170</b> |

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

- P1 INVESTIGATION OF POTENTIAL GYPSY/TRAVELLER STOPOVER SITE**

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## HOUSING AND HEALTH COMMITTEE

Minute of meeting of the Housing and Health Committee held in the Gannochy Suite, Dewar's Centre, Glover Street, Perth on Wednesday 24 August at 10.00am.

Present: Councillors D Doogan, H Anderson, P Barrett, I Campbell, D Cuthbert, C Gillies (substituting for Councillor J Flynn), T Gray (substituting for Councillor K Howie), E Maclachlan, D Melloy, A Parrott (substituting for Councillor G Walker), W Robertson, H Stewart and M Williamson.

In Attendance: J Walker, Depute Chief Executive HCC (Corporate & Community Development Services) and Chief Operating Officer, B Atkinson, Director (Housing and Social Work); L Cameron, S Coyle, M Dow, G Edwards (up to and including Art. 578), C Mailer, K Ogilvy, B Kinnear (up to and including Art. 577), K Sharp, C Johnston, S Burt, E Ritchie, R Pollok (up to and including Art. 578), S Watson and A White (all Housing and Community Care); C Flynn, L Gowans and A Taylor (all Corporate and Democratic Services).

Also in Attendance: L Dewar and B Middleton (Tenants' Representatives) and R Doig (PK Employability Network Service User) (up to and including Art. 575).

Apology for Absence: Councillors K Howie, J Flynn and G Walker.

Councillor D Doogan, Convener, Presiding.

### 571. WELCOME AND APOLOGIES/SUBSTITUTES

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

### 572. DECLARATIONS OF INTEREST

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

### 573. MINUTE

The minute of meeting of the Housing and Health Committee of 25 May 2016 (Arts. 211-221) was submitted, approved as a correct record and authorised for signature.

**574. PERTH AND KINROSS COMMUNITY PLANNING PARTNERSHIP – PERTH AND KINROSS INTEGRATION JOINT BOARD**

**(i) Minute of meeting of the Perth and Kinross Integration Joint Board of 13 May 2016**

The minute of meeting of the Perth and Kinross Integration Joint Board of 13 May 2016 was submitted and noted.

**(ii) Briefing Paper by Executive Lead Officer**

There was submitted and noted a briefing paper by the Depute Chief Executive, HCC (Corporate and Community Development Services) and Chief Operating Officer (16/352), providing an update on the recent business and decisions of the Health and Social Care Integration Joint Board (IJB) following their meeting on 1 July 2016.

**575. EMPLOYABILITY NETWORK 2015-2018**

Members heard a presentation by K Sharp (Service Manager), B Kinnear (Community Support Manager / PK Employability Network Depute Chair) and R Doig (PK Employability Network Service User), who, following the presentation, answered Members' questions.

There was submitted a report by the Director (Housing and Social Work) (16/353); (1) providing an update on the progress achieved during the Employability Network's fourth year of operation which is now into its second phase of development, and (2) highlighting some of the key developments and positive progressions made within the past twelve months and providing illustrative examples of work undertaken by partner organisations.

**Resolved:**

The progress made by the Employability Network over the past year as detailed in Report 16/353, be noted.

**576. PERTH AND KINROSS JOINT STRATEGY TO SUPPORT INDEPENDENT LIVING AND QUALITY OF LIFE FOR ADULTS WITH A PHYSICAL DISABILITY AND/OR A SENSORY IMPAIRMENT 2014-2017 AND ASSOCIATED IMPLEMENTATION OF THE NATIONAL SEE HEAR SENSORY IMPAIRMENT FRAMEWORK 2015-2018**

There was submitted a report by the Director (Housing and Social Work) (16/354), (1) detailing the progress of actions contained within the Joint Strategy to Support Independent Living and Quality of Life for Adults with a Physical Disability and/or Sensory Impairment; and (2) providing an update on local implementation of the national 'See Hear' Sensory Impairment Framework.

**Resolved:**

- (i) The delivery of actions as contained within the Perth and Kinross Joint Strategy to Support Independent Living and Quality of Life be noted.

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- (ii) The delivery of actions to address the recommendations within See Hear: a national framework for sensory impairment be noted.
- (iii) Instruct the Director (Housing and Social Work) to provide a final report on the actions within the Perth and Kinross Joint strategy to support Independent Living to this Committee in August 2017.

**577. REVISED SCHEME OF ASSISTANCE FOR PRIVATE SECTOR HOUSING**

There was submitted a report by the Director (Housing and Social Work) (16/355) seeking approval for a revised Scheme of Assistance, which supports people in the private sector and is a requirement for the Council under the Housing (Scotland) Act 2006.

**Resolved:**

- (i) The revised Scheme of Assistance as detailed in Appendix 1 of Report 16/355, be approved.
- (ii) The Director (Housing and Social Work) be authorised to amend the Scheme of Assistance to reflect any changes to the Care and Repair Service following the tendering exercise which is currently being carried out and is expected to be concluded around Autumn 2016.

**578. HOUSING ESTATE-BASED INITIATIVES**

Members heard a presentation by S Burt, Team Leader – Housing and Community Care Customer and Community Engagement Team.

There was submitted a report by the Director (Housing and Social Work) (16/356) providing an update on the development of estates based initiatives which have engaged and empowered local tenants to make improvements to their local neighbourhoods and also on the extension of the scheme including the plans for the current year.

**Resolved:**

- (i) The excellent progress to date in delivering estate based initiatives and the positive impact these developments have on local communities be noted.
- (ii) The plans to continue developing estate based initiatives in 2016/17 to further support community engagement, empowerment and improvements be welcomed and noted.
- (iii) The wider educational and employment opportunities delivered through initiatives such as Community Payback Team and Stepping Stones be noted.

**579. IMPLEMENTING THE RESTRUCTURE OF COUNCIL HOUSE RENTS**

There was submitted a report by the Director (Housing and Social Work) (16/357) seeking approval for a proposed method of moving from the current system to a new system of calculating tenants' rents from April 2017 and also for agreement to an annual payment of rents to be paid by tenants over 52 rather than 48 weeks.

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**Motion (Councillors D Doogan and H Anderson)**

- (i) **Option 1 as outlined in Section 2 of Report (16/357) be approved as the approach to rent harmonisation.**
- (ii) **The charging of annual rent over a 52 week period be approved.**

**Amendment (Councillors P Barrett and W Robertson)**

- (i) Option 2 as outlined in Section 2 of Report (16/357) be approved as the approach to rent harmonisation.
- (ii) The charging of annual rent over a 52 week period be approved.

In accordance with Standing Order 44, a roll call vote was taken.

3 members voted for the Amendment as follows:

Councillors P Barrett, D Cuthbert and W Robertson.

10 members voted for the Motion as follows:

Councillors H Anderson, I Campbell, D Doogan, C Gillies, T Gray, E Maclachlan, D Melloy, A Parrott, H Stewart and M Williamson.

Amendment – 3 votes

Motion – 10 votes

**Resolved:**

In accordance with the Motion.

**580. NATIONAL REPORT ON SCOTTISH SOCIAL HOUSING CHARTER AND PERTH AND KINROSS LOCAL SCRUTINY PLAN**

There was submitted a report by the Director (Housing and Social Work) (16/358), (1) describing the process of regulation of housing services by the Scottish Housing Regulator (SHR) and the requirement to submit a range of performance data as part of the Annual Review of the Housing Charter; and (2) summarising the issues raised by the Housing Regulator as part of the wider Local Scrutiny Plan produced by Audit Scotland each year.

**Resolved:**

The contents of Report 16/358 and the work undertaken to monitor, scrutinise and continuously improve housing services, be noted.

**581. HOME FIRST – RIO AND TAYVIEW HOUSE REVIEW**

There was submitted a report by the Director (Housing and Social Work) (16/359), seeking approval to deliver a more customer-focused, affordable way of meeting the accommodation and housing support needs of people facing homelessness through the development of Home First and the discontinuation of temporary accommodation services in Rio House and Tayview House in Perth.



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**Resolved:**

- (i) Option 1 as detailed in Section 2.7 of Report (16/359) be approved.
- (ii) The next stage which is formal consultation with Trade Unions and staff be approved.

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**PERTH AND KINROSS INTEGRATION JOINT BOARD**

Minute of Meeting of the Perth and Kinross Integration Joint Board held in the Hay Room, Dewar's Centre, Glover Street, Perth on Friday 1 July 2016 at 10.00am.

**Present:** Councillor D Doogan, Perth and Kinross Council (Chair)  
 Councillor P Barrett, Perth and Kinross Council  
 Councillor I Campbell, Perth and Kinross Council  
 Councillor K Howie, Perth and Kinross Council  
 L Dunion, Tayside NHS Board (Vice-Chair)  
 S Hay, Tayside NHS Board  
 J Golden, Tayside NHS Board  
 S Tunstall-James, Tayside NHS Board  
 B Atkinson, Chief Social Work Officer, Perth and Kinross Council  
 R Packham, Chief Officer  
 J Smith, Chief Finance Officer  
 J Foulis, NHS Tayside  
 Dr D Walker, NHS Tayside  
 Dr A Noble, External Advisor to Board  
 G Mackie, Staff Representative, Perth and Kinross Council  
 B Campbell, Carer Representative

**In Attendance:** Councillor D Cuthbert, Perth and Kinross Council; B Malone, Chief Executive, Perth and Kinross Council; S Hendry, D Williams, S Rodger, L Cameron, R Fry and D Fraser (all Perth and Kinross Council); D Huband, V Aitken, D Coulson and E Devine (all NHS Tayside); T Gaskin, FTF Audit and Management Services; N O'Connor, Audit Scotland; S Cole and S Bathgate.

**Apologies:** Dr M Martindale, Dr N Prentice, R Marshall, H MacKinnon, B Nicoll, G Taylor, J Walker and R Macaskill.

Councillor Doogan, Chair.

**1. WELCOME AND INTRODUCTIONS**

Councillor Doogan welcomed all those present to the meeting and apologies were noted as above.

**2. DECLARATIONS OF INTEREST**

There were no Declarations of Interest made in terms of the Perth and Kinross Integration Joint Board Code of Conduct.

**3. MINUTE OF PREVIOUS MEETING**

The minute of meeting of the Perth and Kinross Integration Joint Board of 13 May 2016 was submitted and approved as a correct record, subject to updating the attendance list to include L Dunion.

#### **4. MATTERS ARISING**

##### **(i) Joint Performance Framework (Item 4(ii) refers).**

R Packham reported that work was continuing on this area and that an update would be provided at the next Board meeting.

##### **(ii) Delayed Discharge Plan 2016/17 (Item 7 refers).**

R Packham reported that significant progress had been made on the Delayed Discharge Plan 2016/17 since the last meeting, with a visit from Colin Mair of the Improvement Service to assist with this.

#### **IT WAS AGREED TO CONSIDER ITEM 12 AT THIS POINT**

#### **12. APPOINTMENT OF PUBLIC PARTNERS**

There was submitted a report by the Chief Officer (G/16/161), (1) providing the Board with a final update on the appointment of stakeholder representatives still to be made to the Board and (2) recommending named individuals for the Service User Public Partners (main and substitute) and the initial term of appointment.

##### **Resolved:**

- (i) Ann Gourley be appointed as the main Public Partner to the Board and Sue Cole as the substitute Public Partner for service users;
- (ii) The initial term of appointment to be 12 months;
- (iii) Biographies of the newly appointed members to be circulated to Board members.

#### **5. FINANCIAL ASSURANCE UPDATE**

There was submitted a report by the Chief Finance Officer (G/16/154), setting out the progress made by the Chief Officer and Chief Finance Officer in developing a financial recovery plan for NHS budgets to be devolved and the implications for the Integration Joint Board as at 1 July 2016.

##### **Resolved:**

- (i) The contents of report G/16/154, be noted;
- (ii) The work undertaken by the Chief Finance Officer and the wider partnership team to develop a robust financial recovery plan in relation to the resources delegated directly by NHS Tayside be noted, and the savings and cost reduction plans identified as part of the process, be approved;
- (iii) The level of budgeted resources calculated by NHS Tayside as relating to directly delegated services for 2016/17 with the exception of the GP Prescribing budget, be accepted, with an update on staffing levels and work in the communities provided at the next meeting of the Board;
- (iv) The progress made to date in relation to delivery of GP Prescribing Savings, be noted;
- (v) The Chief Officer and Chief Finance Officer be instructed to continue to work locally and at NHS Tayside level to support delivery of this savings target;

- (vi) The significant financial risk which remains in relation to the use of supplementary staffing across a number of directly delegated services and the progress being made to manage this risk in 2016/17 and future years, be noted;
- (vii) The work undertaken by the Chief Officer and Chief Finance Officer and the wider partnership team to develop a robust financial recovery plan in relation to those services to be hosted by the Perth and Kinross Integration Joint Board, be noted;
- (viii) The level of budgeted resources calculated by NHS Tayside relating to those services to be hosted by Perth and Kinross Council with the exception of Inpatient Mental Health Services (including General Adult Psychiatry, Learning Disabilities and the Tayside Substance Misuse Service), be accepted on behalf of the three Integration Joint Board's;
- (ix) The progress made to date in developing a financial recovery plan for Inpatient Mental Health Services, both in relation to the savings target and underlining costs pressures, be noted;
- (x) The particular difficulties created by the delay in implementing clear operational and strategic planning management arrangements for these services be noted and the Chief Officer be instructed to drive forward a resolution to minimise further impact;
- (xi) The Chief Officer and Chief Finance Officer be instructed to work with all parties to drive forward a sustainable three year financial plan for Inpatient Mental Health Services which aligns with the work being undertaken to establish the future site model for GAP/LD services as part of the "Steps to Better Healthcare" process;
- (xii) The progress made in identifying savings plans for 2017/18 and 2018/19 be noted, recognising that this will be enhanced considerably once the scope of savings from integration of many existing services is robustly identified in the months ahead;
- (xiii) The NHS Tayside Transformation Programme arrangements, their link to the development of the Perth and Kinross Integration Joint Board's Financial Plan and associated transformation programme, be noted;
- (xiv) The position in relation to Large Hospital Set Aside budgets and the action plan being developed to deliver significant improvement in flow and capacity, be noted;
- (xv) The update provided on Perth and Kinross Council devolved budget for Residential Home Placements and the ongoing financial risk, be noted;
- (xvi) The financial risk register and the management arrangements, actions and controls that are now being implemented to robustly manage the significant financial risks, be noted;
- (xvii) The timetable for reporting to the Integration Joint Board on in year financial performance be approved, and the Chief Officer be instructed to arrange a financial planning workshop for members and officers in November to give the opportunity for discussion and consideration of pressures and savings opportunities for 2017/18 and 2019/20;
- (xviii) D Coulson to be invited to a future development session for board members to present on financial assurance;
- (xix) It be noted that the reference to skill mix and retivals in the section on Review of Podiatry Services (Hosted) detailed in Appendix 2 should be removed.

## **6. TRANSFORMATION PROGRAMME: HEALTH CARE SERVICES (2016-2019: PHASE 1)**

There was submitted a report by the Chief Officer (G/16/155), updating the Integration Joint Board with progress made in developing the Transformation for Health Care Services which support financial sustainability.

### **Resolved:**

- (i) It be agreed that maintaining the status quo is not an option and that the building of the transformation programme is essential to improve and sustain services;
- (ii) The Chief Officer be instructed to develop a framework for participation and engagement with local communities around the future vision of services;
- (iii) The Chief Officer be instructed to review inpatient spend and prepare a plan to shift the balance of care closer to local communities;
- (iv) The draft transformation and savings plan completed to date, which is included in the Financial Assurance Update Report attached as Appendix 2 of report G/16/155, be acknowledged.

## **7. DRAFT COMMUNICATIONS STRATEGY**

There was submitted a report by the Chief Officer (G/16/156), (1) presenting the Board with the Draft Communications Strategy for approval; (2) setting out the health and social care partnership's approach to ensuring diverse audiences are informed about and engaged in health and social care integration; (3) outlining the communication aims, principles and approach and (4) defining key messages to underpin communication activity.

### **Resolved:**

- (i) The Communications Strategy be approved and it be noted that a public version of the document would be designed and made available both internally and externally;
- (ii) It be requested that an update report on the strategy's implementation as part of a joint report on 'Engagement and Communication' be submitted to the November 2016 meeting of the Integration Joint Board.

## **8. RISK MANAGEMENT FRAMEWORK**

There was submitted a report by the Chief Officer (G/16/157), updating the Board on the progress made in developing a comprehensive risk management framework for the Integration Joint Board.

### **Resolved:**

- (i) The Draft Risk Management Framework be endorsed;
- (ii) The proposed arrangements for ongoing monitoring and review be approved.

## **9. ANNUAL INTERNAL AUDIT REPORT 2015/16**

There was submitted a report by the Chief Finance Officer (G/16/158), providing the Board with the Annual Internal Audit Report for 2015/16.

T Gaskin, Chief Internal Auditor of the Perth and Kinross Integration Joint Board was in attendance and provided a summary of the report.

### **Resolved:**

- (i) The Internal Audit Annual Report for 2015/16, and the conclusion reached that the Integration Joint Board had adequate and effective internal controls in place proportionate to its responsibilities in 2015/16, be noted;
- (ii) It be noted that the Governance Statement set out in the Unaudited Annual Accounts for 2015/16 is consistent with the information that Internal Audit is aware of from their work.

## **10. UNAUDITED ANNUAL ACCOUNTS 2015/16**

There was submitted a report by the Chief Finance Officer (G/16/159), presenting the Integration Joint Board's Unaudited Annual Accounts for the financial year 2015/16 in accordance with the Local Authority Accounts (Scotland) Regulations 2014.

### **Resolved:**

- (i) The Draft 2015/16 Annual Accounts be accepted and submitted for External Audit;
- (ii) It be agreed to consider the Integration Joint Board's audited Annual Accounts for 2015/16 at the next meeting of the Board on 26 August 2016.

## **11. ESTABLISHMENT OF AUDIT AND PERFORMANCE COMMITTEE**

There was submitted a report by the Chief Officer (G/16/160), (1) seeking approval for the creation of an Audit and Performance Committee of the Integration Joint Board; (2) agreeing its remit and powers and (3) seeking nominations to the committee.

### **Resolved:**

- (i) It be agreed to establish an Audit and Performance Committee;
- (ii) The terms of reference as detailed in Appendix 1 of report G/16/160, be agreed;
- (iii) Councillors P Barrett and I Campbell, S Hay and L Dunion be appointed as members of the committee;
- (iv) L Dunion be appointed Chair of the Audit and Performance Committee;
- (v) It be agreed to amend the Standing Orders to enable the Audit and Performance Committee to run without limit of time;
- (vi) Tony Gaskin be appointed as Chief Internal Auditor of the Perth and Kinross Integration Joint Board;
- (vii) Fife, Tayside and Forth Valley Audit and Management Services (FTF) be appointed as the Integration Joint Board's Internal Auditors for 2016/17;
- (viii) The 2016/17 Internal Audit Plan be endorsed;

- (ix) The appointment of KPMG as the Integration Joint Board's External Auditors from 2016/17 for five years be noted.

**13. FUTURE MEETING DATES 2016**

Friday 26 August at 1.00pm (AK Bell Library, Perth)

Friday 4 November at 1.00pm (Dewar's Centre, Perth)



## PERTH AND KINROSS COUNCIL

## Housing and Health Committee

2 November 2016

## Briefing on the Health and Social Care Integration Joint Board (IJB)

## Report by Chief Officer Health and Social Care Partnership

**PURPOSE OF REPORT**

This report updates Committee on the recent business and decisions of the Health and Social Care Integration Joint Board (IJB) following their meeting on 26 August 2016.

**1. BACKGROUND/MAIN ISSUES**

1.1 The Perth and Kinross Health and Social Care Integration Joint Board's most recent meeting was held on 26 August 2016 and the following reports were submitted for approval and noting:

- **Chief Officer update** - The Chief Officer provided an overview of the work across the Health and Social Care Partnership for noting.
- **Audited Annual Accounts 15/16** – the Chief Finance Officer presented the Board's Audited Annual Accounts for the period to 31 March 2016 for noting and Audit Scotland's Annual Audit Report which was approved.
- **Financial update at 30 June 2016** – the Chief Finance Officer updated the Board on the financial performance of the Partnership, including delivery of savings as at 30 June 2016. The forecast overspend was noted; the executive summary for savings was approved; and further updates are to be provided at the next meeting.
- **Strategic plan update (integrated teams)** – the Chief Officer updated the Board on the action plan of the Strategic Commissioning Plan 2016-2019, as part of the regular progress reports to the Board. The report on integrated locality working was approved and six monthly progress reports on the implementation of integrated locality teams are to be submitted to the Board.
- **Hosted Services** – the Chief Officer asked the Board to note the progress in agreeing hosting arrangements between the Perth and Kinross, Angus and Dundee Integrated Joint Boards for the delivery of certain integrated functions. A high level memorandum of understanding across the three areas was approved with agreement that this would be reviewed annually and the Chief was instructed to report back to a future Board meeting on progress made in agreeing detailed arrangements for hosted services.

## 2. IJB DEVELOPMENT SESSIONS

2.1 Prior to each meeting of the Integration Joint Board, a development session is held with members, led by key staff and focused on specific themes. In August the session concentrated on locality working. Members received presentations on a range of issues, including:

- Communities First, one of the partnership's transformation projects
- The Third Sector and communities as partners in Locality Working
- Feedback from each of the three localities (North, South and Perth City) with information on their:
  - Locality profiles
  - Difficulties / issues particular to each area
  - Good news stories and progress so far

2.2 The session prior to the next IJB in November is currently being finalised.

## 3. CONCLUSION

3.1 The above provides a brief overview of the business conducted at the Health and Social Care Integration Joint Board held on 26 August 2016. The next meeting of the Board is on 4 November 2016.

### Author

| Name                                                       | Contact                                                                                            |
|------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| Lorna Cameron, Head of Housing and Strategic Commissioning | <a href="mailto:hcccommitteereports@pkc.gov.uk">hcccommitteereports@pkc.gov.uk</a><br>01738 475000 |

### Approved

| Name        | Designation                                      | Date            |
|-------------|--------------------------------------------------|-----------------|
| Rob Packham | Chief Officer Health and Social Care Partnership | 19 October 2016 |

**PERTH AND KINROSS COUNCIL**

**Housing and Health Committee – 2 November 2016**  
**Community Safety Committee – 23 November 2016**  
**Scrutiny Committee – 30 November 2016**

**Housing and Social Work Six Month Performance Summary 2016**

**Report by Depute Chief Executive (Corporate and Community Development Services)**

**PURPOSE OF REPORT**

This report reviews the performance of Housing and Social Work against its Business Management and Improvement Plan (BMIP) for the period 1 April 2016 to 30 September 2016.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 The Executive Officer Team and Themed Committees consider performance against the Service BMIPs every six months via the Service six month and annual performance reports.
- 1.2 The six month performance summary highlights achievement towards both the improvement actions and those BMIP targets that are exceptional either as a result of performance exceeding the target or currently not yet meeting the target. It should be noted that this will reflect the performance between April and August and the full year performance is reported in May 2017. It should also be noted that some information is not available until later in the year.

**2. SIX MONTH PERFORMANCE SUMMARY 2016**

- 2.1 The purpose of the six month performance summary in Appendix 1 is to review the performance of Housing and Social Work during the first six months of 2016/17 both by way of achievement towards improvement actions as well as against the targets agreed in the 2016-2017 BMIP, approved by Housing and Health Committee on 25 May 2016 and Community Safety Committee on 8 June 2016 and considered by the Scrutiny Committee on 15 June 2016.
- 2.2 The exceptions included in the report have been selected where performance has exceeded the targets set or where targets have not yet been met. In the latter case, explanations and details of improvement actions are provided.
- 2.3 A full annual report with detailed progress against all targets and actions within the Housing and Social Work BMIP will be produced at the end of 2016/17.

### 3. CONCLUSION AND RECOMMENDATIONS

- 3.1 The six monthly monitoring of BMIP performance information by the Housing and Social Work Senior Management Team has identified that achievements have been made in most areas. However, there are a small number of activities which are significantly exceeding targets and some areas in which improvement actions are required.
- 3.2 The Housing and Health Committee and the Community Safety Committee are asked to consider and accept, for their areas of specific interest, the Housing and Social Work Six Month Performance Summary 1 April 2016 to 30 September 2016. (Appendix 1)
- 3.3 The Health & Social Care Integrated Joint Board is asked to consider and accept, for its areas of specific interest, the Housing and Social Work Six Month Performance Summary 1 April 2016 to 30 September 2016. (Appendix 1)
- 3.4 The Scrutiny Committee is asked to scrutinise and comment on the Housing and Community Care Service Six Monthly Performance Summary 1 April 2016 to 30 September 2016 (Appendix 1).

#### Author

| Name        | Designation                       | Contact Details                                                                                    |
|-------------|-----------------------------------|----------------------------------------------------------------------------------------------------|
| Alan Taylor | Head of Corporate IT and Revenues | <a href="mailto:hcccommitteereports@pkc.gov.uk">hcccommitteereports@pkc.gov.uk</a><br>01738 475000 |

#### Approved

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

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1.1 Strategic Implications

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

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

### 1.2 Assessments

#### Equalities Assessment

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

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

## Strategic Environmental Assessment

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

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

### **1.3 Consultation**

#### Internal

The Housing and Community Care Senior Management Team has been consulted in the development of this report.

### **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: Housing and Community Care Six Month Performance Summary 2016.

**Housing and Social Work**  
**Six Month Performance Summary**  
**1<sup>st</sup> April to 30<sup>th</sup> September 2016**

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# Introduction

## **Welcome to Housing & Social Work's 6 monthly performance summary 1 April 2016 to 30 September 2016**

Over the last six months we have achieved many positive results, thanks to the efforts and commitment of staff across the Service.

We continue to improve and transform our services, making sure they are able to respond to what people need and focus on the positive outcomes we want to achieve for people and our local communities. Some examples are included below:

- Continuing the roll-out of integrated health and social care services and take forward recommendations within the Strategic Commissioning Plan including delivery of the Living Wage for Social Care workers.
- Delivery of Transformation Programme.
- Supporting people affected by the introduction of Universal Credit.
- Building on the previous success of our Community Justice Services towards the establishment of a new Community Justice Partnership by April 2017.
- Implementing our Rent Restructure to achieve a fairer way of calculating tenant rents.
- Continuing to provide more high quality affordable social accommodation.

We are doing this while facing demand for services and pressures on public sector budgets. It is clear from the challenges we have that we will need to continue developing new and innovative ways of working.

Working with our community partners is essential to the delivery of excellent services and the way we work. We have established very strong partnerships with the third and private sectors in Perth and Kinross, and these will continue to be developed.

Our staff, alongside our partner organisations, will work together to achieve the positive results we want, to ensure Perth and Kinross continues to be one of the best places in Scotland to live, work and visit.

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

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

# Service Performance Summary

## Giving Every Child the Best Start in Life

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

- **Homelessness** - We have continued to focus on prevention activities to reduce the number of families with children presenting as homeless and significantly reduce the number of families in temporary accommodation.
- **Supporting Vulnerable Children and Families** - We welcomed and resettled a further two Syrian families and supported the other five families (33 people). All of the children are in education and are making good progress and some of the adults have enrolled at college or are volunteering within the wider community. This has been the result of excellent partnership working across a range of services.
- **Revised Common Allocation Policy** - Our revised Housing allocations policy has already resulted in positive outcomes for people in need of social housing, including those in acute housing need as we manage the mismatch between housing need and availability.

## Developing Educated, Responsible and Informed Citizens

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

The Employability Network has seen a significant increase in the number of individuals attaining paid work opportunities or supported to sustain paid employment. (An increase from 191 last year to 376 (97%). There are a range of activities undertaken to support employment opportunities some of which include:-

- "Autism Work Experience" provides appropriate transition from senior school to adult life.
- With the support of both Perth Autism Support and Autism Initiatives we have been able to support three young people into our ASC (Autism Spectrum Condition) Modern Apprenticeship programme.
- We have further expanded the Working Roots projects across Perth & Kinross to provide work skills to people with learning disabilities.
- The Employment Support Team has been working collaboratively with the Drug and Alcohol Service with the aim to support individuals' employability outcomes.

## Promoting a Prosperous, Inclusive and Sustainable Economy

We continue to provide and commission a range of services, both provided in-house, and from the third and private sectors, ensuring value for money whilst creating employment across Perth and Kinross. We have supported our tenants to maximise their incomes to meet their responsibilities in respect of rent costs through a range of preventative and supportive approaches.

- **Rent Restructure** – We have worked with tenants to introduce a fairer, less complicated way of calculating and charging their rent. This will mean that properties of the same size and type will pay the same level of rent and will be introduced from next April.
- **Rent Arrears/Rent Management** – We have continued to focus on early intervention and prevention and where tenants fail to engage and continue not to pay their rent, early escalation. Our Rent 1<sup>st</sup> campaign publicises the importance of tenants paying their rent, encourages tenants to pay their rent on time and supporting those who may be experiencing financial difficulties. We also continue to deliver and support the “Skills with Bills” programme to support tenants in budgeting and money management.
- **Welfare Reform/Universal Credit** - In the last six months we have continued to ensure that all relevant stakeholders (both internal and external) have the necessary information and support in respect of all forthcoming Welfare Reform changes, including Universal Credit roll out.
- **Council Tax Collection** - We take a pro-active approach and explore different ways of working and communicating with customers to ensure that we maximise the support available to them and also to ensure that we maximise the income collected for the Council in these challenging times (e.g. increased monies for Council Tax and improved benefit processing times).

## Supporting People to Lead Independent, Healthy and Active Lives

We place individuals at the core ensuring any care is personal to their needs and results in positive outcomes. We have focussed on work that promotes early intervention and prevention, promoting healthier lifestyles, and tackling health inequalities through a range of activities as described below. It is anticipated that a greater impact will be made in tackling these challenges through the opportunities that present themselves as a result of integrated health and social care provision.

### Support for Carers

- Carer Positive is one of the Scottish Government’s key policies to help Scotland’s carers. Perth and Kinross Council were awarded Level 1 (Engaged) status as a ‘Carer Positive Employer’ and will continue to work towards Levels 2 and 3 throughout the lifetime of this strategy.
- We introduced Participatory Budgeting (PB) for carers in Perth and Kinross, bringing their expertise into the development of services for carers. Called ‘Carers Voice, Carers Choice’, carers made decisions on how £20k would be allocated across Perth and Kinross. Participatory Budgeting received a Silver Securing the Future Award in May 2016.

### **Self Directed Support**

- Self Directed Support (SDS) Week was held nationally between 13- 17 June 2016. A number of events were held across Perth and Kinross to raise awareness of SDS and how it can help people to live independent and happy lives, and achieve their own agreed outcomes.
- We are supporting the development of the Care Co-operative in Highland Perthshire as a test of new schemes including a referral pilot scheme in partnership with the GP surgery in Aberfeldy and a befriending scheme to support isolated people in the Aberfeldy area.

**Drugs and Alcohol** - SMART Recovery is supported by Perth & Kinross Council and key partner agencies. Meetings have significant numbers attending, and we can now evidence how peers are beginning to co-facilitate and facilitate meetings in accordance with the ethos of SMART Recovery. This is a good practice example of how services are keeping connected to the community and is a key feature of the Recovery Oriented System of Care (ROSC) and are reflective of the Quality Principles.

**Technology Enabled Care (TEC)** - We continue to expand the use of technology to both prevent and support individuals within the community. A pilot involving home health monitoring for bariatric (morbidly obese) clients is in the process of being implemented. Appropriate equipment and a cohort of suitable participants are currently being identified. Funding has been approved from the Scottish Government TEC Strategy to employ a TEC Development Officer for a year to increase the uptake of TEC and embed TEC in all of the major care pathways in Perth and Kinross.

**Mental Health** – There are a range of activities undertaken to support mental wellbeing some of these include:-

- **Mental Health Roadshow** - A partnership mental health roadshow was held in Perth to raise awareness and reduce stigma.
- **Wellbeing Fair** - Co-ordinated by The Recovery Project, the Wellbeing Fair 2016 built on the successes of previous years'. The project has grown and developed to become a unique flagship series of partnership events to promote mental wellbeing, self-management and sustainability, and to help tackle stigma. The Wellbeing Fair received a Silver Securing the Future Award in May 2016.
- **Suicide Prevention Week** - A Community Event was held in Perth on 7 September 2016 involving a range of partners which aimed to raise awareness of their services and other initiatives which can contribute towards preventing suicides. One of the key suicide prevention projects in Perth and Kinross has been the 'Bereaved by Suicide' initiative. This is the first project of its kind in Scotland and the processes have been shared with 6 other local authorities (Dundee, Angus, Dumfries and Galloway, Fife, Highland, Midlothian). The Bereaved by Suicide packs received a Silver Securing the Future Award in May 2016.

**Delayed Discharge** - Managing delayed discharge continues to be a key focus for the Health and Social Care Partnership. We have prepared a range of actions as part of a wide ranging improvement plan including:

- A long term plan to commission a new framework for care at home partners.
- We are working with providers to attract people to take up roles within the care profession. The market will also benefit from the improved rates of pay brought about through the introduction of the Living Wage.

- We have introduced a new procedure whereby the Council will take over the Welfare Guardianship if the family are not making reasonable steps to complete the process quickly.

**Care Inspections** – a number of inspections have been undertaken by the Care Commission since April 2016:-

- **Dalweem Care Home** - the unit was awarded Very Good (Level 5) for the Quality of Care & Support and Management & Leadership. During inspection the Inspectorate found very good levels of satisfaction with the quality of the overall service.
- **Lewis Place Resource Centre** – the unit was awarded Very Good (Level 5) for the Quality of Care & Support and Staffing. During inspection the Inspectorate found that people using the service and their carers spoke very highly of the support they received. The staff team demonstrated a high level of commitment to providing a quality service in the ways people preferred.
- **Kinnoull Day Opportunities** – This service was awarded Excellent for the Quality of Care & Support and Staffing.
- **Housing Support Care Inspection** – The support service was awarded Excellent (Level 6) for Quality of Care & Support and for Management & Leadership and Very Good (Level 5) for the Quality of Staffing.

## Creating a Safe and Sustainable Place for Future Generations

**We want our communities to be places where people want to live, in houses they can afford which are warm and safe, and in neighbourhoods that are well maintained and have a positive community spirit. We are building on the Council’s success in creating safe and sustainable communities.**

### **Community Justice Redesign**

The new model for Community Justice, underpinned by the Community Justice (Scotland) Act 2016, will transform the community justice landscape to bring a local perspective to community justice. Key areas of work include:

- The Shadow Community Justice Partnership is now established.
- In conjunction with PKAVS, a programme is being developed for public consultation events to take place late 2016.
- The involvement of the Third Sector and the “voices” of the victims of crime and those who have been through the criminal justice system are being developed.

Draft guidance and a strategy and performance framework were recently issued by the Scottish Government outlining necessary steps and they are presently being considered by the Partnership.

**Anti-Social Behaviour** - a revised Anti-Social Behaviour (ASB) Strategy is being developed and will be agreed and published later this year. We will continue to build on the multi-agency response with its emphasis on early intervention. We will also build on our continued good relationship with Legal Services who are now able to deliver an Interim ASBO in days rather than months. New collaborations and joint visits with housing colleagues will continue to reduce the time it takes to resolve ASB and neighbourhood disputes.

**Rural Community Warden** - the introduction of the new rural Safer Community Warden/Fire Community Advocate in Aberfeldy is an innovative development which is being seen as a template for similar developments across Scotland. This will include the co-location of the Warden with Police and Fire at Aberfeldy Community Fire Station.

**Estate Based Initiatives** -The importance of the environment in creating a sense of place and wellbeing is central to supporting the wider outcomes of our tenants and communities. By involving and empowering our tenants through Estate Based Initiatives, we are making a significant contribution to community sustainability, improving outcomes, and tackling inequalities in local communities. 20 walkabouts across Perth and Kinross have already taken place with tenants working alongside staff to identify and prioritise projects for 2016/17.

**Homelessness** - We have reduced the number of households presenting as homeless due to a continued focus on prevention and housing options. People are supported and their housing situation discussed at first point of contact, which has helped staff identify solutions and offer advice, support and assistance to prevent homelessness, where possible.

**Affordable Social Housing** – We continue to focus on increasing the supply of social housing to meet the needs of our communities and met our target of 500 new builds in the last 5 years. Other activity includes:-

- New Builds - 18 new Council homes have been completed and let to tenants since April 2016. These were in Rattray (7 houses) and Alyth (11 houses). Work has also started on the construction of a further 18 new homes at Cairns Crescent and Nimmo Avenue in Perth. Design and planning work has also been progressing in preparation for starting work on other sites comprising a further 44 homes at Stanley, Scone, Glenearn Road and Tulloch in Perth.
- A total of 14 former Council houses have been bought back and added to the Council's housing stock with a further 7 houses ready for purchase.
- Work to convert and extend former commercial properties into housing have also created a further 15 additional homes at St. Catherine's Road and Nimmo Place in Perth.
- A disused building was brought back to use - formerly used by the police and NHS, this building has been converted into affordable accommodation by Perth & Kinross Council creating four high quality one-bedroom flats.

**Capital Programme** -The capital investment programme is continuing to deliver improvement works to the Council's housing stock. Since April 2016, triple glazed windows and insulated exterior doors have been fitted to approximately 325 houses, upgraded central heating systems and fire detection equipment has been fitted in approximately 500 houses and re-roofing works have been completed to approximately 65 houses.

**Environmental works** to rebuild retaining walls and improve paths, etc. have also been progressing in various localities. Furthermore, new contracts for kitchen & bathroom renewals and controlled door entry works have started. All of these works will be continued throughout the remainder of 2016/17.

## How do we compare to others?

### Housing

We measure our performance against Local Authorities and Registered Social Landlords (RSLs) through the Scottish Housing Best Value Network (SHBVN) and Housemark.

The results of the 2015/16 Annual Return on the Charter, which was submitted to the Scottish Housing Regulator (SHR) on 29 May 2016, were published on 31 August 2016. Some highlights are:-

- In 2015/16 the average weekly rent in Perth & Kinross for a 4 apartment property was **£69.37** in comparison to the Scottish average of **£77.60**, which represents a difference of 10.6%.
- The average time to complete emergency repairs during 2015/16 was **3.7 hours** compared to the Scottish average of **5.1 hours**.
- As at 31 March 2016, **94.6%** of our housing stock met the Scottish Housing Quality Standard compared to the Scottish average of **92.8%**.
- During 2015/16, we did not collect **0.6%** of rent because of empty properties (voids), compared to the Scottish average of **1.0%**.
- **94.7%** of anti-social behaviour cases were resolved within locally set targets compared to the Scottish Average of **86.6%**.

### Community Care

The national 2015/16 Social Care Survey and national 2015/16 Respite Survey undertaken by the Scottish Government are used in benchmarking the majority of Community Care activity. The results of these surveys are due to be published in **November 2016**.

The Local Government Benchmarking Framework (LGBF) figures for Community Care are generally based on either the survey information above and/or the Local Finance Return (LFR) information and as such will not be available until **late 2016** when LGBF publish the figures.

### Finance and Support Services

Local Government Benchmarking Framework (LGBF) figures for Finance & Support Services are due to be released in **late 2016**.

Although the benchmarking figures are not yet validated, with regard to the percentage of income due from Council Tax received by the year end 2015/16, a figure of **98.5%** has been submitted. The Scottish Average figure in 2015/16 is **95.7%**.

## What are our customers saying?

### Care Inspections

Since April 2016 the Care Inspectorate carried out inspection visits at Kinnoull Day Opportunities, Lewis Place Day Centre, Dalweem Care Home and Gleneagles Day Opportunities.

During inspections the Inspectors ensure the views of service users/relatives and carers are taken into account. Across the 4 services inspected it was acknowledged that both residents and relatives/carers were happy with the care received. Service users enjoyed taking part in activities and had a good relationship with staff. Some comments included:-

- "I can speak to my key worker about anything" (*Kinnoull Day Opportunities*)
- "I cannot speak highly enough of this service. The wonderful staff and leadership at Lewis Place has kept him alive, well and they have equally supported me." (*Lewis Place Day Centre*)
- "I like coming to meet my friends." "We go to the bowling." (*Gleneagles Day Opportunities*)
- Residents said that they were supported in their preferred way and there was a good range of activities available (*Dalweem Care Home*)

### Community Care Service User Survey

In early 2016, the annual Community Care Service User Satisfaction Survey was carried out. The customer satisfaction survey is based on the 9 national Health and Wellbeing Outcomes.

The survey highlighted:

- 90.1% of survey respondents expressed overall satisfaction with Community Care Services.
- 90% of respondents agreed that their services improved or maintained the quality of life they enjoy.
- 85.2% of respondents felt they had been involved in making decisions about the help, care and support they received.
- 84.9% felt that they were supported to live as independently as possible

This high level of satisfaction is testament to the way teams and services work closely with people who access their services and that they work in an outcome focussed way for the benefit of those who require Social Care Support.

The survey highlighted a number of areas around Social Work Services including communication and information which could be improved in the future. Feedback received will ensure that continuous improvement takes place based on what people are telling us, with follow-up built into activity and discussion that takes place to develop our services.

### Social Work Service User Feedback

Some examples of the feedback received from the survey included:

- "The service was spot on. It has helped me with my daily living ability. The person who came took time to explain everything to me in detail. My only problem now is the long sweeping stairs I have to get up to my flat. I am awaiting another house".
- "Initially after applying for SD (Self Directed) payment the department were slow to respond to the particular care package being sought as it was somewhat out of the ordinary. However these teething problems have been resolved and all in place".



- “I would like to thank everyone concerned for putting me on my feet after a fall. Especially the lady who arranged the stair lift, it is perfect for my needs and so good to be able to go upstairs again. Thank you all.”
- “The work carried out in my home was a very high standard. The workers involved did a first class job. I was very impressed, many thanks.”

## Carers

Receiving feedback from carers about the services they receive has historically been a challenge and without this valuable information, it is more difficult to establish what is, and is not, working for carers. Therefore, rather than an annual survey we have implemented a new carer questionnaire which is now available to carers to complete throughout the year. PKAVS, with the introduction of their new website and ‘one stop shop’ service, are also able to promote the questionnaire to a wider carer audience.

## Housing – SHR Satisfaction Levels

The results of the 2015/16 Annual Return on the Charter which was submitted to the Scottish Housing Regulator (SHR) on 29 May 2016 were published by SHR on 31 August 2016.

- **90.1%** of tenants who have had **repairs or maintenance** carried out in last 12 months were satisfied with the repairs and maintenance service, compared to the Scottish Average of 89.9%. (PKC 2014/15 = 90.4%)
- **85.2%** of tenants said they were satisfied with the **overall service** provided, compared to the Scottish Average of 89.0%. (PKC 2014/15 = 84.6%)
- **82.5%** of tenants feel their landlord is good at **keeping them informed** about their services and decisions, compared to the Scottish Average of 90.6%. (PKC 2014/15 = 80.2%)
- **74.5%** of tenants were satisfied with the **opportunities to participate** in their landlord’s decision making, compared to the Scottish Average of 81.3%. (PKC 2014/15 = 62.2%)

Tenants often praise staff and regularly take the time to write or email staff to say thank you for a job well done. Some examples are:-

- “I am very lucky to live in a quiet and peaceful neighbourhood which is well run.”
- “I am glad to be in a nice property.”
- “I have no complaints about the Council. I have been in my home 38 years and the Council has been perfect.”

## Locality Working

We arranged twelve locality “Get Together Events” across Perth and Kinross to work in partnership with tenants in their localities to develop Locality Action Plans which reflect tenant feedback.

## SURE Team Activities

We provided feedback to the Service User Review and Evaluation (SURE) team in September 2016 in relation to their evaluation of our Neighbour Complaints and Anti-Social Behaviour. We developed a joint action plan with the Safer Communities team and will implement, where possible, the recommendations made from the SURE team.

With support from the Quality Panel we have developed a new Welcome Pack for tenants. The pack focusses on tenancy sustainability and locality based support, and will be implemented in October 2016.

In August 2016, the Service User Review and Evaluation (SURE) team were presented with an overview of our performance in relation to the Scottish Housing Charter. Following presentations from services they rated each of the Charter Outcomes (Green, Amber or Red).

Out of the 16 Charter Outcomes, 15 were rated Green and 1 was rated Amber. The results are to be incorporated into the Tenants Annual Performance Report on the Charter which will be published at the end of October.

Comment from the Sure Team - *“The SURE Team continues to be impressed by the systematic and detailed approach adopted by Housing to identify, bring together and monitor specific actions that have been agreed to improve performance across the 16 Charter Outcomes.”*

**Housing and Social Work - Employee Survey 2016** is currently underway, and the results be distributed to Services at the end of October 2016..

## Progress against Performance Indicators and Improvement Plan

Over the six months from 1 April 2016 to 30 September 2016, Housing & Social Work has made significant progress in delivering the services and actions identified in the Business Management Improvement Plan (BMIP) agreed by Housing & Health Committee (25 May 2016), Community Safety Committee (8 June 2016) and Scrutiny Committee (15 June 2016).

Of the 60 key performance indicators contained within the BMIP: 23% are exceeding target; 25% are on target; 26% are not on target; and 26% are not measurable at this six month point. Below is a summary of the progress against the targets within the BMIP.

| Performance Indicators                                                 | Total     | Exceeding Target | On Target  | Not Yet on Target | Information not Available |
|------------------------------------------------------------------------|-----------|------------------|------------|-------------------|---------------------------|
| <b>Giving Every Child the Best Start in Life</b>                       |           |                  |            |                   |                           |
|                                                                        | 2         | 1                | 1          | -                 | -                         |
| <b>Nurturing Educated, Responsible and Informed Citizens</b>           |           |                  |            |                   |                           |
|                                                                        | 5         | 1                | -          | 1                 | 3                         |
| <b>Developing a Prosperous, Inclusive and Sustainable Economy</b>      |           |                  |            |                   |                           |
|                                                                        | 5         | -                | 3          | 1                 | 1                         |
| <b>Supporting People to Lead Independent, Healthy and Active Lives</b> |           |                  |            |                   |                           |
|                                                                        | 19        | 4                | 2          | 8                 | 5                         |
| <b>Creating a Safe and Sustainable Place for Future Generations</b>    |           |                  |            |                   |                           |
|                                                                        | 26        | 7                | 9          | 4                 | 6                         |
| <b>TOTAL</b>                                                           | <b>57</b> | <b>13</b>        | <b>15</b>  | <b>14</b>         | <b>15</b>                 |
| <b>Percentages</b>                                                     | <b>-</b>  | <b>23%</b>       | <b>26%</b> | <b>25%</b>        | <b>26%</b>                |

**Note:** The Service performance is determined from the current performance information available and not from projected data.

The following sections provide an update on Service performance where targets have been exceeded and where the Service is not yet on track to meet the target in the BMIP. Where performance is currently not on target, improvement actions have been identified to ensure the Service reaches the target by March 2017.

**Note - Key relating to trends:-**

| Trend |                                            |
|-------|--------------------------------------------|
| ↑     | Performance has significantly improved     |
| →     | Performance has remained roughly the same  |
| ↓     | Performance has significantly deteriorated |

# Performance Indicator Exceptions

## Where we are currently exceeding our target

| Indicators exceeding target                                                                                                                                                                                             | Performance |       |       |           |       | Targets |       |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-----------|-------|---------|-------|-------|
|                                                                                                                                                                                                                         | 13/14       | 14/15 | 15/16 | Aug 16    | Trend | 16/17   | 17/18 | 22/23 |
| <b>GIVING EVERY CHILD THE BEST START IN LIFE</b>                                                                                                                                                                        |             |       |       |           |       |         |       |       |
| Number of families with children presenting as homeless                                                                                                                                                                 | 279         | 244   | 337   | 106 (Aug) | ↑     | <275    | <275  | <275  |
| <b>Housing and Health</b>                                                                                                                                                                                               |             |       |       |           |       |         |       |       |
| <b>Comments</b><br>There has been a decline in homeless presentations which we hope will continue. We will, however, continue to work with a range of agencies and private landlords to prevent homelessness occurring. |             |       |       |           |       |         |       |       |

| Indicators exceeding target                                                                                                                                                                                                                                         | Performance |       |       |          |       | Targets |       |       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|----------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                                                     | 13/14       | 14/15 | 15/16 | Aug 16   | Trend | 16/17   | 17/18 | 22/23 |
| <b>NURTURING EDUCATED, RESPONSIBLE AND INFORMED CITIZENS</b>                                                                                                                                                                                                        |             |       |       |          |       |         |       |       |
| Number of single young people aged 16 to 25 presenting as homeless                                                                                                                                                                                                  | n/a         | 161   | 184   | 68 (Aug) | ↑     | <200    | <200  | <190  |
| <b>Housing and Health</b>                                                                                                                                                                                                                                           |             |       |       |          |       |         |       |       |
| <b>Comments</b><br>There has been a decline in homeless presentations which we hope will continue. We will, however, continue to work with a range of agencies, schools, and youth support workers to proactively work with young people with housing difficulties. |             |       |       |          |       |         |       |       |

| Indicators exceeding target                                                                                                                  | Performance |       |       |           |       | Targets |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-----------|-------|---------|-------|-------|
|                                                                                                                                              | 13/14       | 14/15 | 15/16 | Aug 16    | Trend | 16/17   | 17/18 | 22/23 |
| <b>CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS</b>                                                                          |             |       |       |           |       |         |       |       |
| % of repairs appointment kept                                                                                                                | n/a         | 92.9% | 96%   | 96% (Aug) | ↑     | 95%     | 95%   | 95%   |
| <b>Housing and Health</b>                                                                                                                    |             |       |       |           |       |         |       |       |
| <b>Comments</b><br>We continue to perform well in this area, keeping repairs appointments and compare well to the national figures of 93.5%. |             |       |       |           |       |         |       |       |

| Indicators exceeding target                                                                                                                                                                                                                                                            | Performance |         |        |           |       | Targets |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|--------|-----------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                                                                        | 13/14       | 14/15   | 15/16  | Aug 16    | Trend | 16/17   | 17/18 | 22/23 |
| <b>CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS</b>                                                                                                                                                                                                                    |             |         |        |           |       |         |       |       |
| Average length of time taken (in hours) to complete emergency repairs                                                                                                                                                                                                                  | n/a         | 3.29hrs | 3.7hrs | 4.7 (Jul) | ↓     | 5hrs    | 5hrs  | 5hrs  |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                              |             |         |        |           |       |         |       |       |
| <b>Comments</b><br>We continue to perform well in this area and we are exceeding our target, as well as performing well against the national average of 5.1hrs (15/16). This remains a focus area for the Service with Repairs forming part of the Service's Transformation Programme. |             |         |        |           |       |         |       |       |

| Indicators exceeding target                                                                                                | Performance |       |       |          |       | Targets |       |       |
|----------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|----------|-------|---------|-------|-------|
|                                                                                                                            | 13/14       | 14/15 | 15/16 | Aug 16   | Trend | 16/17   | 17/18 | 22/23 |
| <b>CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS</b>                                                        |             |       |       |          |       |         |       |       |
| Average length of time (days) taken to re-let properties (includes mainstream and difficult to let properties)             | n/a         | 21.16 | 25.2  | 20 (Aug) | ↑     | 28      | 28    | 28    |
| <b>Housing and Health</b>                                                                                                  |             |       |       |          |       |         |       |       |
| <b>Comments</b>                                                                                                            |             |       |       |          |       |         |       |       |
| We continue to turn around void (empty) properties very quickly and faster than the Scottish average of 35.4 days (15/16). |             |       |       |          |       |         |       |       |

| Indicators exceeding target                                                                                                                                                                                                     | Performance |       |       |          |       | Targets |       |       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|----------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                 | 13/14       | 14/15 | 15/16 | Aug 16   | Trend | 16/17   | 17/18 | 22/23 |
| <b>CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS</b>                                                                                                                                                             |             |       |       |          |       |         |       |       |
| Average number days per case to process new Housing Benefit / Council Tax Reduction Claims                                                                                                                                      | 24          | 26    | 26    | 24 (Aug) | ↑     | 25      | 23    | 21    |
| <b>Housing and Health</b>                                                                                                                                                                                                       |             |       |       |          |       |         |       |       |
| Average number days per case to process change events for Housing Benefit / Council Tax Reduction Claims                                                                                                                        | 20          | 15    | 12    | 8 (Aug)  | ↑     | 13      | 13    | 13    |
| <b>Housing and Health</b>                                                                                                                                                                                                       |             |       |       |          |       |         |       |       |
| <b>Comments</b>                                                                                                                                                                                                                 |             |       |       |          |       |         |       |       |
| Continued improvement in processes, procedures and upskilling the workforce and effective joined up working has led to improved performance and service delivery throughout the Revenues, Benefits and Welfare Rights Services. |             |       |       |          |       |         |       |       |

| Indicators exceeding target                                                                                                                                                                                                                            | Performance |       |       |             |       | Targets |       |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                                        | 13/14       | 14/15 | 15/16 | Aug 16      | Trend | 16/17   | 17/18 | 22/23 |
| <b>SUPPORTING PEOPLE TO LEAD INDEPENDENT, HEALTHY AND ACTIVE LIVES</b>                                                                                                                                                                                 |             |       |       |             |       |         |       |       |
| Number of service users aged 65+ with Technology Enabled Care (excluding community alarms)                                                                                                                                                             | 593         | 737   | 942   | 1,045 (Aug) | ↑     | 1,000   | 1,100 | 1,200 |
| <b>Housing and Health Integrated Joint Board</b>                                                                                                                                                                                                       |             |       |       |             |       |         |       |       |
| <b>Comments</b>                                                                                                                                                                                                                                        |             |       |       |             |       |         |       |       |
| We continue to perform well in this area and have seen an 11% increase in people using Technology Enabled Care (TEC) between April and August 2016, developments in this area continue to be a key focus.                                              |             |       |       |             |       |         |       |       |
| <b>Note:</b> TEC definition – where the outcomes for individuals in their home or community setting are improved through the application of technology (e.g. telecare, telehealth, video conferencing (VC) and mobile health and wellbeing (mHealth)). |             |       |       |             |       |         |       |       |

| Indicators exceeding target                                                                                                                                                                                                                                                                                                                                                                                                | Performance |       |       |            |       | Targets |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|------------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                            | 13/14       | 14/15 | 15/16 | Aug 16     | Trend | 16/17   | 17/18 | 22/23 |
| <b>SUPPORTING PEOPLE TO LEAD INDEPENDENT, HEALTHY AND ACTIVE LIVES</b>                                                                                                                                                                                                                                                                                                                                                     |             |       |       |            |       |         |       |       |
| % of all service users who access SDS Option 2                                                                                                                                                                                                                                                                                                                                                                             | n/a         | 0.9%  | 3.1%  | 4.3% (Aug) | ↑     | 2%      | tbc   | tbc   |
| <b>Housing and Health Integrated Joint Board</b>                                                                                                                                                                                                                                                                                                                                                                           |             |       |       |            |       |         |       |       |
| <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                                                            |             |       |       |            |       |         |       |       |
| Service users are becoming better informed of the choices available to them and empowered to take control of the types of support they receive. Staff are becoming more confident and are promoting the full range of options to people who require services.                                                                                                                                                              |             |       |       |            |       |         |       |       |
| <i>(1= Making a direct payment to the person; 2= The selection of support by the person and the making of arrangements for the provision of it, including payment, by the local authority on their behalf; 3= The selection of support for the person by the local authority and the making of arrangements for the provision of it, including payment, by the authority; 4= A mix of 2 or more of Options 1, 2 and 3)</i> |             |       |       |            |       |         |       |       |

| Indicators exceeding target                                                                                                                           | Performance |       |       |           |       | Targets |       |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-----------|-------|---------|-------|-------|
|                                                                                                                                                       | 13/14       | 14/15 | 15/16 | Jun 16    | Trend | 16/17   | 17/18 | 22/23 |
| <b>SUPPORTING PEOPLE TO LEAD INDEPENDENT, HEALTHY AND ACTIVE LIVES</b>                                                                                |             |       |       |           |       |         |       |       |
| The % of clients receiving their first intervention who wait no longer than 3 weeks from the point of referral (Social Work Drug and Alcohol team)    | 92%         | 89%   | 88%   | 97% (Jun) | ↑     | 90%     | tbc   | tbc   |
| <b>Housing and Health Integrated Joint Board</b>                                                                                                      |             |       |       |           |       |         |       |       |
| <b>Comments</b>                                                                                                                                       |             |       |       |           |       |         |       |       |
| All referrals are triaged by representatives from Health, Social Work and the Third Sector to ensure appropriate supports are put in place timeously. |             |       |       |           |       |         |       |       |

| Indicators exceeding target                                                                                                                                                                                                                                                         | Performance |       |       |           |       | Targets |       |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-----------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                                                                     | 13/14       | 14/15 | 15/16 | Aug 16    | Trend | 16/17   | 17/18 | 22/23 |
| <b>SUPPORTING PEOPLE TO LEAD INDEPENDENT, HEALTHY AND ACTIVE LIVES</b>                                                                                                                                                                                                              |             |       |       |           |       |         |       |       |
| The % of Social Circumstance reports completed within 28 days following Emergency or Short Term detentions                                                                                                                                                                          | n/a         | 87%   | 76%   | 83% (Aug) | ↑     | 80%     | 90%   | 95%   |
| <b>Community Safety</b>                                                                                                                                                                                                                                                             |             |       |       |           |       |         |       |       |
| <b>Comments</b>                                                                                                                                                                                                                                                                     |             |       |       |           |       |         |       |       |
| Social Circumstance reports are a statutory function for Mental Health Officers to complete after a significant event occurs. Due to an increase in Guardianship reports and Mental Health Act reports we are piloting a change to team roles to concentrate on the statutory duty. |             |       |       |           |       |         |       |       |

| Indicators exceeding target                                                                                                                                                                                             | Performance |       |       |            |       | Targets |       |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|------------|-------|---------|-------|-------|
|                                                                                                                                                                                                                         | 13/14       | 14/15 | 15/16 | Aug 16     | Trend | 16/17   | 17/18 | 22/23 |
| <b>CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS</b>                                                                                                                                                     |             |       |       |            |       |         |       |       |
| % of Community Payback Order Unpaid Work Requirements (Level 1 and Level 2) completed within agreed timescales                                                                                                          | 97%         | 96%   | 95%   | 100% (Aug) | ↑     | 95%     | 96%   | 96%   |
| <b>Community Safety</b>                                                                                                                                                                                                 |             |       |       |            |       |         |       |       |
| <b>Comments</b><br>We continue to perform well in this area and although we have exceeded the target this can be challenging. For example, delays can be experienced where Orders are placed out with the Perth Courts. |             |       |       |            |       |         |       |       |

| Indicators exceeding target                                                                                                                                                                                       | Performance |       |       |           |       | Targets |       |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-----------|-------|---------|-------|-------|
|                                                                                                                                                                                                                   | 13/14       | 14/15 | 15/16 | Aug 16    | Trend | 16/17   | 17/18 | 22/23 |
| <b>CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS</b>                                                                                                                                               |             |       |       |           |       |         |       |       |
| Cases of adult protection screened within 24 hours of notification                                                                                                                                                | 65%         | 77%   | 94%   | 97% (Jun) | ↑     | 95%     | 95%   | 95%   |
| <b>Community Safety</b>                                                                                                                                                                                           |             |       |       |           |       |         |       |       |
| <b>Comments</b><br>We have exceeded our target and this is a result of improvement activity around response times and embedding processes following the introduction of the new Vulnerable Person Reports (VPRs). |             |       |       |           |       |         |       |       |

## Where we are not yet meeting our target

| Indicators not achieving target                                                                                                                                                                                                                                                                                                                                   | Performance |       |       |           |       | Targets |       |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-----------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                   | 13/14       | 14/15 | 15/16 | Aug 16    | Trend | 16/17   | 17/18 | 22/23 |
| <b>NURTURING EDUCATED, RESPONSIBLE AND INFORMED CITIZENS</b>                                                                                                                                                                                                                                                                                                      |             |       |       |           |       |         |       |       |
| % young people (16-25) sustaining a council tenancy for more than one year                                                                                                                                                                                                                                                                                        | 88%         | 92%   | 79%   | 74% (Jun) | ↓     | >92%    | >92%  | >92%  |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                         |             |       |       |           |       |         |       |       |
| <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                   |             |       |       |           |       |         |       |       |
| Of the 33 tenancies allocated between April – June 2015, 25 sustained for more than a year. Of the 8 not sustained, 4 were as a result of abandonment and 4 due to personal reasons. We continue to ensure that we match our waiting list applicants to the most appropriate available accommodation and provide support to assist them to sustain their tenancy. |             |       |       |           |       |         |       |       |

| Indicators not achieving target                                                                                                                                                                                                                                           | Performance |       |       |            |       | Targets |       |       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|------------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                                                           | 13/14       | 14/15 | 15/16 | Aug 16     | Trend | 16/17   | 17/18 | 22/23 |
| <b>DEVELOPING A PROSPEROUS, INCLUSIVE AND SUSTAINABLE ECONOMY</b>                                                                                                                                                                                                         |             |       |       |            |       |         |       |       |
| Current and former tenant rent arrears as a % of gross rent due for the reporting year (SOLACE Benchmarking PI)                                                                                                                                                           | n/a         | 9.28% | 10.4% | 9.9% (Aug) | →     | 9.5%    | 9.5%  | 9.5%  |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                 |             |       |       |            |       |         |       |       |
| <b>Comments</b>                                                                                                                                                                                                                                                           |             |       |       |            |       |         |       |       |
| There has been an improvement in performance over the year, although target is not yet met. This continues to be a priority for the service with a range of initiatives underway and monitored, as well as local targets set for each team to address and reduce arrears. |             |       |       |            |       |         |       |       |

| Indicators not achieving target                                                                                                                                                                                                                                                                                                                                                      | Performance |       |       |           |       | Targets |       |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-----------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                      | 13/14       | 14/15 | 15/16 | Aug 16    | Trend | 16/17   | 17/18 | 22/23 |
| <b>SUPPORTING PEOPLE TO LEAD INDEPENDENT, HEALTHY AND ACTIVE LIVES</b>                                                                                                                                                                                                                                                                                                               |             |       |       |           |       |         |       |       |
| % of tenancy offers refused during the year (including withdrawals)                                                                                                                                                                                                                                                                                                                  | n/a         | 36%   | 35%   | 41% (Aug) | ↑     | 36%     | 30%   | 28%   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                            |             |       |       |           |       |         |       |       |
| <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                      |             |       |       |           |       |         |       |       |
| The rise in refusals is due to an increase in void properties in some rural areas and applicants refusing the tenancy due to the location. In addition, a large proportion of flatted properties had become available, when many applicants preferring a house or cottage type accommodation. Despite the rise, we still perform well against the national average of 43% (2015/16). |             |       |       |           |       |         |       |       |
| To keep refusals to a minimum, all refusals are monitored monthly and discussed at the weekly team meeting to identify actions to help reduce the number of offers refused by applicants.                                                                                                                                                                                            |             |       |       |           |       |         |       |       |



| Indicators not achieving target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Performance |       |       |             |       | Targets |       |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 13/14       | 14/15 | 15/16 | Aug 16      | Trend | 16/17   | 17/18 | 22/23 |
| <b>SUPPORTING PEOPLE TO LEAD INDEPENDENT, HEALTHY AND ACTIVE LIVES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |             |       |       |             |       |         |       |       |
| % of all service users who access SDS Option 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | n/a         | 4.56% | 6.6%  | 6.77% (Aug) | ↑     | 7.5%    | tbc   | tbc   |
| <b>Housing and Health Integrated Joint Board</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |             |       |       |             |       |         |       |       |
| <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |             |       |       |             |       |         |       |       |
| <p>Option 4 has plateaued over the last 6 months but taken into account a comparative for the same 6 month period in 2015 there has been a significant increase in those choosing a mix of options 1, 2 and 3. Throughout the period June – August 2016 a data cleansing exercise was undertaken that has improved statistical information and monitoring of options taken. By speaking directly with teams they feel more confident when having the personalisation/SDS option conversations, which they feel has enabled people to make different and improved and informed choices about their care and support.</p> <p>Within the Quality Assurance Framework there is a plan to undertake a further Self Directed Support outcome focussed audit and this will be due for completion in January 2017.</p> <p><i>(1= Making a direct payment to the person; 2= The selection of support by the person and the making of arrangements for the provision of it, including payment, by the local authority on their behalf; 3= The selection of support for the person by the local authority and the making of arrangements for the provision of it, including payment, by the authority; 4= A mix of 2 or more of Options 1, 2 and 3)</i></p> |             |       |       |             |       |         |       |       |

| Indicators not achieving target                                                                                                                                                                                                                                                                                                                                   | Performance |       |       |           |       | Targets |       |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-----------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                   | 13/14       | 14/15 | 15/16 | Aug 16    | Trend | 16/17   | 17/18 | 22/23 |
| <b>SUPPORTING PEOPLE TO LEAD INDEPENDENT, HEALTHY AND ACTIVE LIVES</b>                                                                                                                                                                                                                                                                                            |             |       |       |           |       |         |       |       |
| % of clients achieving goals set out in their Outcome Focused Assessment                                                                                                                                                                                                                                                                                          | 87%         | 87%   | 84%   | 84% (Aug) | →     | 87%     | 88%   | 89%   |
| <b>Housing and Health Integrated Joint Board</b>                                                                                                                                                                                                                                                                                                                  |             |       |       |           |       |         |       |       |
| <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                   |             |       |       |           |       |         |       |       |
| <p>There are various reasons that can impact on the fluctuation in relation to the % of people achieving their outcomes. For example health deterioration or a change in the person's needs.</p> <p>Locality teams will ensure they continue to review each individual to ensure outcomes remain personalised and reflect each individual's personal journey.</p> |             |       |       |           |       |         |       |       |

| Indicators not achieving target                                                                                                                                                                                                                                                                                                                                | Performance |       |       |           |       | Targets |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-----------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                | 13/14       | 14/15 | 15/16 | Aug 16    | Trend | 16/17   | 17/18 | 22/23 |
| <b>SUPPORTING PEOPLE TO LEAD INDEPENDENT, HEALTHY AND ACTIVE LIVES</b>                                                                                                                                                                                                                                                                                         |             |       |       |           |       |         |       |       |
| % 65+ with intensive care needs receiving care at home (SOLACE Benchmarking PI)                                                                                                                                                                                                                                                                                | 27.6%       | 23.4% | 24.8% | 20% (Aug) | ↓     | 27%     | 28%   | 31%   |
| <b>Housing and Health Integrated Joint Board</b>                                                                                                                                                                                                                                                                                                               |             |       |       |           |       |         |       |       |
| % 65+ who live at home                                                                                                                                                                                                                                                                                                                                         | 97%         | 97.5% | 97%   | 97% (Aug) | →     | 98%     | 98%   | 98%   |
| <b>Housing and Health Integrated Joint Board</b>                                                                                                                                                                                                                                                                                                               |             |       |       |           |       |         |       |       |
| <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                |             |       |       |           |       |         |       |       |
| <p>The average age of people entering care is 82 years and they have complex care needs. As such an increasing number of people are having their needs met within a care home environment. Since April 2016 we have seen a 10% increase (96 placements) in the number of care home placements and this is having an impact on these particular indicators.</p> |             |       |       |           |       |         |       |       |

| Indicators not achieving target                                                                                                                                                                                                                                                                                                                    | Performance |       |       |           |       | Targets |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-----------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                    | 13/14       | 14/15 | 15/16 | Aug 16    | Trend | 16/17   | 17/18 | 22/23 |
| <b>SUPPORTING PEOPLE TO LEAD INDEPENDENT, HEALTHY AND ACTIVE LIVES</b>                                                                                                                                                                                                                                                                             |             |       |       |           |       |         |       |       |
| % 65+ requiring no further service following Reablement                                                                                                                                                                                                                                                                                            | 37%         | 37%   | 51%   | 44% (Aug) | ↓     | 50%     | 50%   | 50%   |
| <b>Housing and Health Integrated Joint Board</b>                                                                                                                                                                                                                                                                                                   |             |       |       |           |       |         |       |       |
| <b>Comments</b>                                                                                                                                                                                                                                                                                                                                    |             |       |       |           |       |         |       |       |
| This particular measure can fluctuate and is dependent on the needs of the people referred. As such, as previously mentioned within this report, people referred often have more complex care needs and whilst Reablement can reduce the level of care required, this has had an impact on the number of people who leave with no further service. |             |       |       |           |       |         |       |       |

| Indicators not achieving target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Performance |        |        |             |       | Targets |        |        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|--------|-------------|-------|---------|--------|--------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 13/14       | 14/15  | 15/16  | Aug 16      | Trend | 16/17   | 17/18  | 22/23  |
| <b>SUPPORTING PEOPLE TO LEAD INDEPENDENT, HEALTHY AND ACTIVE LIVES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                |             |        |        |             |       |         |        |        |
| No. of people delayed in hospital for more than 14 days (excluding Complex Cases)                                                                                                                                                                                                                                                                                                                                                                                                                                     | n/a         | 87     | 191    | 50 (July)   | →     | 130     | 100    | 0      |
| <b>Housing and Health Integrated Joint Board</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |             |        |        |             |       |         |        |        |
| Number of bed days lost to delayed discharge (excluding Complex Cases)                                                                                                                                                                                                                                                                                                                                                                                                                                                | 13,430      | 12,200 | 15,697 | 5,087 (Aug) | →     | 11,000  | 11,000 | 11,000 |
| <b>Housing and Health Integrated Joint Board</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |             |        |        |             |       |         |        |        |
| <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |        |        |             |       |         |        |        |
| Delayed Discharge is a complex area to address and work is underway across health and social care, acute and primary care services (including GPs), as well as care at home providers, to respond effectively to increasing demand. The Council and NHS partners have invested in a number of initiatives to provide alternative to hospital admission e.g. Rapid Response Team, Immediate Discharge Team and the Enhanced Care Support Service, as well as a campaign to encourage more people into the care sector. |             |        |        |             |       |         |        |        |
| There has been an increase in unplanned admissions for those aged 85+ in particular and this group is more likely to be delayed in hospital. Emergency admissions create pressures across the health and social care system, affecting delayed discharge, social work assessments and care at home. The average age of people entering care is 82 years demonstrating an increasingly frailer older population.                                                                                                       |             |        |        |             |       |         |        |        |
| <b>Note-</b> The definition of complex cases – Where adults lack capacity or where no specialist facility is available and where an interim move would not be appropriate. The number of complex cases in August 2016 was 9 which equated to 255 bed days.                                                                                                                                                                                                                                                            |             |        |        |             |       |         |        |        |

| Indicators not achieving target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Performance |       |       |             |       | Targets |       |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 13/14       | 14/15 | 15/16 | Jun 16      | Trend | 16/17   | 17/18 | 22/23 |
| <b>CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |             |       |       |             |       |         |       |       |
| Overall % of new tenancies sustained for more than a year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | n/a         | 92%   | 88%   | 87% (2 Qtr) | ↓     | 90%     | 94%   | 95%   |
| <b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |             |       |       |             |       |         |       |       |
| <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |             |       |       |             |       |         |       |       |
| <p>There were a total of 166 tenancies created of which 145 were sustained for 12 months or more. Of the 21 tenancies which ended 8 were within the 16-25 year old range.</p> <p>Of those other tenancies that ended 4 were due to death of the tenant, 4 due to transfer/mutual exchanges, 1 was fleeing violence, 1 moved into private accommodation, 1 was unable to sustain due to personal circumstances, and 2 either abandoned or gave no notice. The tenancies which ended were, either out-with the Council's control, or were as a result of a change of circumstances and more suitable accommodation was secured.</p> <p>We continue to ensure that we match our waiting list applicants to the most appropriate available accommodation and provide support to assist them to sustain their tenancy. Our support officers are now within localities providing support to vulnerable clients. Our settling in procedure has been changed to facilitate early intervention.</p> |             |       |       |             |       |         |       |       |

| Indicators not achieving target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Performance |       |       |             |       | Targets |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 13/14       | 14/15 | 15/16 | Aug 16      | Trend | 16/17   | 17/18 | 22/23 |
| <b>CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                        |             |       |       |             |       |         |       |       |
| % of Community Payback Order Unpaid Work Requirements where the post sentence assessment has been completed within 1 working day                                                                                                                                                                                                                                                                                                                                                                                           | 80%         | 82%   | 94.3% | 70.5% (Aug) | ↓     | 80%     | 86%   | 87%   |
| <b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |             |       |       |             |       |         |       |       |
| <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |             |       |       |             |       |         |       |       |
| <p>Clients are given a letter of instruction to attend CJS Offices within 24 hours by Court staff and some clients fail to make contact within the timescales. This process is currently being reviewed.</p> <p>The indicator is based on the within month performance and due to the small numbers of clients involved this can impact significantly on the percentages. Should a cumulative approach be taken to the calculation the year to date performance would be 81.2%, therefore exceeding the target of 80%.</p> |             |       |       |             |       |         |       |       |

| Indicators not achieving target                                                                                                                                                                                                                                                                                                                                                  | Performance |       |       |           |       | Targets |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-----------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                  | 13/14       | 14/15 | 15/16 | Aug 16    | Trend | 16/17   | 17/18 | 22/23 |
| <b>CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS</b>                                                                                                                                                                                                                                                                                                              |             |       |       |           |       |         |       |       |
| % of clients with a Community Payback Order whose order has been reviewed within 20 working days                                                                                                                                                                                                                                                                                 | n/a         | n/a   | 95%   | 69% (Aug) | ↓     | 80%     | 80%   | 85%   |
| <b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                          |             |       |       |           |       |         |       |       |
| <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                  |             |       |       |           |       |         |       |       |
| <p>The indicator is based on the within month performance however, for the year to date position, 16 reviews were not carried out within the 20 day review period from a total of 74. If this indicator were to be based on these cumulative figures the performance would be 78.4% (1.6% below target).</p> <p>We are currently reviewing processes to improve performance.</p> |             |       |       |           |       |         |       |       |

| Indicators not achieving target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Performance |       |       |               |       | Targets |       |       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|---------------|-------|---------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 13/14       | 14/15 | 15/16 | Jun 16        | Trend | 16/17   | 17/18 | 22/23 |
| <b>CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |       |       |               |       |         |       |       |
| % ASP case conferences held within agreed timescale after investigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 77%         | 100%  | 50%   | 33.3% (2 Qtr) | ↓     | 100%    | 100%  | 100%  |
| <b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |             |       |       |               |       |         |       |       |
| <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             |       |       |               |       |         |       |       |
| <p>There are very low numbers involved in this indicator with only 3 conferences being held in the last quarter.</p> <p>One case out with timescales had a network meeting within 14 days to ascertain if client met adult at risk criteria and following this meeting it was decided to progress to Adult Protection Case Conference (APCC) which was held 16 days later.</p> <p>The other case had a repeat incident before the ASP investigation was completed and a police investigation took place. The APCC still took place within 16 days (2 days out with the timescales).</p> |             |       |       |               |       |         |       |       |

## **Improvement Plan Exceptions**

*We have no Improvement Plan exceptions to report.*



**PERTH AND KINROSS COUNCIL****Health and Housing Committee****2 November 2016****Perth and Kinross Technology Enabled Care (TEC) Strategy (2016 - 2019)****Report by Director (Housing and Social Work)****PURPOSE OF REPORT**

The purpose of this report is to seek endorsement for the Perth and Kinross Technology Enabled Care (TEC) Strategy and Action Plan (2016-2019) by the Housing and Health Committee prior to submission to the Integrated Joint Board for approval. The report and action plan outlines how the Partnership will improve and enhance the use of TEC across Perth and Kinross to support people to remain living independently and improve outcomes for individuals and carers.

**1. BACKGROUND/ MAIN ISSUES**

- 1.1 The use of technology is playing an increasing role in our everyday lives and has the potential to increase people's choice and control over the support they require. It can also enable individuals to optimise their independence and assist them to manage their own health and wellbeing. There is currently unfulfilled potential regarding TEC to deliver care and support that is personalised and cost effective and assists achieving the aims and objectives of the Strategic Plan.
- 1.2 We know that over the coming years we are facing increasingly challenging times with decreasing budgets, growing demands on services and a population with increasingly complex needs. In order for us to deliver flexible, integrated and responsive services, we need to do things differently and more innovatively. The use of TEC can support these changes.
- 1.3 TEC is defined as where the outcomes for individuals in their home or community settings are improved through the application of technology and includes, but is not limited to, the use of telecare, telehealth, video conferencing (VC) and mobile health and wellbeing (mHealth).
- 1.4 However, the use of TEC is not a replacement for professionals or unpaid carers. It complements other supports and enables the targeting of resources where they are needed the most. TEC can empower and motivate people to self-manage their own health and wellbeing and support them to be as active and healthy as possible through the use of websites and apps. These can often be accessed through devices which people already own such as tablets or smart phones.

- 1.5 There are a number of potential, positive outcomes for individuals, their families and carers through the use of TEC. These include:
- Increased independence of individuals and their carers
  - Increased feeling of reassurance and support for individuals and their carers
  - Improved access to services for people living in rural and remote areas
  - Increased self-management of health and wellbeing issues
  - Reduction in number of people requiring short and long term institutional care.
- 1.6 The Scottish Government launched the TEC programme in 2014. This is a three year, £30million, Scotland wide programme designed to significantly increase the numbers of people directly benefiting from TEC in Scotland.
- 1.7 The Perth and Kinross Health & Social Care Partnership has been successful in obtaining funding from the TEC Programme to provide the following:
- Assisting with the upgrade of the analogue Community Alarm server to a digital platform to enable a digital telecare system to operate across Perth and Kinross
  - Temporary employment of a TEC Development Officer to identify opportunities across Perth and Kinross for utilising TEC to improve outcomes for people. He will then work with all stakeholders to implement TEC solutions to assist people to remain in their homes for as long as possible, enhancing their independence and enabling them to proactively manage their health conditions

### **Local Information**

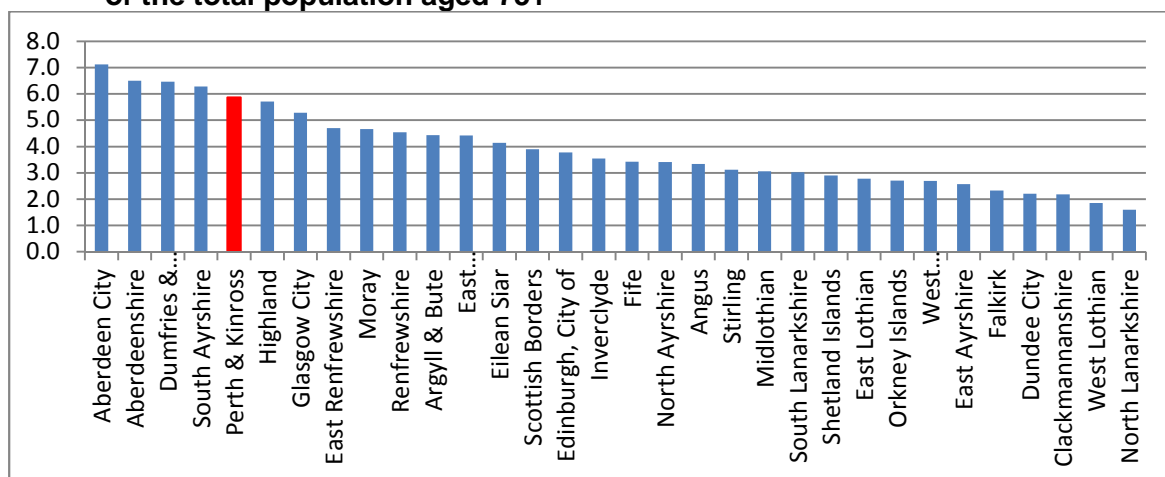
- 1.8 Perth and Kinross will see an increase in population over the coming decades, particularly in the relation to older people aged 85+. Based on current dementia prevalence rates for Scotland, people with dementia are also expected to double over the next 25 years. There are also increasing numbers of people with complex support requirements living in our communities including people with learning and physical disabilities, substance misuse and mental health issues.
- 1.9 Unplanned hospital admissions remain high in Perth and Kinross, particularly for the older age group. Also there is a high number of re-admissions, including people readmitted within seven days of discharge from hospital. There are a number of people waiting to be discharged from hospital to appropriate community or Care Home settings and the number of people entering Care Homes permanently is rising and projected to continue to increase. In addition, there is pressure on Care at Home services with rising demand. Capacity across formal care is finite and it is important technology and informal care is developed to deliver flexible, responsive and optimal services.



1.10 Deprivation is a major factor in health inequalities. People in more affluent areas live longer and have significantly better health. Many of the people suffering the greatest negative health effects relating to mental health, obesity and long term conditions are those experiencing poverty and social disadvantage. Whilst Perth and Kinross has a relatively affluent population compared with the rest of Scotland, there are significant areas of deprivation and in our rural communities there are inequalities in relation to access to services.

1.11 In 2011 Home Care information from the Census showed that Perth and Kinross had the third lowest number per capita in Scotland of over 75's with telecare. However the Social Care Statistics data showed that by 2015 Perth and Kinross had moved to the fifth highest in Scotland for the number per capita of over 75's with telecare (see figure 1 below).

**Figure 1 – Local Authority Telecare Provision. Telecare clients – rate per 1000 of the total population aged 75+**



1.12 As of February 2016, there are 3,549 people who currently have Telecare equipment across Perth and Kinross. This is a 5.6% increase since 2013. This is due to increasing the availability of a range of TEC equipment and increasing staff awareness of TEC.

Training for new and existing staff in TEC is undertaken at the SMART House in Bridgend, Perth four times a year. In 2015/2016 144 people received this training across the Perth and Kinross Health and Social Care Partnership.

1.13 People who engaged with the “Join the Conversation” consultation in 2015 told us they wanted:

- Services closer to their own homes
- Access to local health services to reduce the long distance travelled to attend sometimes short appointments in PRI or Ninewells Hospitals
- Different options available for people to remain living locally, including the option of moving to a suitable Care Home in their locality if required
- More information available to support unpaid carers

- 1.14 There are a variety of ways TEC can support people to meet the challenges above including:
- The promotion of telehealth equipment to self manage long term conditions and reduce the need for unnecessary hospital appointments e.g the use of Florence text messaging service
  - Ensuring all TEC options are considered when supports are being discussed and arranged with people e.g. the use of digital apps for mental health and wellbeing
  - The use of video conferencing for both staff and the public, to reduce the need to travel long distances to attend appointments for people living and working in rural and remote areas
  - Promoting digital inclusion classes to enable individuals to access information, services and supports online to help optimise independence and reduce the requirement for institutional care
- 1.15 TEC provides a variety of flexible options to help support people with varying abilities and support requirements living in a variety of settings. Supporting vulnerable people to remain living independently and enabling person centred support will improve individual outcomes, independence, choice and control and has the potential to decrease the number of unnecessary hospital and Care Home admissions. It can also help optimise professional capacity and allow resources to be targeted where they are required the most.

## **2. PROPOSALS**

- 2.1 The strategy and action plan identify areas where the use of TEC can be explored to support independence, choice and control and improve outcomes for individuals, families and carers. A robust governance framework to enable reporting locally and nationally is also being developed.
- 2.2 The plan proposes to ensure the development of TEC includes the incorporation and promotion of home health monitoring and telehealth to assist people to remain at home for longer, including implementing a test of change with complex care/bariatric patients, with a view to rolling the model out to various groups across the partnership (e.g. COPD, diabetes, heart disease).
- 2.3 This plan further acknowledges the need to establish and review the appropriate infrastructure and asset management of TEC equipment across the Partnership and review the resource requirements and capacity of the Community Alarm and Rapid Response teams to meet current and future demands on the service and TEC across Perth and Kinross.
- 2.4 The action plan in appendix 1 outlines how the above proposals will be achieved and how the Partnership will work together to implement the actions to improve the lives of people across Perth and Kinross.

### 3. CONCLUSION AND RECOMMENDATIONS

- 3.1 The Partnership is committed to promoting the use of TEC to optimise people's independence and their choice and control over their health and social care supports. With the integration of health and social care, we will work in partnership to deliver the action plan to improve the outcomes of people across Perth and Kinross.

It is recommended that the Housing and Health Committee:

- (i) Endorses the TEC Strategy prior to submission to the Integrated Joint Board for approval.

#### Authors

| Name         | Designation           | Contact Details                                                                                    |
|--------------|-----------------------|----------------------------------------------------------------------------------------------------|
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| Jane Dernie  | NHS Tayside           |                                                                                                    |

#### Approved

| Name          | Designation                      | Date            |
|---------------|----------------------------------|-----------------|
| Bill Atkinson | Director (Housing & Social Work) | 13 October 2016 |

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

All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

| <b>Strategic Implications</b>                       | <b>Yes / None</b> |
|-----------------------------------------------------|-------------------|
| Community Plan / Single Outcome Agreement           | Yes               |
| Corporate Plan                                      | Yes               |
| <b>Resource Implications</b>                        |                   |
| Financial                                           | Yes               |
| Workforce                                           | Yes               |
| Asset Management (land, property, IST)              | No                |
| <b>Assessments</b>                                  |                   |
| Equality Impact Assessment                          | Yes               |
| Strategic Environmental Assessment                  | No                |
| Sustainability (community, economic, environmental) | No                |
| Legal and Governance                                | No                |
| Risk                                                | No                |
| <b>Consultation</b>                                 |                   |
| Internal                                            | Yes               |
| External                                            | Yes               |
| <b>Communication</b>                                |                   |
| Communications Plan                                 | No                |

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

1.1 This report supports the following outcomes of the Community Plan / Single Outcomes Agreement in relation to the following priorities:

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

#### Corporate Plan

1.2 This report supports the following outcomes of the Corporate Plan in relation to the following priorities:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (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 direct financial implications arising from this report.

However, the Partnership has been awarded funding through the National TEC Programme funding for:-

- **TEC Development Officer** (£40,000) to primarily examine the needs of the three localities within Perth & Kinross determining locality TEC requirements and working with locality teams to embed TEC as preventative and supportive solutions

This post is funded until March 2017 and will not directly impact on council financial resources.

### Workforce

2.2 There are no workforce implications arising from this report.

However, as mentioned previously two additional workers have been funded through the national TEC Programme and will be in post until March 2017, with no direct implications for present council staff.

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

2.3 There are no IT implications highlighted at the present time. However, the instalment of the new digital server may require upgrades to hardware or software in the future.

## 3. Assessments

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 Equality Impact Assessment undertaken in relation to this report can be viewed by clicking <http://www.pkc.gov.uk/EqIA>

This report has been considered under the corporate Equalities Impact assessment process (EqIA) with the following positive outcomes expected following implementation of this strategy:

- Improved outcomes, support, independence, choice and control for individuals and carers;
- Support access to jobs, services and amenities in local communities;
- Supporting community safety initiatives including domestic violence and bogus callers with the use of TEC;
- Promotion of equal access to TEC and inclusion for everyone;

- Promotion of life long learning, both formal and informal learning opportunities;
- Improved health and wellbeing – both physical and mental health - and improved access to health care for all.

### 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.

The content of this report have been considered under the act, however, no 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.

There are no steps required to be taken in this area.

### Legal and Governance

- 3.4 There are no direct legal implications resulting from this report

### Risk

- 3.5 There are no direct risks arising from this report

## **4. Consultation**

### Internal

- 4.1 The TEC Expansion Strategy Group has been consulted which consists of both NHS Tayside and council staff from a variety of departments including IT and Housing and Community Care

## External

- 4.2 This strategy has been informed by the 'Join the Conversation' engagement in 2015 which included service users' feedback about their frustrations of travelling long distances to attend short appointments at either a GP surgery or hospital and general feedback from the community highlighted an interest in exploring how TEC can be used to support independence and manage a range of long term conditions.

In addition, a survey will be issued through surveygizmo to consult on the strategy action plan throughout October 2016.

## **5. Communication**

- 5.1 There is no communication plan associated with this report. Following the agreement of this strategy, a full communication strategy will be implemented.

## **2. BACKGROUND PAPERS**

There are no relevant background papers relevant to this report.

## **3. APPENDICES**

Appendix 1 in this report is the Perth and Kinross Health and Social Care Partnership Technology Enabled Care (TEC) strategy and action plan 2016-2019.







PERTH AND KINROSS  
HEALTH AND SOCIAL CARE PARTNERSHIP

**“SUPPORTING GREATER CHOICE  
AND CONTROL IN HEALTH AND  
SOCIAL CARE SERVICES THROUGH  
THE USE OF TECHNOLOGY”**

TECHNOLOGY ENABLED CARE (TEC)  
ACTION PLAN (2016 – 2019)

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## 1. INTRODUCTION

The use of digital technology is playing an increasing role in our everyday lives. It has the potential to increase people's choice and control over the support that is offered and can enable individuals to self-manage their own health and wellbeing.

We know that over the coming years we are facing increasingly challenging times with decreasing budgets, increasing demands on services and a population with increasingly more complex needs. Therefore, now is the time for us to think of new ways to support and enable people to remain in their own homes, or a homely setting for as long as they are able. In order for us to deliver flexible, integrated and responsive services, we need to do things differently and more innovatively.

However, the use of TEC is not a replacement for professionals or unpaid carers. It is a compliment to this face to face interaction which can be made more accessible and appropriate for the individual at the right time when it is needed, while also targeting resources where they are needed the most. TEC can empower and motivate people to self-manage their own health and wellbeing in their everyday lives, using technology to enable people to use the right tools and information to support them to keep as active and healthy as they possibly can.

The rapid rise in digital technologies has given us the opportunity to provide innovative ways to support people within their own communities and bring a preventative approach to working with individuals, their carers and families. We can utilise this through the use of a person's own device or one which is provided to them, to support people to live more independently in their local communities and support carers and families in their caring role to receive the best care and support that they, and the cared for person, needs.

To take TEC forward across Scotland, the Scottish Government launched the TEC programme in 2014 and is a three year £30million Scotland wide programme designed to significantly extend the numbers of people directly benefiting from TEC and support in Scotland. The five priority areas for the programme include: expansion of Home Health monitoring as part of integrated care plans; innovation for Dementia; expansion of National video conferencing infrastructure; build on emerging National digital platforms and expansion of Telecare and move to Digital Telecare. Partnerships are able to bid for funding based on the above priorities with projects being funded until 2018.

## 2. WHAT IS TECHNOLOGY ENABLED CARE?

Technology Enabled Care (TEC) is defined as<sup>1</sup> :

*“Where outcomes for individuals in home or community settings are improved through the application of technology as an integral part of quality cost-effective care and support. This includes, but is not limited to, the use of telecare, telehealth, video conferencing (VC) and mobile health & wellbeing (mHealth)”*

**Telehealth**<sup>2</sup>- the provision of health services at a distance using a range of digital and mobile technologies and can include:

- Capturing and relaying physiological measurements from a person’s home or community for review by a health professional;
- Early intervention often in support of self-management, and
- Teleconsultations where technology (e.g. email, telephone, video conferencing) are used to support consultations between and among health professionals, clinicians and individuals.

**Telecare** - the provision of care services at a distance using a range of analogue, digital and mobile technologies and can include:

- Simple personal alarms, devices and sensors in the home;
- Complex technologies such as those which monitor daily activity patterns, home care activity, enable ‘safer walking’ in the community for people with cognitive impairments and/or physical frailties, falls and epilepsy seizure detectors and medication prompts.

**Telehealthcare** - is an overarching term to describe both telehealth and telecare together

## 3. OUR VISION

Our vision for the Health and Social Care Partnership is:

*We will work together to support people living in Perth and Kinross to lead healthy and active lives and live as independently as possible in their own homes, or in a homely setting with choice and control over the decisions they make about their care and support.*

<sup>1</sup> <http://www.jitscotland.org.uk/action-areas/telehealth-and-telecare/technology-enabled-care-programme/>

<sup>2</sup> The National Telehealth and Telecare Delivery Plan for Scotland to 2015, Appendix One, page 35

Increasing our use of TEC is one way we can do this. The eHealth Strategy for Scotland 2011-2017 reaffirms the role of telehealth and telecare technologies in delivering health and social care to individuals, their carers and families, with TEC having the potential to<sup>3</sup>:

- Support people to have greater choice, control and confidence in their care and wellbeing;
- Enable safer, effective and more personalised care and deliver better outcomes for people who use our health, housing, care and support services;
- Help generate efficiencies and add value through more flexible use of our workforce capacity and skill mix and by reducing wasteful processes, travel and minimising access delays.

TEC can help people to manage risks to their independence. If the risk is falling, then a falls monitor can detect when a fall has occurred and automatically send a response; a bogus caller alarm can enable an individual to call for assistance if they are not sure about a visitor and video conferencing equipment can eliminate the need for lengthy and costly travel to a hospital or health centre if living rurally and remotely. It will be necessary to embed TEC within a wider framework, including building increased public and professional awareness and confidence of the use of the available digital technologies and how these can make a difference to people's lives.

With the integration of health and social care, our Joint Strategic Commissioning Plan (2016-2019)<sup>4</sup> is the strategic document for the new Perth and Kinross Health and Social Care Partnership (the partnership) and outlines the commitment to changing the way we support and deliver health and social care services to meet the challenges facing individuals and our communities. A strong emphasis is the need for services to support and intervene earlier in people's lives to prevent later, longer term issues arising.

The strategic plan outlines five main priorities for Perth and Kinross which the partnership will work to achieve:

1. Prevention and early intervention
2. Person centred health, care and support
3. Working together with communities
4. Reducing inequalities and unequal health outcomes and promote healthy living
5. Making the best use of available facilities, people and resources

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<sup>3</sup> The National Telehealth and Telecare Delivery Plan for Scotland to 2015, page 4

<http://www.gov.scot/resource/0041/00411586.pdf>

<sup>4</sup> Online link when available .....

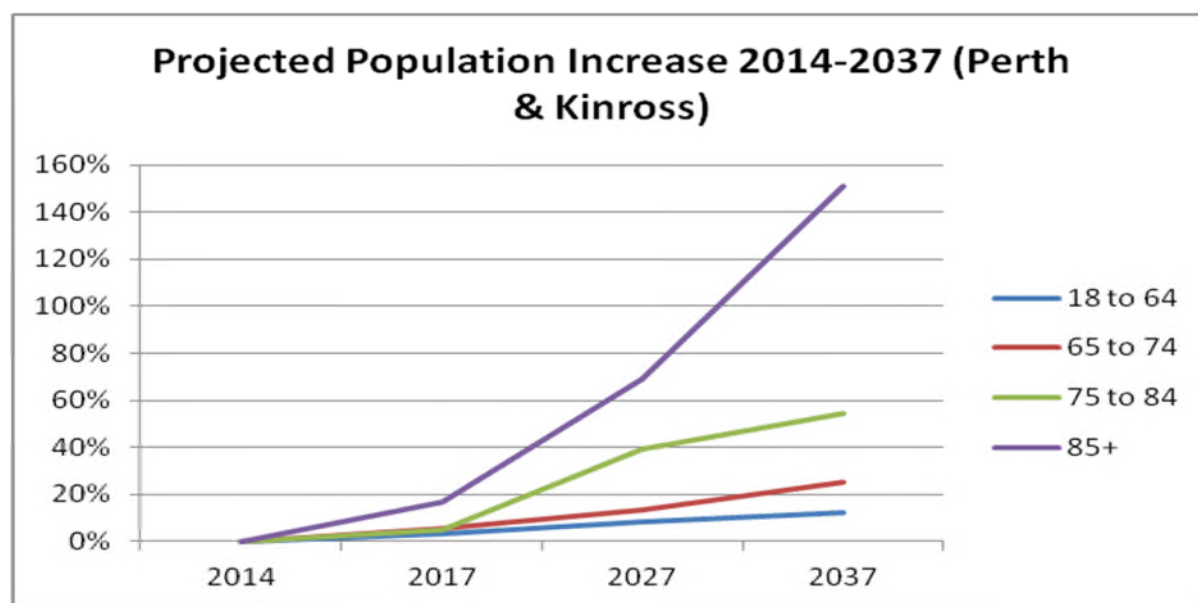
## WHY DO WE NEED TECHNOLOGY ENABLED CARE IN PERTH AND KINROSS?

### Demographic pressures

Perth and Kinross has a population of 147,740 living and working across 5,000 square kilometres. Over the coming decades the area is expected to experience significant demographic change, especially in relation to older people, the majority of whom are increasingly fit and active until much later in life. Advances in health care and healthier lifestyles mean that people are living longer generally and the vast majority of older people aged 65+ live healthily at home.

The projected population of people aged 65-74 (+25%), 75-84 (+54%) and 85 plus (+151%) over the next fifteen years is summarised below.

Figure 1



- Those aged 75+ are projected to double over the next 15 years, from 14,406 to 27,250
- Those aged 85+ are projected to more than double from 4,027, to 10,651 by 2037
- Based on current dementia prevalence rates for Scotland, people with dementia are expected to double over the next 25 years

### Supporting vulnerable people to live in the community

There are many vulnerable people living in our communities and include people with learning or physical disabilities, substance misuse, mental health problems or multiple and complex physical and social care needs. With an emphasis on supporting people in communities, the available TEC options are flexible enough to support people with a range of needs in a variety of settings including supported living, residential and community living. Supporting vulnerable

people to remain living independently and encouraging person centred support will improve individual outcomes, independence, choice and control and has the potential to decrease the cost of unnecessary hospital admissions through home health monitoring and self-management of long term conditions.

Working more closely together through the integration of health and social care and encouraging the use of TEC across all sectors including the third and independent sectors, we can enable the best use of our joint resources and encourage people, where able, to consider TEC as part of their support package.

#### **Tele Rehabilitation, Perth Royal Infirmary and Pitlochry Community Hospital, Scotland**

In 2008, video conferencing equipment was used to facilitate inclusion in a pulmonary rehabilitation programme for people in Pitlochry. A central group of 12 people took part in the 'face to face' programme in Perth Royal Infirmary (PRI), with 3 people 'joining in' via video link from the Pitlochry Community Hospital. The programme was delivered as normal in PRI by a specialist physiotherapist and respiratory nurse specialist, with an assistant physiotherapist monitoring the class in Pitlochry.

Since 2008, the programme has expanded to include programmes facilitated from Blairgowrie and Crieff Community Hospitals, with classes run as and when the demand arises.

#### **Outcomes:**

- The video link and equipment were reliable for all 16 sessions;
- The clinical outcomes for both the PRI and Pitlochry sites showed marked similarities;
- Skill mix was successfully employed with systems of assessment and upskilling of staff;
- Patients at both ends of the link were satisfied with the use of the equipment and would be happy to use the model again;
- Staff at both ends found the model workable for the context of the service delivery;
- There is economic benefit for travel and staffing resources.

#### **THE CASE FOR CHANGE**

There are a growing number of people who have complex care needs or are growing older and would benefit from anticipatory and preventative care and a greater emphasis on community-based care. We know that people want to have care and support delivered to them in or as near to their own homes and communities and we also know that the way we deliver services at the moment is not sustainable.

Unnecessary hospital admissions remain high, particularly for the older age group, as are the number of re-admissions, including people readmitted within 7 days of discharge. The

pressures of people waiting to be discharged from hospital to appropriate community or residential setting remain; and the number of people entering residential care is increasing and projected to continue to increase if we do nothing. In addition, there is pressure on home care services, with rising demand and waiting lists for services.

Deprivation is a major factor in health inequalities, with people in more affluent areas living longer and having significantly better health. Many of the people suffering the greatest negative health effects relating to mental health, obesity and long term disease are those experiencing poverty and social disadvantage. Whilst Perth and Kinross has a relatively affluent population compared with the rest of Scotland, there are significant areas of deprivation and in our rural communities there are inequalities in relation to access to services. Deprivation affects communities in different ways and those people living in North and South Perthshire and Kinross are 'accessed deprived' i.e. they struggle to access services because they live in predominantly rural areas.

Additionally, through the community consultation 'Join the Conversation' which took place in 2015 across all localities, people told us that they wanted:

- Services closer to their own homes
- Access to local health services to reduce the long distance travel needed to attend sometimes short appointments in PRI or Ninewells Hospitals
- Different options available for people to remain living locally, including in residential care if needed
- More information available to support unpaid carers who are feeling unsupported

Changing the way we deliver health and social care services for people of all ages is paramount. The use of TEC can help to support these changes and help to address issues identified in 'Join the Conversation' by helping people in a number of ways. For example:

- Support to self-manage long term conditions with telehealth equipment, including TEC options within a wider package of care,
- Putting people in contact with services remotely where possible by using video conferencing to reduce travel time to access services
- Upskilling people through digital inclusion classes to be able to use digital technology to access services and support online.

## **WHAT OUTCOMES WILL BE ACHIEVED**

We are now working, planning and delivering services more locally to take account of the expertise of people who live and work in each locality and their skills and knowledge of what is



needed within their local communities. We envision the use of TEC as a tool to support people to live at home for longer and have identified the following outcomes that can be achieved:

1. Increased independence of individuals and their carers
2. Increased feeling of reassurance and support to individuals and their carers
3. Improved access to services for people living in rural and remote areas
4. Increased confidence in the self-management of health and wellbeing issues
5. Reduction in the level and need for care at home where this is appropriate
6. Delayed need for long term admission to residential care

#### **How we will do this:**

- Increase the range and use of technology enabled care and equipment available to individuals, families and carers across all client care groups
- Develop a range of training and awareness sessions for:
  - Existing and potential users of TEC
  - Staff working across the partnership and partner agencies within all sectors and localities
  - Assessors of TEC
- Develop a partnership approach towards the future use of TEC to ensure it is more widely accessible, acceptable and understood by all people who could benefit from it
- Promote and expand digital inclusion programs in all localities
- Implement initiatives to trial the use of TEC to improve the lives and outcomes of individuals and carers, including within the housing and care home sectors and also to support people coming out of hospital

#### **Mr X, Edinburgh<sup>5</sup>**

Mr X is 50 years old, lives alone and has Multiple Sclerosis (MS). He uses a wheelchair and had home care visiting five mornings a week to assist with his personal care. He was being considered for additional care in the evening as he found he was getting very fatigued and struggled to get ready for bed. His condition also affected his memory and he could no longer use a pen to make lists. Mr X's mood was low and he was anxious about leaving his house.

#### **What was done to help Mr X:**

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<sup>5</sup> Health, Care and Housing Committee, 'Assistive technology for digital inclusion and enhanced rehabilitation', Edinburgh, January 2015

The Occupational Therapist supported Mr X through the use of an iPad with a range of applications (apps) to:

- Provide prompts/alarms to attend to tasks throughout the day including taking medication, drinking fluids, rest and pace activities to reduce fatigue
- Using on-line anxiety management apps and information on his condition with improved health, better medication compliance and frequent rests
- Using social media to communicate with others in a similar situation for peer support and exploring the use of banking and online shopping, reducing his dependency on friends and family

**Outcomes:**

Mr X now has a more structured day and is no longer as tired in the evening. He has no need for an evening care visit, potentially saving the council five, half hour weekly evening visits (approximately £2,000 annually).

## **POLICY CONTEXT**

Over recent years there has been a growing rise in the use of technology and changes to the political and social context we now live and work in. This has led to many national policies, strategies and initiatives which support the use of technology enabled care in meeting people's needs.

### **National Context**

- The National Telehealth and Telecare Delivery Plan for Scotland to 2015
- eHealth Strategy 2014-2017
- Scotland's Digital Future: Delivery of Public Services
- TEC Programme (2015-2018)
- Technology Charter for people living with dementia in Scotland (2015)

### **Local Context**

Alongside national policies and strategies, this strategy and action plan is also complemented by and is consistent with the following Perth and Kinross local plans and strategies including:

- Joint Strategic Commissioning Plan (2016 - 2019)
- Perth and Kinross Joint Strategy for Carers (2015-2018)
- Perth and Kinross Physical Disability and Sensory Impairment Strategy (2014-2017)
- Perth and Kinross Neighbourhood Services and Homelessness Strategy (2014-2015)
- Autism Action Plan (2011 – 2021)
- Perth and Kinross Gypsy/Traveller Strategy (2013-2018)

- Perth and Kinross Joint Mental Health and Wellbeing Strategy (2012-2015)
- Alcohol and Drugs Partnership (ADP) Strategy and Delivery Plan (2015-2020)
- Perth and Kinross Local Housing Strategy (2016-2021)
- Perth and Kinross Older People’s Strategy (2016-2018)
- The Community Plan/Single Outcome Agreement (2013-2023)
- Perth and Kinross Corporate Plan (2013-2018)
- NHS Tayside Local Delivery Plan (2015-2016)

## TEC IN ACTION

There are many examples of new and emerging TEC to support individuals and their carers to remain healthy, to self-manage long term conditions and continue, for as long as possible, to remain in their own homes. Some technologies have been around for a number of years, growing and evolving, and others are in the beginning phases of this new and exciting area. We need to start thinking more broadly about the use of these and other technologies to benefit our local communities and think about their application across Perth and Kinross..

### Mobiles Phones

These once small devices have come a long way in the last decade and with the rise in smart phones and their ability to “ ..... combine computing power that could steer a spacecraft, a connection to the internet, a host of sensors for health-relevant data like movement and location tracking, plus a touch-screen interface”<sup>6</sup>, some of us simply can’t live without them. The health and social care use of these smart phones is not yet fully realised and what we might think of as a simple device can be a powerful tool for individuals to support their own health and wellbeing.

### **‘Florence’, Lanarkshire, Scotland<sup>7</sup>**

Florence is primarily a text messaging service that links patients’ mobile phones to clinicians’ computer systems and can be based in almost any healthcare setting. Florence is used in GP Practices, hospitals, community and mental health settings, as well as by social care professionals, education and public health.

Graham Murray, from Lanarkshire, is currently benefiting from the use of Florence which enables him to continue running his own IT business serving major clients in Europe, America and Asia.

Graham was diagnosed with having heart failure which is managed with medication and now with the additional text messaging service available through Florence. He’s able to continue

<sup>6</sup> [www.kingsfund.org.uk/publications/articles/eight-technologies-will-change-health-and-care](http://www.kingsfund.org.uk/publications/articles/eight-technologies-will-change-health-and-care)

<sup>7</sup> [www.nhslanarkshire.org.uk/print.aspx?sid=1709e995-b7d9-4b9c-986e-4682fd8d0d66&wid=cd577454-e5e4-4563-a024-2a2498905713&lid=c305da6f-d912-46e1-a448-412057bfbeb2&liid=f7aefcce-8a3c-45f7-96c0-4de574f0993f](http://www.nhslanarkshire.org.uk/print.aspx?sid=1709e995-b7d9-4b9c-986e-4682fd8d0d66&wid=cd577454-e5e4-4563-a024-2a2498905713&lid=c305da6f-d912-46e1-a448-412057bfbeb2&liid=f7aefcce-8a3c-45f7-96c0-4de574f0993f)

working and travelling, self-monitoring his weight and blood pressure and texting the details to an automated system which has been programmed by specialist nurses with his specific health information. Florence replies with advice and information including medication reminders, all based on the latest readings.

Crucially, the Florence system can identify flare ups at the earliest stage. If any anomalies are detected with the readings, like a rise or drop in blood pressure, the person receives an automated alert and a specialist nurse is also alerted - allowing them to respond to offer advice or help by phone, text or arrange medical assistance as necessary.

*“Every Wednesday, wherever I am in the world, I send in my readings. So far I’ve sent information from Paris, Milan, Hanoi and New York.*

*I see the system as a safety blanket and an international lifeline, all in one. I know it’s there and I can get on with my life - with experts in the background keeping an eye on me.”*

### Websites and Apps

Websites and various apps can be accessed using laptops, tablets, iPhones and iPads and have grown over recent years. Using our own digital device, we can be connected at any time to the many helpful websites and apps to help us self-manage, monitor our conditions or gain the necessary information instantaneously.

### **Living it Up website, Scotland<sup>8</sup>**

Living it Up is an online self-management hub which aims to inspire and help people to improve their health and wellbeing, by accessing innovative and trusted health, care and wellbeing services, local information, volunteering opportunities, peer support and new hobbies, helping to make communities feel better connected and more in control of their own health - no matter where they live. Living it Up is currently being piloted in five areas in Scotland, with the hope to bring it across all of Scotland in the future.

### Use of Video Conferencing (VC)

Video conferencing has the potential to support individuals and staff living in rural and remote areas from sometimes lengthy journeys to appointments and meetings and also reduces our carbon footprint. With increased demands on services and less resources available, video conferencing with the use of simple tablets and iPads also has the potential to support staff to see more individuals who may also live in an urban or rural area, or for other reasons, are unable to travel to attend their appointment.

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<sup>8</sup> [www.livingitup.scot](http://www.livingitup.scot)

### Various devices around the home

There are many devices available for use within the home to support independent living. For example:

- Front door video entry devices to see who is at the door before opening it
- Door sensor with voice prompts to remind people to take their keys before exiting the house or for use on the fridge to remind someone of their dietary requirements
- Environmental controls to control the lights and TV
- Bath plug which changes colour if the water is too hot and automatically let's water out to prevent overflow.

#### **Gaynor, Lorraine and Amanda, England<sup>9</sup>**

Initially, staff were required to provide night time support to ensure basic safety if something unforeseen occurred. This gave them a sense of being over protected. They wanted the independence of not having staff around 24/7 but needed the reassurance that help could be called if needed.

#### **Solution:**

A suite of sensors to monitor fire, smoke, and carbon monoxide, as well as both personal and communal (bathrooms, front door) panic alarms linked to a telecare call centre so that staff can respond should an alert be triggered. They also use a Big Picture Phone which enables them to contact family and friends independently and a specialised doorbell and a vibrating pillow alert linked to the smoke sensors for people with a hearing impairment.

#### **What changed:**

Gaynor, Lorraine and Amanda know what the equipment does and feel in control. There has been a noticeable increase in their confidence and self-esteem since using these devices and they are proud to no longer require a staff presence overnight, secure in the knowledge that help is on hand if needed.

## **WHAT ARE WE DOING**

### ***TEC Programme Funding***

Through the national TEC Programme, we have been awarded funding to progress TEC across Perth and Kinross. We will do this through the following projects:

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<sup>9</sup> [www.hftsmarthouse.org.uk](http://www.hftsmarthouse.org.uk)

### ***Upgrade the Server - From an Analogue to Digital Platform***

We will upgrade our current analogue server to a digital platform to enable a digital telecare system to operate across Perth and Kinross. The benefits of this include:

- The ability to obtain an increase in the quality of data thereby ensuring best practice and value for people using telecare services;
- Improved sharing of information between partner agencies as appropriate;
- Increase in the ability to monitor and record incidents;
- The ability to undertake digital assessments creating the opportunity for a more complete record of service provision, both past and present;

### ***Bariatric/Complex Care Pilot***

The Bariatric/Complex Care pilot is researching and implementing TEC solutions to assist to better meet the needs and improve the outcomes of individuals with complex needs across Perth & Kinross. The pilot is testing the use of TEC to support bariatric patients and those with complex needs to achieve their outcomes. It supports staff to engage with individuals as this has proven difficult in the past due to a lack of resources and/or intensive resource support.

This pilot is also testing TEC in:

- Reducing the effects of social isolation amongst bariatric patients and individuals with complex care needs
- Tackling the effects of access deprivation in rural Perth & Kinross.

The bariatric/complex care pilot is currently focusing on a relatively small number of individuals. The key findings and learning areas from this pilot will then be rolled out to other groups including people with COPD, diabetes, heart disease etc, with a significantly larger number of individuals.

### ***TEC Development Officer Post (Fixed Term until March 2017)***

Perth and Kinross was awarded funding to temporarily employ a TEC Development Officer to examine the needs of the three localities within Perth & Kinross determining the TEC requirements for each locality. The worker will engage with locality teams to embed TEC as preventative and supportive solutions to assist people to remain in their homes for as long as possible, enhancing their independence and enabling them to proactively manage their health conditions.

Additional ways we are currently already using TEC across Perth and Kinross includes:

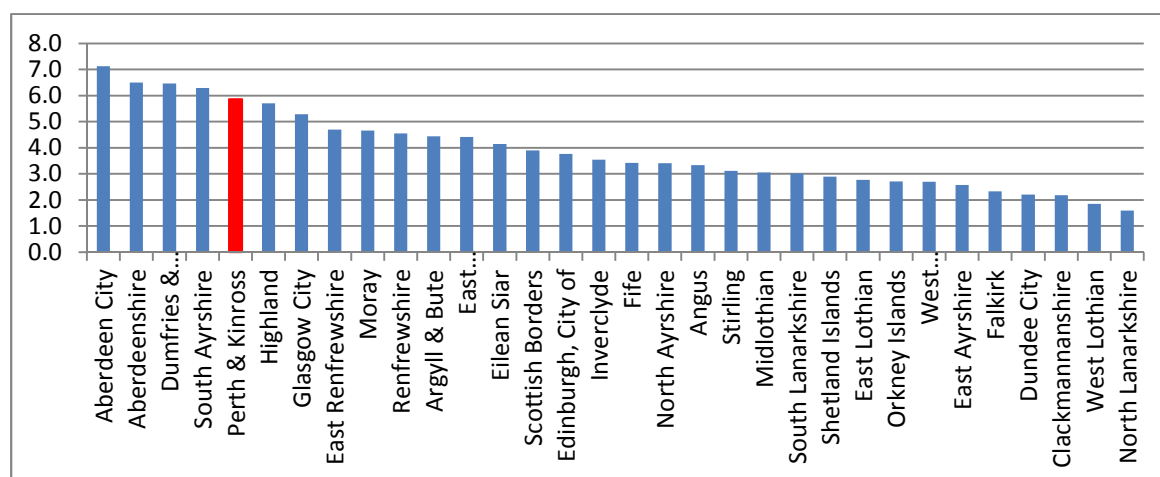
## Increase in the use of Telecare equipment

As of February 2016, 3,549 people currently have Telecare equipment<sup>10</sup> across Perth and Kinross; a 5.6% increase in the number of people using Telecare since 2013. In January 2016, 7,256 calls were made to the community alarm service in relation to the Telecare equipment in this one month alone, highlighting the high volume of calls and pressures on the service to manage the demand of the service.

Training for new and existing staff in the availability of telecare equipment is undertaken at the SMART House four times a year. In 2015/2016, 144 people have been trained across the partnership.

The table below highlights that Perth and Kinross have approximately 6 people per 1000 of the 75+ population who currently receive telecare services in Perth and Kinross, the fifth highest local authority across Scotland.

**Figure 2 – Local Authority Telecare Provision. Telecare clients – rate per 1000 of the total population aged 75+**



Source: Social Care Statistics (revised December 2015)

## Video Conferencing Equipment – Community Hospitals

All community hospitals across Perth and Kinross (Aberfeldy, Auchterarder, Blairgowrie, Crieff and Pitlochry) and the Kinloch Rannoch and Aberfeldy GP surgeries have video conferencing (VC) capabilities to enable them to join in any VC session including Jabber Guest sessions. This allows someone from outside NHS Scotland to make a video conference (VC) call to a specified device. Jabber Guest Access is primarily intended for participants out-with the NHS,

<sup>10</sup> Telecare equipment includes community alarm, smoke and flood detectors .....

using their own internet-connected device. Guest Access can be used for a range of clinical and non-clinical purposes such as:

- Patient consultations
- Meetings with family members or carers
- Meetings with 3rd party organisations
- Job Interviews

### **Digital Inclusion**

In 2013, LEAD Scotland were commissioned by Perth and Kinross Council to deliver one to one and small group digital learning sessions to the most vulnerable and excluded people in communities across Perth and Kinross. This included young people and adults with learning disabilities, homeless and carers to support the greater demand for people to be able to confidently use digital technology more easily. With increased skills and confidence when using technology, people will then be able to more readily access information, complete e-forms and use many forms of digital communication which is increasingly becoming the norm.

Between July - September 2015 the project has supported 35 people to use technology, with the same number of people stating they have increased their digital literacy skills through engagement with the programme.

#### ***Lead Scotland Case Study, Perth, Scotland***

From September to December 2015, Lead Scotland ran a group session with five people with different disabilities and learning needs, at Lewis Place Day Centre in North Muirton, Perth. The weekly 1 ½ hour class was supported by the LEAD Scotland worker, three members of staff and a volunteer.

Lewis Place had a loan of three iPads for the duration of the course provided by Lead Scotland and the course involved using a device, finding apps, taking photos and making videos. Various subjects were accessed online including baking, local history and craft.

The iPads were left during the week for the Day Centre to use as learning tools, with other residents also given opportunities to try the devices and enhance their own use of technology. Skype has become very popular with residents and Lewis Place are now considering available options to purchase their own tablets and enable WiFi throughout the building.

#### **Outcomes:**

One person purchased a tablet for herself and arranged to get WiFi at home;

Two participants had asked family members for tablets for Christmas;

*“Gail gave me confidence to use my tablet” – Anne*



*“Gail helped us become more adventurous in trying things as before we were apprehensive about using technology, frightened to make mistakes, I have really enjoyed the course and wish she could come again” – Eugene*

*“My family are getting me an iPad for Christmas as they are impressed by how much I have picked up here” - Mary*

### **SMART House**

The SMART House is equipped with various telecare devices and is available to anyone interested in viewing the equipment and options available to increase or maintain independent living. The SMART House has devices including community alarms, flood detectors, bed sensors, medication dispenses, bogus caller alarms and much more and is used throughout the year to train new and existing partnership staff of the options and developments in telecare equipment. However, with the increase in TEC, the SMART house is in need of upgrading to include WIFI which would then enable demonstrations of a person’s own device (e.g. mobile phone, iPad or tablet) and how they can be used to promote independent living.

### **Self-Assessment – Occupational Therapy Equipment**

Easy to use online assessments for Occupational Therapy (OT) equipment are now available in Perth and Kinross. The new OT online assessment tool, 'Ability Options Perth', is now available to help people get the OT equipment to meet their individual needs. The tool can be found at [www.abilityoptionsperth.org.uk](http://www.abilityoptionsperth.org.uk) and can be used by people who need help, or by family members and carers.

People can take more control of their lives by ordering equipment that will help them live independently. Based on the answers given, it will provide ideas to make tasks easier and give details of equipment or adaptations that can be made to a person’s home to help them remain independent. A wide range of products are available, including bathing, showering and toileting equipment, bed and chair raisers. Small adaptations such as grab rails and hand rails can also be arranged.

### **Supported Living**

Across Perth and Kinross a variety of initiatives support people to live independently in their own homes using TEC equipment alongside support workers in supported living arrangements. Some examples are:

### Housing with Additional Support

This initiative involves the development of enhanced support for older people in specific sheltered housing complexes, as an alternative to residential care for those who wish and are able to live in this type of setting. The model aims to support older people remain in a homely environment, with the housing and support they need to help them live independently. The support offered includes the use of TEC such as community alarms, smoke and flood detectors and also any adaptations and/or equipment which might need to be installed to facilitate independence.

### Supported Living for people with Learning Disabilities

Turning Point Scotland offer supported living accommodation for six people with learning disabilities with forensic backgrounds. Each resident has their own flat with front door and a variety of TEC equipment is located within each individual flat and also within the wider building. All equipment is linked to computer software which clearly and easily displays the devices in individual flats which may have been triggered, with staff able to respond as appropriate. The software records all alerts and an identifiable pattern can easily be seen for each flat and the resident living within that flat. Within this supported living accommodation, the TEC equipment enables risk to be managed – both of the individual and wider public.

Some of the TEC installed within this supported living accommodation includes:

- CCTV cameras in walkways and the external building;
- Mat sensors under the carpet in front of windows;
- Door sensors on individual flat doors and the front entrance door. This includes a time delay of twenty seconds on the front door to exit the building, enabling staff to reach the front door and stop any individual exiting without the appropriate support if that is needed;
- PDA's (personal digital assistant), a hand held device for staff, which displays identical information to that on the computer screen, enabling staff to walk freely around the building rather than be based in the office, and therefore be notified and respond as needed to any alerts;
- For those residents able to independently access the community without staff support, residents also have iPhones which enables increased independence and the ability to call staff at designated times to 'check in' as needed.

## FUNDING RESOURCE

The financial resource for TEC for 2016-2017 is:

|                                                        |                 |
|--------------------------------------------------------|-----------------|
| <b>Community Alarm Budget</b>                          | £553,000        |
| <b>Carry Forward TEC Programme Funding – 2015/2016</b> | £20,000         |
| <b>TEC Programme Funding – 2016/2017</b>               | £40,000         |
| <b>TOTAL</b>                                           | <b>£613,000</b> |

**Perth and Kinross Health and Social Care Partnership  
Technology Enabled Care (TEC)  
Action Plan (2016-2019)**

| <b>STRATEGIC PLAN PRIORITIES:</b>                                                                       |           | <b>NATIONAL HEALTH AND WELLBEING<br/>OUTCOMES:</b>                                                                                                                                                                                                                                          |                                                                                                                               |                                          |                                                                    |                      |            |
|---------------------------------------------------------------------------------------------------------|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------------------------------------------------|----------------------|------------|
| <b>Prevention and early intervention<br/>&amp;<br/>Person centred health, care and support</b>          |           | <b>People are able to look after and improve their<br/>own health and wellbeing and live in good<br/>health for longer</b>                                                                                                                                                                  |                                                                                                                               |                                          |                                                                    |                      |            |
| <b>OBJECTIVES</b>                                                                                       | <b>NO</b> | <b>ACTIONS</b>                                                                                                                                                                                                                                                                              | <b>MEASUREABLES,<br/>DELIVERABLES,<br/>TARGETS</b>                                                                            | <b>TIMESCALE<br/>TO BE<br/>COMPLETED</b> | <b>RESOURCE &amp;<br/>COSTS</b>                                    | <b>LEAD</b>          | <b>RAG</b> |
| <b>Increase awareness, education and knowledge of TEC across the partnership and the general public</b> | 1.1       | Review the use of the SMART House and explore other options to showcase to staff the developments in technology alongside known and existing equipment.                                                                                                                                     | Report into options for use of SMART flat and alternatives to be produced. Linked to L&D strategy below                       | Nov 16                                   | Within existing resources                                          | Paul Smith (PKC)     |            |
|                                                                                                         | 1.2       | Conduct an agreed number of awareness and education sessions – both within the SMART House and across all localities - to showcase what technology enabled care devices and options are currently available including the PKC Smart Assist to all Partnership staff and the general public. | Training/awareness resources currently being produced. L&D strategy to be devised. Trial sessions conducted. Deliver strategy | Ongoing<br>Nov 16<br>Feb 17 ongoing      | Meeting with Moyra Gill (learning and development) to be arranged. | Paul Smith (PKC)     |            |
| <b>Support carers across Perth and Kinross in their caring role through the use of TEC</b>              | 1.3       | Ensure TEC options are considered in all assessments across the                                                                                                                                                                                                                             | Identify key assessing workers for TEC                                                                                        | Ongoing                                  | Within existing resources                                          | Locality Leads (PKC) |            |

|     |                                                                                                                                                                                                    |                                                                                                                                                           |                     |  |                           |                                            |  |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--|---------------------------|--------------------------------------------|--|
|     | partnership and are embedded in all major pathways.                                                                                                                                                | awareness training.                                                                                                                                       |                     |  |                           | & NHST)                                    |  |
| 1.4 | Liaise with and support digital inclusion projects which support the general public and staff across the partnership to use and gain confidence in various digital technology devices and options. | Increased numbers of people who are digitally included.                                                                                                   | ongoing             |  | Within existing resources | Kenny Ogilvy (PKC)                         |  |
| 1.5 | Increase the use of TEC among particular client groups with low uptake including people with learning and physical disabilities and victims of domestic violence.                                  | Review TEC usage and identify gaps, research opportunities and potential. Use learning from others                                                        | ongoing             |  | Within existing resources | Locality Leads Paul Smith (PKC & NHST)     |  |
| 1.6 | Promote direct access to telecare packages and the Perth and Kinross Council SmartAssist online assessment tool on the Perth and Kinross Council website.                                          | Write up process to enable direct access via online SmartAssist tool. Meetings with PKAVs and Digital Inclusion Officer to raise awareness of SmartAssist | Oct 16<br>Sept 16   |  | Within existing resources | Avril Alexander-Parr (PKC)                 |  |
| 1.7 | Improve joint working with housing colleagues to support the progression of digital inclusion to all council tenants and the general public.                                                       | Meeting with PS and KH to agree joint approach<br>Meeting with Housing Management team                                                                    | Sept 16<br>Oct 16   |  | Within existing resources | Paul Smith (PKC)<br>Kevin Heller (PKC)     |  |
| 1.8 | Increase the use of TEC by carers to support them in their caring role                                                                                                                             | Increased awareness and uptake of TEC by carers.                                                                                                          | ongoing             |  | Within existing resources | Karyn Sharp (PKC)<br>Lindsey Miller (NHST) |  |
| 1.9 | Use the PKAVS Carers Hub to promote TEC and digital inclusion classes to increase the number of                                                                                                    | Meeting with PKAVs to establish common goals, explore use of                                                                                              | Sept 16 and ongoing |  | Within existing resources | Karyn Sharp (PKC)<br>Lindsey               |  |

|                                                                                                              |                                                                                                                                              |                                                                                                                                                                                                                                             |                                                                                                                |                                        |                             |                                                              |            |
|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------|-----------------------------|--------------------------------------------------------------|------------|
|                                                                                                              | carers accessing TEC and having increased confidence of using digital devices including laptops, tablets, smart phones, internet and iPad's. | TEC training resource in engaging carers in TEC                                                                                                                                                                                             |                                                                                                                | Miller, (NHST)<br>Paul Smith (PKC)     |                             |                                                              |            |
| <b>STRATEGIC PLAN PRIORITIES:</b>                                                                            |                                                                                                                                              | <b>NATIONAL HEALTH AND WELLBEING</b>                                                                                                                                                                                                        |                                                                                                                |                                        |                             |                                                              |            |
| <b>Working together with communities</b>                                                                     |                                                                                                                                              | <b>OUTCOMES:</b><br><br>People, including those with disabilities, long term conditions, or who are frail, are able to live, as far as reasonably practicably, independently and at home or in a homely setting in their community.         |                                                                                                                |                                        |                             |                                                              |            |
| <b>OBJECTIVES</b>                                                                                            | <b>NO</b>                                                                                                                                    | <b>ACTIONS</b>                                                                                                                                                                                                                              | <b>MEASUREABLES, DELIVERABLES, TARGETS</b>                                                                     | <b>TIMESCALE TO BE COMPLETED</b>       | <b>RESOURCE &amp; COSTS</b> | <b>LEAD</b>                                                  | <b>RAG</b> |
| <b>Explore new ways for localities to support TEC within their communities in both rural and urban areas</b> | 2.1                                                                                                                                          | Liaise with Locality Steering Groups to ensure TEC is an integral part of all locality plans, to be able to respond to the different needs of each locality appropriately.                                                                  | Regular review of plans and benchmarking performance by locality to identify opportunities                     | ongoing                                | Within existing resources   | Kenny Ogilvy (PKC)<br>Jane Dernie (NHST)<br>Paul Smith (PKC) |            |
|                                                                                                              | 2.2                                                                                                                                          | Identify current and future requirements for TEC, including existing telecare equipment and increase usage across all localities.                                                                                                           | Links established with Scottish Government Link to Locality plans Develop baseline and Dashboard for TEC usage | Sept 16 & ongoing<br>Sept 16 & ongoing | Within existing resources   | Paul Smith (PKC)                                             |            |
|                                                                                                              | 2.3                                                                                                                                          | Put in place the provision of Telecare equipment to assist in Community Safety Initiatives such as bogus caller and supporting victims of domestic violence with a view to aiding crime prevention, victim support and fire safety schemes. | Meeting with NR and PS to explore opportunities                                                                | Oct 16 & Ongoing                       | Within existing resources   | Nicola Rogerson (PKC)<br>Paul Smith (PKC)                    |            |

| <b>STRATEGIC PLAN PRIORITIES:</b><br><b>Reducing inequalities and unequal health outcomes and promoting healthy living</b>                                             |           | <b>NATIONAL HEALTH AND WELLBEING OUTCOMES:</b><br><b>Health and social care services contribute to reducing health inequalities</b>                                                          |                                                                                                                                                |                                                          |                                                             |                                           |            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------|------------|
| <b>OBJECTIVES</b>                                                                                                                                                      | <b>NO</b> | <b>ACTIONS</b>                                                                                                                                                                               | <b>MEASUREABLES, DELIVERABLES, TARGETS</b>                                                                                                     | <b>TIMESCALE TO BE COMPLETED</b>                         | <b>RESOURCE &amp; COSTS</b>                                 | <b>LEAD</b>                               | <b>RAG</b> |
| <b>Ensure TEC development includes the incorporation and promotion of home health monitoring and telehealth to further assist people to remain at home for longer.</b> | 3.1       | Ensure TEC developments include the incorporation and promotion of home health monitoring and telehealth equipment to further assist people to remain at home for longer.                    | Monitor trials of 'Florence' across Tayside, look to adopt successes ASAP. Bariatric trial initially for 5-6, looking for 150 by end of year 2 | Sept 18<br><br>Feb 17                                    | Florence monies allocated to Tayside from National TEC fund | Jane Dernie (NHST)                        |            |
|                                                                                                                                                                        | 3.2       | Undertake the Complex Care/Bariatric pilot as a small test of change with a view to rolling out the pilot to other groups across the partnership e.g. COPD, diabetes, heart disease          | Initial 16 week pilot of cohort of 5-6 to start in Nov. Use learnings to develop future projects                                               | Feb 17<br><br>ongoing                                    | National TEC fund                                           | Jane Dernie (NHST)                        |            |
|                                                                                                                                                                        | 3.3       | Increase the use of home health monitoring to increase opportunities for self-management of long term conditions to reduce health inequalities.                                              | Use learning from current health monitoring to inform potentials for clinical models                                                           | Regular updates during Florence trial concluding Sept 18 | Within existing resources                                   | Jane Dernie (NHST)                        |            |
|                                                                                                                                                                        | 3.4       | Using Jabber Guest, increase communication between community hospitals, communities and individuals through video conferencing to support people to remain living in their homes for longer. | Establish baseline for current usage<br>Set target for improvement by sector                                                                   | Jan 17<br><br>Feb 17                                     | Within existing resources                                   | Aileen Tardito (NHST)<br>Paul Smith (PKC) |            |
|                                                                                                                                                                        | 3.5       | Support GP's in practices and communities to have an increased awareness of the TEC agenda, and                                                                                              | Inform GP clusters of potentials of technology and                                                                                             | Mar 17                                                   | Within existing resources                                   | Jane Dernie (NHST)<br>Paul Smith          |            |

|                                                                                                          |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                 |                                  |                             |                                        |            |
|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------|----------------------------------------|------------|
|                                                                                                          | support them to increase their knowledge and use of TEC across all localities. | supporting applications within current clinical models                                                                                                                                                                                                                                                                                                                                | (PKC)                                                                                                           |                                  |                             |                                        |            |
| <b>STRATEGIC PLAN PRIORITIES:</b>                                                                        |                                                                                | <b>NATIONAL HEALTH AND WELLBEING OUTCOMES:</b>                                                                                                                                                                                                                                                                                                                                        |                                                                                                                 |                                  |                             |                                        |            |
| <b>Making the best use of available facilities, people and resources</b>                                 |                                                                                | <p>People who use health and social care services are safe from harm;</p> <p>People who work in health and social care services are supported to continuously improve the information, support, care and treatment they provide and feel engaged with the work they do;</p> <p>Resources are used effectively in the provision of health and social care services, without waste.</p> |                                                                                                                 |                                  |                             |                                        |            |
| <b>OBJECTIVES</b>                                                                                        | <b>NO</b>                                                                      | <b>ACTIONS</b>                                                                                                                                                                                                                                                                                                                                                                        | <b>MEASUREABLES, DELIVERABLES, TARGETS</b>                                                                      | <b>TIMESCALE TO BE COMPLETED</b> | <b>RESOURCE &amp; COSTS</b> | <b>LEAD</b>                            | <b>RAG</b> |
| <b>Establish appropriate infrastructure and asset management of TEC equipment across the partnership</b> | 4.1                                                                            | Ensure robust procedures regarding procurement, storage, delivery and installation of all TEC equipment across the partnership.                                                                                                                                                                                                                                                       | Best value re TEC procurement.                                                                                  | ongoing                          | Within existing resources   | Mike Law (PKC)                         |            |
|                                                                                                          | 4.2                                                                            | Review the current community alarm and telecare procedures including call handling and response procedures; develop and finalise operational guidelines and protocols to incorporate all TEC within this.                                                                                                                                                                             | Digital switchover by end of 2016. Develop protocols and guidelines for new systems, possible pilot funding bid | Dec 16<br><br>Jan 17             | Within existing resources   | Graham Kilby (PKC)<br>Paul Smith (PKC) |            |
| <b>Review the resource requirements and</b>                                                              | 4.3                                                                            | Review resource capacity and implement recommendations.                                                                                                                                                                                                                                                                                                                               | Streamlined, efficient and effective service.                                                                   | ongoing                          | Within existing             | Kenny Ogilvy (PKC)                     |            |



|                                                                                                                                                                                                                            |     |                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                       |                                            |                                                                                        |  |
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| <p><b>the capacity of the Community Alarm and Rapid Response teams to meet the current and future needs of the service along with TEC across Perth and Kinross</b></p> <p><b>Develop a robust governance framework</b></p> | 4.4 | Monitor and engage with national TEC developments and bid for funding appropriately                                                              | Initial meeting with Scottish Government Establish links with national networks Scope funding opportunities                                                                                                                                                                                                                                                                                                                                                                                         | Sept 16<br><br>Ongoing<br><br>ongoing | resources<br><br>Within existing resources | Kenny Ogilvy (PKC)<br>Jane Derrnie (NHST)<br>Eileen McMullan (PKC)<br>Paul Smith (PKC) |  |
|                                                                                                                                                                                                                            | 4.5 | Implement the governance framework and the financial reporting processes and requirements to allow reporting locally and nationally as required. | Reporting on TEC is encompassed within the Joint Performance Framework where all reporting development and delivery is managed across the partnership. The Performance Framework sits within an established governance framework within the Partnership and within Community Care. The Joint Performance and Improvement team, with members from Finance, Performance and Improvement is responsible for the development, management and maintenance of the indicators that will underpin reporting | Ongoing                               | Within existing resources                  | Sandy Strathearn (PKC)                                                                 |  |

## NATIONAL CONTEXT

### The National Telehealth and Telecare Delivery Plan for Scotland to 2015

The National Telehealth and Telecare Delivery Plan for Scotland to 2015<sup>11</sup> was launched in 2013. It sets out the Scottish Government, CoSLA and NHSScotland's commitment to embed technology-enabled options in the redesign of health, care and support services across Scotland, build confidence in how it can be used to make a difference to people's lives and ensure it is reliable and easy for all to use. The ambitions include:

- Telehealth and telecare will enable choice and control in health, care and wellbeing services for an additional 300,000 people;
- People who use our health and care services, and staff working within them, will proactively demand the use of telehealth and telecare as positive options;
- There is a flourishing Innovation Centre where an interacting community of academics, care professionals, service providers and industry innovate to meet future challenges and provide benefits for Scotland's health, wellbeing and wealth; and,
- Scotland has an international reputation as a centre for the research, development, prototyping and delivering of innovative telehealth and telecare services and products at scale.

### eHealth Strategy 2014-2017

The 2011–2017 eHealth Strategy included a commitment to undertake a review and refresh of that document in 2014. Since 2011 there have been significant developments, with the Scottish Government's 2020 Vision now providing the key context for health services and for the implementation of the Healthcare Quality Strategy<sup>12</sup>. Together they set the strategic framework for NHSScotland and for eHealth.

### Scotland's Digital Future: Delivery of Public Services

The publication of Scotland's Digital Future: Delivery of Public Services<sup>13</sup> has set out a collaborative public sector approach to digital technologies and a focus on the needs of individuals. More recent developments have increased the emphasis placed on health and social care integration.

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<sup>11</sup> The National Telehealth and Telecare Delivery Plan for Scotland to 2015 - <http://www.gov.scot/resource/0041/00411586.pdf>

<sup>12</sup> <http://www.gov.scot/resource/doc/311667/0098354.pdf>

<sup>13</sup> <http://www.gov.scot/Resource/0040/00407741.pdf>

## **TEC Programme**

The TEC programme was launched in 2014 and is a three year £30million Scotland wide programme designed to significantly extend the numbers of people directly benefiting from technology enabled care and support in Scotland. The five priority areas for the programme include: expansion of Home Health monitoring as part of integrated care plans; innovation for Dementia; expansion of National video conferencing infrastructure; build on emerging National digital platforms and expansion of Telecare and move to Digital Telecare. Partnerships are able to bid for funding based on the above priorities with projects being funded until 2018.

## **Technology Charter for people living with dementia in Scotland (2015)**

The development of the Charter was funded by the Technology Enabled Care (TEC) Programme. It calls for:

- All people to work together to actively promote the use of technology in health and social care and to benefit the increasing number of people living with dementia in Scotland and their families;
- To be a mandate founded on a common set of core values and principles so that people living with dementia in Scotland benefit from technology to help them live a healthy life safely, securely and confidently as full citizens in society;
- It seeks to raise public and professional awareness of how technology can enhance lives, promote independent living and assist and complement care and support.



**PERTH AND KINROSS COUNCIL****Housing and Health Committee****2 November 2016****Integrated Health and Social Care Model for Dalweem Care Home, Aberfeldy****Report by Director (Housing and Social Work)****PURPOSE OF REPORT**

To advise Committee on progress towards the development of an Integrated Health and Social Care facility within the current Dalweem Care Home in Aberfeldy.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 In a paper presented to the Housing and Health Committee in August 2015 (Report 15/339 refers), a proposal to bring together services currently provided in Aberfeldy Community Hospital and within Dalweem Care Home in a single building (Dalweem Care Home) was outlined. The proposal will see the development of a 4 bedded hospital unit in one of the empty wings at Dalweem. There was a proposal for a respite wing, however, respite can be provided within the existing environment.
- 1.2 Negotiations continue with our colleagues in the Care Inspectorate and Health Care Improvement Scotland on the exact designation of the hospital wing, in the knowledge that this will directly impact upon the extent to which the care and nursing staff can provide a truly integrated Health and Social Care facility. Our ambition remains that of a centre providing nursing and residential care with as well as an outreach function for other community services. Realising this ambition has involved a complex journey through the respective registration requirements of the Care Inspectorate and Health Care Improvement Scotland, but we are confident that the vast majority of functions discharged within the Aberfeldy Community Hospital can be discharged within Dalweem without compromising the wider ambition for this centre.
- 1.3 The refurbishment of two wings designed for 16 residential care placements at Dalweem is now complete. This work has been greatly facilitated by the availability of the two empty wings which will become the hospital base in due course. There will now be one wing which will not be used immediately but can be brought into service if required at a future date.
- 1.4 As part of the refurbishment programme a large sun room has been created looking out over the garden. This area can be used for several functions, it also gives ease of access for the residents to one of the garden areas. The Cuil-an-Dariach Private Trust has supplied funds to purchase some furniture for the sun lounge and Garden furniture for the area outside the sun lounge.

The amount invested to carry out the work is £650K from the capital budget. The work carried out was in the staff area, North and East wings only which comprises of the following:

- Removal of 2 stores and external wall from foyer vestibule area. Erection of new external wall with twin full height glazed external doors in line with north external wall to create larger internal activity area. Include for new flooring, ceiling, wall finishes and all services
- Removed partition between reception area and medical room to create one large workspace. Create new reception counter and provide flexible work stations for staff
- Relocation and refurbishment of medical room, seniors office and managers office
- Relocation of laundry and drying area to a more central location thus avoiding dirty laundry being transported through the dining area.
- New glazed porch to front entrance area
- Removal of small kitchen and partitions adjacent to lounge. Thereafter refurbish and form one open plan lounge/kitchen area within existing lounge space
- Relocation of hairdressing room to former kitchen dry store area
- Relocation of freezers, fridges and dry store area to former laundry space
- New floor coverings, decoration, lighting to all communal areas including new staff room, laundry, toilets, dining room, entrance foyer, corridors etc.
- Refurbishment of former staff room to provide meeting room space with smart board kitchen area to be suitable for staff, resident and community use
- Extension of bin store area
- Replacement Doors and Screens to lounges and corridor exit doors
- Fire precaution upgrades (new fire resistant roller shutters to kitchen servery, fire walls to attic spaces, new fire doors to corridors)
- Extensive re-wiring

- 1.5 Stage 2 which will accommodate a hospital admission ward in the unused south wing of Dalweem is still to commence and will be funded and design led by NHS Tayside in consultation with the Integrated health and Social care partnership. Funding was approved in August 2015.

The Tender process for the inpatient and external areas was returned in August with these being reviewed by the architect and quantity surveyor. The prices from all contractors were significantly over the original estimated cost and it was therefore necessary to review the extent of the works being carried out. The Partnership have therefore agreed at a meeting with the Community Planning Group, to proceed with the internal works but to remove the external works to ensure the cost is in line with the approved capital funding. It was the view of the Community Planning Group that the external works could be considered at a later date.

- 1.6 The Reference Group of local residents, continue to work with NHS and Council Managers on the development of this facility.
- 1.7 Contact and advice is continuing with the Care Inspectorate to ensure we are meeting all our requirements for registration. Dalweem was recently inspected and has now achieved grades of 5.

## 2. PROPOSALS

Two option were proposed see below

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Option 1</b> – Provide 4 Community Hospital Beds (registered with HIS), 4 Enhanced Respite (Registered with Care Inspectorate) and 16 Residential Care Home Beds (Registered with Care Inspectorate)</p>                                                                                                                                                                                                                                                                                                                  | <p><b>Option 2</b> – Register all beds with Care Inspectorate</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Service Provision</b></p> <ul style="list-style-type: none"> <li>• Residential Care</li> <li>• Enhanced Respite</li> <li>• Rehabilitation</li> <li>• Palliative Care</li> <li>• Day Case</li> <li>• Outpatient Clinics</li> <li>• Stepdown from Acute</li> <li>• Stepup from Community via GP</li> </ul>                                                                                                                                                                                                                  | <p><b>Service Provision</b></p> <ul style="list-style-type: none"> <li>• Residential and Nursing Care</li> <li>• Enhanced Respite</li> <li>• Rehabilitation</li> <li>• Palliative Care – End of Life</li> <li>• Stepdown from Acute</li> <li>• Stepup from Community</li> <li>• Outreach into community following patients to and from Dalweem</li> <li>• Nursing Support across whole of Care home</li> </ul>                                                                                                                                                            |
| <p><b>Model</b><br/> 1 WTE Registered Nurses each shift<br/> 1 WTE HCA Band 2 each shift<br/> Consultant Geriatrician<br/> GP</p> <p>Would require 7.54 WTE and 6.93 WTE HCA</p> <p>Will be based within the 4 bedded hospital wing with no input across residential and respite area due to staffing levels and Care Inspectorate Legislation.</p> <p>16 bedded residential care home supporting only the residential area.</p> <p>No staffing identified for respite wing.</p> <p>Catering would need to be provided from</p> | <p><b>Model</b><br/> 3.54 Registered Nurses<br/> 7.32 HCW Band 3<br/> Social Care Officers<br/> Care Home Manager<br/> Social Work Team<br/> POA Liaison<br/> Consultant Geriatrician<br/> GP</p> <p>The above staff would work as a multidisciplinary team supporting triage and care for local people admitted to Dalweem Care Home (GP and Consultant, as and when able to). The Care Home Manager alongside the registered nurse would assess and provide care co-ordination for people being admitted / discharged either through the 4 bedded intermediate care</p> |

|                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>different facility for the 4 beds or the building of a second kitchen to meet the standards for Food Preparation in hospitals.</p>                                                                                                                                                                                                    | <p>facility for step up, stepdown, convalescence, palliative care and respite. Referral pathways attached.</p> <p>The registered nurse will be based within Dalweem Care Home at core times during the day and overnight. This will allow the nurse to inreach and outreach from the Care Home following people through their journey of care pre and post admission, offering prevention and early intervention support based on ECS approach.</p> <p>Residents and individuals admitted for respite to the care home will benefit from receiving healthcare support as and when needed to maintain them in the care home.</p> <p>Catering would be provided from one kitchen to the same standard which is person centred.</p> |
| <p><b>Benefits</b><br/> Provides a hospital bed facility in the local area<br/> Referral and admission pathways remain the same<br/> Outpatient clinics provided from hospital admission area<br/> Day Case provided in local area for Aberfeldy patients (Kinloch Rannoch patients and surrounding areas will still need to travel)</p> | <p><b>Benefits</b><br/> Provides an integrated, flexible model of care across the facility<br/> Offers the community the support that was identified as required in the area ie nursing care, palliative care, respite<br/> People will be able to be supported in Dalweem Care Home for nursing care<br/> Residents requiring nursing support will remain in homely environment where appropriate without need of transfer to another environment<br/> Person Centred<br/> Seamless journey of care where support will follow people to and from hospital.<br/> Catering will be provided from Dalweem for all facility where personal choice is taken into consideration as is more homely environment.</p>                    |
| <p><b>Issues</b><br/> This model will not allow for development of an Integrated Flexible model of care delivery allowing best use of resource across the facility<br/> Will not be possible to provide nursing</p>                                                                                                                      | <p><b>Issues</b><br/> Day Cases – may be provided from Pitlochry Community Hospital on development of a NWP treatment centre with skilled staff. In 2014 there were on average 2 day cases per month</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |



|                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Care due to infection control and staffing<br/>Meals to 4 bedded unit<br/>Recruitment and retention of staff<br/>Financial Implications<br/>People continue to be transferred out of local area for nursing care</p> | <p>undertaken in Aberfeldy Community Hospital (QLIKVIEW). In 2015 this reduced to on average 1 per month and appears to cease completely in July 2015<br/>Outpatient Clinics – can this be provided from GP Practice (There are 4 outpatient clinics running in Aberfeldy – Physiotherapy (198 attendances 2015/16), General Surgery (24 attendances), General Medical – Diabetes (2 attendances), and Stroke Liaison (1 attendance).<br/>IV antibiotics can be provided as long as not reason for admission and on adhoc basis</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Option one has been approved to take forward.

### 3. CONCLUSION AND RECOMMENDATIONS

3.1 The refurbishment of the residential unit is now complete and the second stage is now in progress. The recruitment of nursing staff is ongoing. Completion is estimated for early February 2017.

3.2 It is now recommended that Committee:

- (i) Note the contents of this report
- (ii) Instruct the Depute Chief Executive, Housing and Community Care, (Corporate and Community Development Services) to provide a further report to Committee in April 2017

#### Author

| Name                                                                               | Contact Details |
|------------------------------------------------------------------------------------|-----------------|
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#### Approved

| Name | Designation | Date |
|------|-------------|------|
|      |             |      |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

- 1.1 This paper supports the delivery of the Perth and Kinross Community Plan / Single Outcome Agreement in terms of the following priorities:

- (iv) *Supporting people to lead independent, healthy and active lives*
- (v) *Creating a safe and sustainable place for future generations*

#### Corporate Plan

- 1.2 This paper supports the achievement of the following Council's Corporate Plan Priorities:

- (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 Funding to support the refurbishment of 2 wings and control areas within Dalweem has already been identified within the Council's Capital Programme

– (£650,000). Funds to support the next stage will be provided by Tayside Health Board.

### Workforce

- 2.2 The detail of the Workforce Development Plan required before the new facility opens is currently under discussion with the Head of Human Resources.

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

- 2.3 The Director (Environment) has been consulted on these proposals and the Council's Architect has been briefed on the hospital wing development by his counterpart in NHS Tayside.

## **3. Assessments**

- 3.1 This paper has been considered under the Corporate Equalities Impact Assessment process (Equal) with the following outcome:

- (i) Assessed as **relevant** and the following positive outcomes expected following implementation:
- Older people with more complex needs will have these met within a single, local facility
  - Older people will not require admission to a hospital outwith the Aberfeldy area to have their basic health treatment needs met

### 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.

The proposals in this paper have been considered under the Act and

*Option 3* pre-screening has identified that the PPS will have no or minimal environmental effects, it is therefore exempt and the SEA Gateway has been notified. The reason(s) for concluding that the PPS will have no or minimal environmental effects is that all alterations are internal and will have no impact on the external environment

- 3.3 Sustainability

N/A

### Legal and Governance

- 3.4 See Consultation Section

## Risk

- 3.5 There are reputational risks for the Council should, for any reason, the whole project not be completed as planned and within timescale.

## **4. Consultation**

### Internal

- 4.1 The Chief Officer of the Health and Social Care Integrated Joint Board, the Head of Legal Services and Governances, the Head of Property and the Corporate HR Manager have all been consulted in the preparation of this report.

## **5. Communication**

- 5.1 N/A

## **6. BACKGROUND PAPERS**

Integrated Health and Social Care Model for Dalweem Care Home, Aberfeldy, Report 15/339

## **7. APPENDICES**

None.

**PERTH AND KINROSS COUNCIL****Housing and Health Committee****2 November 2016****Progress Report - Revised Common Allocations Policy****Report by Director (Housing and Social Work)****PURPOSE OF REPORT**

This report updates Committee on the implementation of the revised Common Allocation Policy, demonstrating its effectiveness and positive impact on addressing housing need across Perth and Kinross.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 A revised policy on allocating social housing was developed with partners in the Perth and Kinross Common Housing Register (Caledonia and Hillcrest Housing Associations) to reflect changes in legislation, the Scottish Social Housing Charter, the impact of Welfare Reform and local housing need. This was approved by Housing and Health Committee in January 2016 (Report 16/27).
- 1.2 The Common Allocations Policy is the mechanism through which people access social-rented housing. The revised policy, implemented from April 2016, is designed to address a number of issues, including the mismatch between housing demand and supply and the length of time homeless people and other households in urgent housing need, have to wait to be allocated a secure tenancy.
- 1.3 Although the new policy has only been in place for six months, the outcomes are already significant, demonstrating a positive impact on those in housing need, including those in acute housing need. The challenge continues to be increasing the level of housing stock available for rent, which we will continue to do through the new-build programme, buy back scheme and renovation of empty properties.
- 1.4 However, the continued roll out of the Council's buy back scheme and the creative use of vacancy chains has enabled several applicants' housing need to be met from one initial vacancy. This approach has minimised the number of applications from Council tenants living in overcrowded and under occupied accommodation and maximising the housing opportunities for those in urgent housing need.

## 2. IMPACT OF THE REVISED POLICY

- 2.1 A key element of managing the housing waiting list and people's expectations about being allocated social housing is 'Housing Options'. This is a process which starts with housing advice when someone approaches the Council with a housing problem. Staff talk through the person's situation and needs, enabling them to make a realistic assessment of the housing options available to them. This approach supports early intervention and explores all possible tenancy options, including with the Council and Housing Associations, as well as the private rented sector. The impact of this approach included a reduction in the waiting list from almost 5,000 people in March 2013 to 3,000 in 2016.
- 2.2 The introduction of the new allocations' policy has already had some positive results. Applicants for social housing are assigned to one of four Allocation Priority Groups and then prioritised within the group according to their level of housing need. Since its implementation in April 2016, the policy has met its key aims as detailed below:
- 2.3 **Aim:** Responding quickly to people in acute and urgent housing need

Waiting-list and lettings (excluding supported housing)

| <b>Priority Group</b>   | <b>No. Applications</b> | <b>Allocation 'Priority'</b> | <b>No. Lets Apr-Sept 2016</b> |
|-------------------------|-------------------------|------------------------------|-------------------------------|
| Strategic Need          | 65                      | 10%                          | 40 (8%)                       |
| Homelessness            | 310                     | 50%                          | 333 (67%)                     |
| Transfer Applicants     | 770                     | 24%                          | 72 (15%)                      |
| Waiting-List Applicants | 1896                    | 16%                          | 49 (10%)                      |
| <b>Total</b>            | <b>3,041</b>            | <b>100%</b>                  | <b>494</b>                    |

- 2.3.1 The 'Strategic Need' group was introduced as a fast-track route to securing suitable housing for people at risk in their current accommodation or who urgently require rehousing. This approach has ensured that those in urgent housing need are targeted in a fairer and consistent way avoiding homelessness or an ongoing risk situation.
- 2.3.2 Allocation priorities were introduced to target housing need effectively. Although the policy has only been operating for 6 months, good progress has been made to meet these priorities. The priority set for homelessness has been exceeded (67%) due to a commitment to reduce the backlog of homeless people waiting for settled accommodation.
- 2.3.3 Work to increase the priority level for transfer applicants continues, but this is often limited by the applicant's preferences and the types of housing that become available for let.

**2.4 Aim: Preventing and responding to homelessness by being proactive providing advice and assistance or suitable housing within a reasonable timescale**

| <b>Homeless Presentations</b>            | <b>Apr-Sept 2015</b> | <b>Apr-Sept 2016</b> | <b>Change</b> |   |
|------------------------------------------|----------------------|----------------------|---------------|---|
| Total homeless presentations             | 453                  | 439                  | -14           | ✓ |
| Homeless presentations from young people | 107                  | 87                   | -20           | ✓ |
| Homeless presentations from families     | 173                  | 128                  | -50           | ✓ |

2.4.1 The policy has been successful in meeting its key aim to reduce homelessness, including a 19% reduction in the number of young people presenting as homeless. This is significant and can be attributed in part to homeless prevention activity, including conflict resolution, mediation and ongoing engagement with secondary school pupils through the delivery of housing education and advice in other youth settings.

2.4.2 The number of families presenting as homeless has also reduced (by 29%) which can be attributed to early intervention strategies, homeless prevention activity and the targeted approach to deliver housing options.

**2.5 Aim: Providing a housing options approach to meet a person's needs and taking early action if their home is at risk; encouraging applicants to make informed and realistic decisions on their options**

| <b>Housing options interviews</b>                                   | <b>Apr-Sept 2015</b> | <b>Apr-Sept 2016</b> | <b>Change</b> |   |
|---------------------------------------------------------------------|----------------------|----------------------|---------------|---|
| No. housing options interviews                                      | 1,017                | 1,191                | +174<br>(15%) | ✓ |
| No. housing options interviews resulting in a homeless presentation | 362<br>(35.5%)       | 339<br>(28%)         | -23<br>(7%)   | ✓ |

2.5.1 A focused approach in terms of housing options has resulted in a significant increase in the number of people receiving comprehensive advice and assistance through housing options interviews compared to the same period last year. This strong emphasis on the provision of high quality accessible advice on a wider range of options is evidence of the policy's success in intervening early to improve people's housing situations and avoiding acute housing need or homelessness.

2.5.2 The 7% reduction in the number of people going on to present as homeless following a housing options interview, alongside a reduction in homeless presentations, demonstrates the positive and proactive approach taken by housing services to responding to and addressing housing need.

**2.6 Aim:** Making best use of the housing that becomes available for rent and supporting settled communities.

|                                    | <b>Apr-Sept 2015</b> | <b>Apr-Sept 2016</b> | <b>Change</b> |   |
|------------------------------------|----------------------|----------------------|---------------|---|
| Demand for 1 bedroom accommodation | 2,180                | 1,666                | -514 (24%)    | ✓ |

2.6.1 To address the mismatch between demand and supply, the policy has the flexibility to allow single people and couples to join the waiting-list for two bedroom accommodation. This approach has already had positive results, in that it has helped reduce the number of applicants waiting for one bedroom accommodation and reduced the length of time single homeless people are waiting for permanent accommodation.

2.6.2 To enable people to make informed and realistic decisions about their housing situation, detailed stock profile and turnover information is now available for applicants. Alongside this and widening the areas of choice that applicants can select, their housing prospects are now maximised, thereby increasing the likelihood of them being offered housing.

**3. APPLICANT AND STAKEHOLDER FEEDBACK**

3.1 Feedback from applicants and stakeholders has been very positive, with applicants saying that they find the policy easier to understand. In addition, the information on the demand and supply of housing has enabled them to make realistic decisions on their housing situation. Some comments and feedback are included below:-

- “The groups and points make sense. I worked it out for myself what group I would be in and the points that I would get.”
- “Having looked at what properties became available last year, I was able to use this information to select areas, close to my child’s school and my work, to help speed up the time an offer was made.
- “The policy is easier to understand and it’s not just written for staff who work with it every day”.
- “I feel more confident in providing housing advice and assistance to my clients as I understand the policy and what it could mean for them”.

**4. CONCLUSION AND RECOMMENDATION**

4.1 In the six months since its introduction the new housing allocations policy has had a positive impact in addressing housing need in the Perth and Kinross area.

4.2 With the introduction of a Strategic Need group, a continued strong emphasis on housing options and the introduction of flexibility, the revised policy has met its broad aims and positively supported people in housing need to access more suitable housing and avoid homelessness.



4.3 Committee is asked to note the very positive impact of the revised allocations policy after six months implementation.

**Author**

| <b>Name</b>    | <b>Designation</b>         | <b>Contact Details</b>                                                                             |
|----------------|----------------------------|----------------------------------------------------------------------------------------------------|
| Elaine Ritchie | Service Manager<br>Housing | <a href="mailto:HCCCommitteeReports@pkc.gov.uk">HCCCommitteeReports@pkc.gov.uk</a><br>01738 475000 |

**Approved**

| <b>Name</b>   | <b>Designation</b>                    | <b>Date</b>     |
|---------------|---------------------------------------|-----------------|
| Bill Atkinson | Director (Housing and<br>Social Work) | 19 October 2016 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

| <b>Strategic Implications</b>                       | <b>Yes / None</b> |
|-----------------------------------------------------|-------------------|
| Community Plan / Single Outcome Agreement           | <b>Yes</b>        |
| Corporate Plan                                      | <b>Yes</b>        |
| <b>Resource Implications</b>                        |                   |
| Financial                                           | <b>None</b>       |
| Workforce                                           | <b>None</b>       |
| Asset Management (land, property, IST)              | <b>None</b>       |
| <b>Assessments</b>                                  |                   |
| Equality Impact Assessment                          | <b>Yes</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>Yes</b>        |
| <b>Communication</b>                                |                   |
| Communications Plan                                 | <b>None</b>       |

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

1.1 The Single Outcome Agreement for Perth and Kinross has five outcomes which provide a clear strategic direction, inform decisions at a corporate and service level and shape the allocation of resources. The following are relevant to this report:

- (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 As above.

### 2. Resource Implications

#### Financial

2.1 None

## Workforce

2.2 None

## Asset Management (land, property, IT)

2.3 There are no asset management implications arising from this report.

## **3. Assessments**

### Equality Impact Assessment

3.1 Assessed as relevant and actions taken to reduce or remove the following negative impacts;

- Quality Assurance Framework which includes audits of allocations and the delivery of housing advice and assistance.
- The formation of both strategic and operational working groups involving all of the main Common Housing Register Partners. These groups meet on a monthly basis.
- Applicant and stakeholder feedback.
- Appropriate training for staff.

### Strategic Environmental Assessment

3.2 None

### Sustainability

3.3 No further action is required.

### Legal and Governance

3.4 The Head of Legal Services was consulted on the revised Policy.

### Risk

3.5 None arising from this report.

## **4. Consultation**

### Internal

4.1

### External

The Tenant Committee Report Panel was consulted on this report. They commented that they were “pleased to see the policy is easier to understand by prospective applicants. There is improved monitoring of applicants and interviews to prevent problems is to be commended”.

**5. Communication**

5.1 None

**2. BACKGROUND PAPERS**

None

**3. APPENDICES**

Appendix 1 is attached. This provides an overview and analysis of key areas of performance.

## Appendix 1 – Key Performance Areas – Overview and Analysis

### 1. Waiting-List Analysis

There are currently 3,041 applications on the Common Housing Register. The table below shows the placement of these applications within the four Allocation Priority Groups and a breakdown of these groups by property size.

Table 1 – Priority groups by property size requirements for current applicants

| Priority Group           | 2 Apt        | 3 Apt      | 4 Apt      | 5 Apt     | 6 Apt    | Total        |
|--------------------------|--------------|------------|------------|-----------|----------|--------------|
| Strategic Need           | 21           | 25         | 17         | 1         | 1        | <b>65</b>    |
| Homelessness             | 197          | 78         | 29         | 6         | 0        | <b>310</b>   |
| Transfer Applicants      | 289          | 303        | 161        | 14        | 3        | <b>770</b>   |
| Waiting-List Applicants  | 1,159        | 545        | 172        | 18        | 2        | <b>1,896</b> |
| <b>Total at Sep 2016</b> | <b>1,666</b> | <b>951</b> | <b>379</b> | <b>39</b> | <b>6</b> | <b>3,041</b> |
| <i>Total at Sep 2015</i> | <i>2,180</i> | <i>850</i> | <i>397</i> | <i>36</i> | <i>1</i> | <i>3,464</i> |

Table 2 – Overcrowding and under occupation for current applicants (who are current Council tenants)

| Year                       | 2014 / 2015 | 2015 / 2016 | Apr-Sept16 |
|----------------------------|-------------|-------------|------------|
| Overcrowding households    | 141         | 127         | 130        |
| Under-occupying households | 128         | 106         | 97         |

#### Key points

- Due to an increase in lets to homeless people, the backlog of homeless people waiting to be offered secure housing reduced to 310 from more than 500 households in April 2016.
- The Strategic Need group has been managed effectively and has provided a fast-track route for people with an urgent housing need including those affected by domestic abuse, with complex medical needs or waiting to be discharged from hospital. On average, applicants in this group have had to wait 104 days to be housed.
- The slight increase in the number of overcrowded families is due to an overall reduction in the number of larger properties becoming available. However, through the Council's buy back scheme and changes to our mutual exchange processes, work is progressing to reduce both overcrowding and under occupancy within Council properties.

### 2. Preventing and responding to homelessness

Through Housing Options, the focus has been on supporting people in housing need to find solutions to address their housing and support needs by providing information and advice to enable them to make informed decisions and choices.

## **Key points**

- There has been a significant increase in the number of housing options interviews completed, from 1,017 to 1,191, with a 7% reduction in interviews proceeding to a homeless assessment.
- There has also been a reduction in homeless presentations, particularly from families and young people, with 173 young people presenting in Apr-Sep 2015 compared to only 83 in Apr-Sep 2016 and 173 families presenting in Apr-Sep 2015 to only 123 in the same period in 2016.
- Between Apr-Sept 2016, 96 households were helped to access accommodation in the private-rented sector through the Rent Bond Guarantee Scheme<sup>1</sup> compared to 65 in the same period in 2015.
- Early intervention and prevention initiatives remain a key part of our approach. The schools' education programme, conflict resolution mediation and our participation in the Violence Against Women Partnership are examples of these initiatives.
- We continue to work in partnership with a wide range of services and agencies, including social work, education, NHS, Citizen's Advice, welfare rights, Shelter, Police Scotland and the Fire Service to intervene early and prevent homelessness where possible.
- The demand for temporary accommodation reduced to 253 placements between Apr-Sept 2016, compared to 280 placements in the same period in 2015. This is due to the continued focus on early intervention, the implementation of the early stages of Home First implementation and the effective use of the Strategic Need group to assist people to move straight into secure accommodation.

---

<sup>1</sup> This scheme helps homeless people access affordable private rented accommodation. Landlords are encouraged to participate in the scheme with guidance and information on landlord's rights and responsibilities and support to resolve any difficulties. The Bond is a legal guarantee to the landlord if there are any repairs/damages to the property during the initial 12 months of the tenancy. The amount of repairs up to the value of the Bond will be paid to the landlord if a claim is substantiated. It doesn't cover unpaid household bills or fair wear and tear.

**PERTH AND KINROSS COUNCIL****Housing and Health Committee****2 November 2016****Revised Policy for Current and Former Tenant Rent Arrears****Report by Director (Housing and Social Work)****PURPOSE OF REPORT**

This report seeks approval for revisions to the Policy for Current and Former Tenant Rent Arrears and provides an update on rent arrears performance.

**1. BACKGROUND**

- 1.1 It is important that Council tenants pay their rent on time and in full. This is a key message of the Council's Rent 1<sup>st</sup> campaign which promotes payments and offers support and advice, as well as warns of the consequences if people do not pay and do not engage with the service. The Rent 1<sup>st</sup> campaign stress to tenants that rent is the most important household bill and that paying rent in full and on time means that tenants and their families can enjoy a safe and secure home.
- 1.2 Council rents support the Housing Revenue Account's capital improvement programme which over the next five years includes £79m of improvements to existing stock and the development of an extensive new-build programme.
- 1.3 It is recognised however, that some tenants need support to manage their finances to be able to pay their rent on time and avoid getting into arrears. The Rent 1<sup>st</sup> campaign highlights that local housing staff are available to encourage, support, ensure they keep their rent payments up to date and encourage those in difficulty to ask for help.
- 1.4 Managing rent collection and arrears continues to be a priority for the service. The impact of the current economic situation and increasing rent arrears levels within the Council's housing stock were highlighted in a report to Housing and Health Committee in August 2015 (Report 15/343), together with details of a range of key actions being put in place to manage and reduce the level of arrears. This report provides a further update and revision to the policy designed to manage rent arrears.

**2. IMPACT OF KEY ACTIONS TO ADDRESS RENT ARREARS****2.1 Review of Existing Processes**

In January 2016 new processes were introduced to focus on early intervention with tenants and ensure cases of increasing arrears were escalated quicker. In addition, staff provide more face-to-face and personal contact with tenants, rather than relying on automated standard letters to prompt action.

Locality housing teams use 'patch' arrangements, with a dedicated Housing Officer and Housing Assistant working in partnership to address rent arrears within their area. This approach means that there is clear ownership and responsibility for arrears with individual officers.

## **2.2 Cash Collection Pilot**

The pilot (approved by Committee in August 2015) is proving to be successful and in the four months between April and August 2016, £107,404 was received in cash payments across locality teams. It offers tenants another way of making payments and promotes the importance of paying rent. The pilot is due to run until 31 May 2017.

## **2.3 Repayment Arrangements**

One of the options available to tenants who are unable to clear the full outstanding balance in one single payment is a repayment arrangement. Following effective communication and support to tenants, the number of repayment arrangements has increased from 592 in August 2015, to 1,382 in August 2016.

Tenants are now only permitted to enter into and fail to maintain a maximum of two repayment arrangements before further escalation of their case within the arrears process.

## **2.4 Welfare Rights' Surgeries**

Monthly surgeries are held in Aberfeldy, Pitlochry, Blairgowrie, Crieff and Kinross. In addition, a member of the welfare rights team is based in the new Letham Office one day a week as part of a pilot to support staff, raise awareness and increase their knowledge and understanding of the benefits system. In the afternoon a drop-in session is available for tenants and residents.

## **2.5 Budget Cards (Cred-E-Cards)**

This partnership with the Perth and Kinross Credit Union offers advice and assistance to tenants in their localities. Surgeries have been extended to Blairgowrie, Kinross, Pitlochry and Crieff and now that additional volunteers have been recruited, a new surgery will open in the new Letham Community Hub from October, with Auchterarder opening soon after.

A total of 271 people now have a Budget Card to help them manage their debt and payments, compared to 211 last year, and of them 137 are Council tenants (50%).

Feedback from those tenants using the card has been positive:

*"Yes find it better now. I don't go to Bright House now"*

*"I am no longer afraid of bills coming to me"*

*"I know where I stand every month with my money "*



## **2.6 Increased Support in Locality Teams**

Enhancing the role of Housing Assistants and having Support Officers based in locality teams has offered tenants the maximum opportunity to engage and benefit from a range of support and advice.

In the 2016 Tenant Satisfaction Survey tenants were asked for feedback on the Council's approach to rent arrears and of those who responded saying they were or had been in arrears (270), 76% said they felt well supported by the Council.

At a recent locality event a tenant took the opportunity to comment in an open forum *"that the level of support from their Locality Team had been incredible."*

## **2.7 Settling-in Visits**

A key part of preventing and managing rent arrears is for staff to intervene early with tenants to prevent issues arising. This includes settling-in visits for tenants moving into a new tenancy. Staff review the tenant's rent account and contact tenants within 5 working days of moving into their new home which gives tenants and staff an opportunity to discuss the importance of keeping rent payments up to date and offering advice and assistance to prevent arrears.

## **2.8 Former Tenant Arrears**

Between April and September 10 former tenant cases with debt totalling £40k were submitted to Sheriff Officers for them to trace and collect outstanding arrears.

The Sheriff Officers were consulted on the proposals in this report (Section 4) and confirmed they were in agreement with them.

## **2.9 Evictions**

Eviction is always a last resort for the Council and will only be considered for tenants where there is no clear reason for them not regularly paying their rent and who fail to engage with staff. The Eviction Prevention Panel includes representation from Education and Children's Services, Community Care and Welfare Rights and ensures that all potential options for a tenant to engage have been provided and to identify potential vulnerability or additional support needs prior to seeking full approval for eviction.

Since April 2016, two tenants have been evicted for non-payment of rent. The Council applied for a decree to evict a further eight tenants, but these were not progressed as the tenants cleared the arrears balance in full. This highlights the positive impact of the Rent 1<sup>st</sup> Campaign and the more robust approach to the use of sanctions.

## **3. ANALYSIS OF ARREARS AND PERFORMANCE**

- 3.1 The year end performance for 2015/16 for gross rent arrears as a % of rent due was 10.4%. Through the new approach to arrears management this figure reduced to 9.9% by August 2016 demonstrating the effectiveness of the new approach and progress towards the current year end target of 9.5%.

Each Locality Housing team has been set an individual year end target to reflect the local position and context.

- 3.2 A minority of tenants owe the majority of the rent due and where they are failing to engage they are targeted for specific action, with support from two new housing officers who have a specific remit to focus on high level arrears.
- 3.3 The table below provides an overview of the Council's performance in key areas:-

| Area                                                | 2015/<br>2016 | August<br>2016  | Shift    |   |
|-----------------------------------------------------|---------------|-----------------|----------|---|
| Gross rent arrears (all tenants) as a % of rent due | 10.4%         | 9.9%            | - 0.5%   |   |
| Average arrears balance                             | £223.97       | £208.52         | - £15.45 | ✓ |
| No. active repayment arrangements                   | 592 (July 15) | 1,366 (July 16) | + 774    | ✓ |
| No. notices of possession served                    | 74 (July 15)  | 440 (July 16)   | +366     | ✓ |

#### 4. PROPOSAL

##### Irrecoverable Debt

- 4.1 The write-off guidelines in the existing Current and Former Tenant Arrears Policy states that “a debt will be written off if we do not have a forwarding address for a customer nor hold a Decree for payment if they remain untraceable for a period of 5 years from the date of the tenancy ending.” However, the practice of holding debts until they become barred by statute means that former tenant arrears are maintained on the current recording system up to the 5 year period of write-off, despite the fact that majority of cases have little opportunity for collection.
- 4.2 As part of the work to prevent and reduce rent arrears, the approach to writing-off debt has been reviewed. Part of this highlighted the fact that the housing service was applying a different approach to community care services when writing off debt due to the age or health of the debtor.
- 4.3 The service has therefore revised the procedure for pursuing former tenant arrears to make sure any opportunity to recover the debt is maximised at the earliest opportunity and ensure that an assessment is made of the potential for the debt to be recovered, avoiding any unnecessary additional expense to the Council by continuing to pursue debt.
- 4.4 As a result, some changes to the policy are proposed and these relate to pursuing debts which are above the “uneconomical to pursue” threshold and where internal recovery processes have been exhausted:-
- All debts over the “uneconomical to pursue” threshold where our own internal recovery processes have been exhausted will be passed to the Sheriff Officer/Debt Collection company and either a “trace and collection” or a “collection only” referral will be made depending on whether the tenant has provided a forwarding address

- The Debt Collectors will have a period of 6 months within which they will begin collecting the debt. Where payments have begun or further legal action/enforcement of a Decree is advised this timescale will be extended but only where there is the potential of the debt being recovered
- Where within the 6 months the Debt Collectors are unable to trace the tenant or they have indicated there is no prospect of being able to recover the debt, the case will be referred back to the Council with a recommendation that the debt is written off

4.5 In order to support this, it is proposed that the write-off guidelines in the Policy for Current and Former Tenant Arrears (Appendix 1) are amended to:-

- Remove the requirement to hold a debt for 5 years
- Ensure the approach taken by the Service in relation to age and health of the debtor is consistent with Community Care services

## 5. CONCLUSION AND RECOMMENDATION

5.1 This report summarises current actions and performance to prevent and address rent arrears and proposes amendments to the guidelines in writing-off debt.

5.2 Housing and Health Committee is asked to:-

- Note the current activity and performance in relation to rent arrears.
- Approve the revised Policy for Current and Former Tenant Rent Arrears to support the recommendations outlined in Section 4.7 which will further strengthen the Council's approach to rent collection.

### Author

| Name         | Designation                | Contact Details                                                                                    |
|--------------|----------------------------|----------------------------------------------------------------------------------------------------|
| Michelle Dow | Service Manager<br>Housing | <a href="mailto:HCCCommitteeReports@pkc.gov.uk">HCCCommitteeReports@pkc.gov.uk</a><br>01738 475000 |

### Approved

| Name          | Designation                           | Date            |
|---------------|---------------------------------------|-----------------|
| Bill Atkinson | Director (Housing and<br>Social Work) | 19 October 2016 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

| <b>Strategic Implications</b>                       | <b>Yes / None</b> |
|-----------------------------------------------------|-------------------|
| Community Plan / Single Outcome Agreement           | <b>Yes</b>        |
| Corporate Plan                                      | <b>Yes</b>        |
| <b>Resource Implications</b>                        |                   |
| Financial                                           | <b>None</b>       |
| Workforce                                           | <b>None</b>       |
| Asset Management (land, property, IST)              | <b>None</b>       |
| <b>Assessments</b>                                  |                   |
| Equality Impact Assessment                          | <b>None</b>       |
| Strategic Environmental Assessment                  | <b>None</b>       |
| Sustainability (community, economic, environmental) | <b>None</b>       |
| Legal and Governance                                | <b>None</b>       |
| Risk                                                | <b>Yes</b>        |
| <b>Consultation</b>                                 |                   |
| Internal                                            | <b>No</b>         |
| External                                            | <b>Yes</b>        |
| <b>Communication</b>                                |                   |
| Communications Plan                                 | <b>No</b>         |

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

1.1 The following priorities in the Perth and Kinross Community Plan / Single Outcome Agreement are relevant to this report:

- (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 As above

### 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 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. 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 None

3.4 Legal and Governance

The Head of Legal and Governance has been consulted on this report.

3.5 Risk

### **4. Consultation**

Internal

None.

External

The Tenant Committee Report Panel was consulted on this report. They commented that “the sharing of practices within localities is to be commended. Early intervention to avoid debts increasing is also to be commended.”

### **5. Communication**

5.1 None.

**2. BACKGROUND PAPERS**

None

**3. APPENDICES**

Appendix 1: Current and Former Tenant Rent Arrears Policy



# Policy for Current and Former Tenant Rent Arrears

Version 1.3

## Version Control

| Number | Date              | Comment                                                    |
|--------|-------------------|------------------------------------------------------------|
| 1.0    | 6 November 2013   | Approved by Housing and Health Committee                   |
| 1.1    | 10 April 2015     | Amended for factual reference error                        |
| 1.2    | 27 August 2015    | Amended following approval by Housing and Health Committee |
| 1.3    | 29 September 2016 | Amended for approval by Housing and Health Committee       |

## Revisions

| Date                     | Status                           | Existing Policy                                                                                                           |
|--------------------------|----------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| <b>27 August 2015</b>    | <b>Reason for amendments</b>     | To ensure that there is a consistent, clear and firm approach to rent collection and rent arrears by the Housing Service  |
|                          | <b>Key Points and amendments</b> | <b>Section 6.10 to 6.13</b> – Enhancements to Technical Evictions (Already approved in report 15/343)                     |
|                          | <b>Next Steps</b>                | Implementation of amended policy in November 2015                                                                         |
| <b>29 September 2016</b> | <b>Reason for amendments</b>     | To strengthen the approach to rent collection and rent arrears by the Housing Service                                     |
|                          | <b>Key Points and Amendments</b> | <b>Appendix 1</b> – Procedure for writing off Debt –<br><br>Amendments to Write Off (Recommended within Committee report) |
|                          | <b>Next Steps</b>                | Implementation of amended policy following Committee approval                                                             |



## **Introduction**

This document outlines Perth and Kinross Council's (the Council) policy for managing current and former tenant rent arrears. The policy will assist the Council to meet its strategic objectives within the Corporate Plan, Business Management Improvement Plan and Neighbourhood Services and Homeless Strategy with a particular focus in helping promote tenancy sustainability, maximising income for both the Council and its tenants and preventing homelessness.

The Council recognises that maximising the collection of rent is of major importance as it directly affects the services that tenants can receive and resources available to invest in their homes. Rental income pays for the management of the Council's housing stock and its surrounding environment and the maintenance and improvement of homes to meet the Scottish Housing Quality Standard. Rental income is also invested in the building of new, modern and energy efficient homes.

Whilst the Council must ensure that it maximises rental income, it must also recognise the needs of its tenants. Advice, assistance and support will be offered to tenants who have genuine difficulties in paying rent or other debts owed to the Council. However early and decisive action will need to be taken against those tenants who refuse to engage.

### **1.0 Scope of the Policy**

- 1.1 The purpose of this policy is to set out the activities and responsibilities involved in the management of rent accounts of both current and former tenants, including accounts with service charges and factoring charges where applicable.
- 1.2 The policy applies to all rented properties owned and managed by the Council through the Housing and Community Care Service.
- 1.3 Rent is charged on every tenanted property owned or managed by the Council and it is the responsibility of the tenant(s) to ensure the rent is paid. This responsibility is enshrined in the Scottish Secure and Scottish Short Secure Tenancy Agreements that all tenant(s) have signed to and agreed.
- 1.4 There are 5 associated procedures providing guidance on the collection of debts involving:-
  - Current Tenants
  - Former Tenants
  - Court Action and Eviction
  - Arrears in Temporary Homeless Accommodation
  - Garage Sites/Lock-ups
- 1.5 This rent arrears policy complies with the Council's financial regulations.

## 2. Aims

2.1 The primary aims of this policy are to:-

- Maximise the collection of rent due to the Council
- Prevent arrears from arising
- Ensure relevant advice, support and assistance is available to tenants
- Act early and timeously in the collection of rent and arrears
- Work with internal services and external agencies to ensure that tenants can access services to support the sustainment of tenancies
- To avoid the use of legal action and evictions to control rent arrears unless all attempts to address the debt have failed

2.2 Other aims include:-

- Prevention of homelessness
- Support the education of tenants on the impact of Welfare Reform and Universal Credit
- Increase engagement between the Council and current and future tenants

2.3 To achieve the aims this Policy will ensure:-

- The pursuance and collection of rent arrears is undertaken in a fair, open and transparent manner
- Existing working relationships with advice and support agencies such as Citizen's Advice Bureau (CAB), Welfare Rights and Perth and Kinross Credit Union (PKCU) are developed to provide good quality information and advice
- The Council will identify gaps in the availability of information and advice and actively seek out new partnerships and relationships with agencies to promote access to advice and services for the benefit of tenants
- All staff involved in the collection of rent and arrears and in the allocation of tenancies are trained in the prevention and collection of rent arrears
- All communication with tenants is in plain, easy to understand language that is clear and concise, and free from jargon. Correspondence will also provide useful information and advice on accessing advice and assistance and also give the name and contact details of the person issuing the letter. Tenants who engage with the Council in the addressing of rent arrears receive the support and assistance required to sustain their tenancy
- Processes conform to current legislation and best practice and are adaptable to change in light of future legislative changes and the introduction of Welfare Reform

2.4 The procedures for the prevention and collection of rent and service charges will be reviewed regularly to ensure they are current and responsive to the needs of both tenants and the council.

### **3 Legislative Framework**

3.1 The council will ensure that this policy and relevant procedures comply with all legislative and good practice requirements in minimising rent arrears. This includes the following:-

#### **3.1.1 Housing (Scotland) Act 2001**

##### The Tenancy Agreement

It is the responsibility of the council to enforce the terms of the Scottish Secure Tenancy (SST) and the Short Scottish Secure Tenancy (SSST) Agreements held by tenants to protect the interests of the Council and to assist with tenancy sustainability. In particular Section 1.5.1 which says:

*“The rent is £<Rent>, payable weekly in advance on or before the first day of each rental period.”*

##### Legal Action

Where legal/recovery action is taken to recover arrears, we will comply with the relevant legislation held within the (Housing Scotland) Act 2001.

#### **3.1.2 The Data Protection Act 1998**

The information we hold and access on any tenant, qualifying occupier or household member must be in full compliance with the Data Protection Act 1998.

#### **3.1.3 Matrimonial Homes (Family Protection) (Scotland) Act 1981**

We will comply with the terms of the Matrimonial Homes (Family Protection) (Scotland) Act 1981 when providing advice on the occupancy rights to people whose home is at risk due to eviction.

#### **3.1.4 The Housing (Scotland) Act 1987 as amended by the Homelessness etc (Scotland) Act 2003**

We will comply with the Housing (Scotland) Act 1987 and the Homelessness etc. (Scotland) Act 2003 when providing advice to people whose home is at risk due to eviction.

#### **3.1.5 The Debt Arrangement and Attachment (Scotland) Act 2002**

The Council will comply with the requirements of the Debt Arrangement and Attachment (Scotland) Act 2002 with regards to tenants seeking to address debts and seeking sequestrations, trust deeds and other formal debt arrangements.

### 3.1.6 **Housing (Scotland) Act 2010**

#### Pre-Action Requirements

We will adhere to the Pre-Action regulations, introduced in August 2012, to ensure that before any legal action is taken (including the service of a Notice of Proceedings for Recovery of Possession), adequate attempts have been made (and demonstrated) to contact tenants and resolve arrears.

### 3.1.7 **The Scottish Social Housing Charter**

As required by Section 31 of the Housing (Scotland) Act 2010, the Scottish Ministers, in the Scottish Social Housing Charter, set the standards and outcomes that all social landlords should aim to achieve when performing their housing activities. This policy reflects the Council's commitment to the Charter, specifically:

#### **Outcome 1 – Equalities**

*Social landlords perform all aspects of their housing services so that every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services*

#### **Outcome 2 – Communication**

*Social landlords manage their businesses so that tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides*

#### **Outcome 9 – Housing Options**

*Social landlords ensure that people at risk of losing their homes get advice on preventing homelessness*

#### **Outcome 11 – Tenancy Sustainment**

*Social landlords ensure that tenants get the information they need on how to obtain support to remain in their home; and ensure suitable support is available, including services provided directly by the landlord and by other organisations*

#### **Outcome 13 – Value for Money**

*Social landlords manage all aspects of their businesses so that tenants, owners and other customer receive services that provide continually improving value for the rent and other charges they pay*

#### **Outcomes 14 & 15 – Rents and Service Charges**

*Social landlords set rents and service charges in consultation with their tenants and other customers so that a balance is struck between the level of services provided, the cost of the services, and how far current and prospective tenants and other customers can afford them; and tenants get clear information on how rent and other money is spent, including any details*

*of individual items of expenditure above thresholds agreed between landlords and tenants*

#### **4. Responsibilities**

The landlord and tenant responsibilities are detailed within the terms of the Scottish Secure and Short Scottish Secure Tenancy Agreement in the Housing (Scotland) Act, 2001.

Under the terms of these Agreements, it is the tenant(s)' responsibility to ensure all rent due is paid on a weekly based in advance or on the 1<sup>st</sup> day of each payment period.

##### Tenant(s) Responsibilities

- 4.1.2 Where any tenant has applied for or is in receipt of Housing Benefit, the responsibility to pay rent remains, and the tenant(s) has the responsibility to ensure payment is made from Housing Benefit.
- 4.1.3 Under the provisions of Universal Credit, it remains the responsibility of any tenant to ensure their claim is submitted and evidenced and also that any payments made for Housing Costs are paid timeously to the Council.
- 4.1.4 It is the tenant(s) responsibility to make the Council aware of any change in their circumstances that may affect their ability to pay to allow the relevant support and advice to be given to prevent arrears accruing.
- 4.1.5 The Council offer a range of payment methods for rent and it is a tenants choice which method they choses to use. The council will encourage tenants to pay by Direct Debit where this method is appropriate.

The available payment methods are:-

- Direct Debit payable weekly, fortnightly, 4 weekly or monthly
- Standing Order payable weekly, fortnightly, 4 weekly or monthly
- Post – Cheques (we will not encourage cash being mailed)
- Paypoint Outlet – Tenants will be able to use their Allpay card to pay rent at any shop or outlet advertising Paypoint
- Credit/Debit Card – The council accepts debit and credit card payments either in the office, over the phone or via the councils website or allpay.net
- Cash – Payable to any of the cash offices
- Allpay App – ability for tenants to pay using an application available through their smartphone

#### **4.2 Perth and Kinross Council Responsibilities**

##### **Prevention**

The fundamental aim of the Council is to prevent arrears from arising in the first instance. This Policy underpinned by our procedures, ensures that our

tenants are provided with advice and assistance prior to and throughout their tenancy.

To achieve this, the Council will:-

- 4.2.1 Use appropriate preventative measures to avoid debt accruing, including providing advice and assistance to prospective tenants before tenancies begin and to focus the payment of rent as a priority including pre-tenancy interviews.
- 4.2.2 Promote a positive payment culture by ensuring that tenants are aware of their obligation to pay rent and request payment in advance at the commencement of the tenancy.
- 4.2.3 Support tenants who are to claim Housing Benefit to submit an e-claim to ensure that where successful the claim is paid.
- 4.2.4 Where tenancy support has been identified ensure this is put in place and the role of the support includes the importance of paying rent.
- 4.2.5 Make tenants aware of the consequences of not paying rent and the agencies that are available to support and assist with debt and income advice.
- 4.2.6 Referrals will be made to Welfare Rights for involvement and with the express consent of the tenant to CAB or PKCU

### **Early Intervention**

The Council recognises the need to intervene early and respond to arrears as early as possible so as to ensure that support is provided to tenants. This approach allows both the Council and our tenants the opportunity to address the debt before it becomes unmanageable and ensure that the appropriate level of support is provided.

The Council will:-

- 4.2.7 Follow up all new tenancies with a settling in visit within the first 5 working days of the tenancy. Where a tenant is found to be vulnerable, further follow up visits may be required.
- 4.2.8 Where tenancy support has been put in place ensure that this is effective and continues to include the importance of paying rent.
- 4.2.9 Make best use of personal contact especially during the early stages of the tenancy and at the first indication of debt. Targeting personal contact should increase engagement between tenants and the council and make it easier for tenants to identify the need for and request help.
- 4.2.10 Ensure that where there is a change in a tenant's circumstances they are supported where appropriate to notify Housing Benefits.

- 4.2.11 Make tenants aware of the consequences of not paying rent and the agencies that are available to support and assist with debt and income advice.
- 4.2.12 Make referrals to Welfare Rights for involvement and with the express consent of the tenant to CAB or PKCU.

### **Communication**

The importance of how we communicate with our tenants from prevention through to legal action is key in ensuring that we establish a tenant/landlord relationship where our tenants are able to feel supported and encouraged to engage with us.

To do this, the Council will:-

- 4.2.13 Ensure that we communicate with tenants using their preferred method wherever possible.
- 4.2.14 Provide all new and existing tenants with information on any Welfare Reform changes which may impact on them.
- 4.2.15 Provide regular updates and reminders on the importance of payment rent through for example Tenants newsletters, community events and leaflets.
- 4.2.16 Ensure that all correspondence around paying rent and rent arrears will be produced in a clearly understandable format and made available in alternative formats and languages as required.

## **5 Recovery of Current Rent Arrears**

Where rent arrears occur it is important that the Council acts quickly and follows a process which allows for continued engagement with our tenants but at the same time takes a firm approach which supports the evidence required should further legal action be needed.

- 5.1 Rent accounts will be reviewed on a daily basis to identify any tenant who is one clear week in arrears to allow for early contact and intervention.
- 5.2 Our associated procedures ensure a clear and precise process of escalated actions to support early intervention.
- 5.3 The process promotes the use of internal and external information and advice agencies and provides ample opportunity for tenants to engage with support and advice to resolve any debt problems they have.
- 5.4 Tenant Interview forms, income and expenditure assessments and Repayment Agreement forms are standardised within the arrears collection procedure and should be used in all tenant contact as appropriate.

- 5.5 Records of all tenant contact will be maintained on the council's in-house system to ensure that all contact is accurately recorded and available for reference.

### **Repayment Arrangements**

Where a tenant is unable to repay the full outstanding arrears balance, a repayment arrangement will be made with the tenant to repay the debt due over an agreed period of time.

- 5.6 Arrangements agreed between tenants and the Council will be based upon the completion of an income and expenditure assessment to ensure they are affordable and therefore sustainable for the tenant.
- 5.7 Any agreement will be confirmed in writing stating the agreed repayment, start date, payment method agreed and a proposed date that the arrears will be cleared.
- 5.8 Tenants will be asked to "sign up" to any repayment arrangement made, however verbal agreement by a tenant and the issue of the repayment agreement letter is sufficient to make a formal repayment arrangement.
- 5.9 Minimum repayment amounts will be based on the Rent Arrears Direct Payment set by the Department of Work and Pensions (DWP). Discussions will take place with individual tenants around the level of additional payment which they can make following the completion of the assessment outlined in Section 5.6 of this Policy.

*\*\* (Under the Universal Credit regime Direct Payments will be based on a non-negotiable % of the benefit entitlement set at either 10 or 20%).*

- 5.10 A tenant will only be permitted to enter into and default on two repayment arrangements before further escalation will take place.

### **Pre-Court Action**

Prior to considering legal action against a tenant the Council will take steps to ensure tenants are given a final opportunity to engage through what will be considered to be pre court action.

- 5.11 The service of a Notice of Proceedings (NOP) will only be considered once the Council is satisfied that the PARS have been met, including the adherence of the rent arrears procedure and at least 2 attempts at personal contact (including one home visit).

## **6 Legal Action**



Court action will only ever be pursued as a final resort and never entered into lightly. The Council will consider the impact of the addition of court costs and the potential of a loss of tenancy before approval is sought.

As a consequence the Policy ensures that:-

- 6.2 Approval for court is granted by the Team Leader, Income Maximisation, and will only be given where the process for the prevention and collection of rent arrears has been followed.
- 6.3 The Council will not automatically request Decree for Ejection at court if the tenant has made and is maintaining a repayment agreement prior to the hearing date.
- 6.4 Alternative outcomes will be sought at court as appropriate and include Decree for arrears and costs only, where the tenant is working and the application for an earnings arrestment is likely to be successful.
- 6.5 Where Decree for Ejection is granted by the court the Council will take action on this with 6 months of extract to ensure the action is not lost. Ejection action will be taken against tenants who refuse to engage and address rent arrears.
- 6.6 If the arrears detailed on the Decree plus any associated court costs are paid in full prior to the Decree being enforced, then permission will be sought to cancel the ejection.

### ***Eviction***

- 6.7 The Council will only consider evicting a tenant as a last resort. Senior Managers in the Housing Management Team will authorise the passing or cancellation of a Decree to the Council's Sheriff Officers for enforcement.
- 6.8 Where a known vulnerability is identified within the household and decree has been obtained, consideration will be given to authorising a "Technical Eviction".

### ***Technical Eviction***

- 6.9 While eviction will see the tenancy being ended and Decree for removing enforced, tenants may be given one offer of suitable alternative accommodation on the basis of a Short Scottish Secure Tenancy (SSST), with support, for a maximum period of 12 months. In exceptional circumstances, however, the tenant may be allowed to remain in the property with a new SSST being offered.
- 6.10 If the tenant refuses the offer of accommodation and the arrears remain unpaid, no further offers will be made and a full eviction will take place.

- 6.11 If the offer is accepted and the tenant engages with support for the duration of the tenancy and there are no further breaches, after a period of twelve months a Scottish Secure Tenancy may be offered.
- 6.12 Where a tenant fails to engage with support and breaches of tenancy occur including rent arrears, the Council will bring the SSST to an end and apply to the court for a Decree for Ejection.

## **7 Current Garage Site and Lock Up Arrears**

- 7.1 All arrears for garage sites or lock ups will be pursued in accordance with the staged escalation which is set out in the Garage Site and Lock Up Arrears Procedure.
- 7.2 Where a debt remains unpaid despite the procedure being followed, the Council will take action to terminate the lease and recover the lock up or garage site with assistance from the Council's Legal Services.

## **8 Former Tenant Rent Arrears**

- 8.1 Through the prevention and early intervention on rent arrears the Council will mitigate against the level of former tenant rent arrears left by terminating tenants.
- 8.2 Where an arrears balance is identified prior to the end of a tenancy, the Council attempt to contact the tenant and advise of the need to pay the debt prior to the termination.
- 8.3 Contact will be attempted through telephone calls, letters and where practical, through home visits.
- 8.4 Former tenants will have the opportunity to set up repayment arrangements to clear outstanding debts as outlined in Section 5.6 to 5.10 of this Policy.
- 8.5 Where a former tenant's forwarding address isn't known, previous contact attempts have failed or they are not maintaining their arrangement, consideration will be made to passing the case to a Debt Recovery Agency. This consideration will be based on the level of the debt and whether we have a known forwarding address.
- 8.6 Where the value of debt is considered to be uneconomical to collect then consideration will be given to seeking approval to write off the debt.
- 8.7 Write offs are recommended for approval by the Team Leader – Income Maximisation and passed to Senior Management Team for sign off. Final approval is obtained via the Strategic Policy and Resources Committee. Names and addresses of tenants must be removed prior to committee approval being sought. The procedure for writing off debt is outlined in Appendix 1 attached to this Policy.

## **9. Welfare Reform**

- 9.1 Perth and Kinross Council recognise the ongoing changes to the benefit system and the rollout of Universal Credit (UC) and the need to ensure our tenants are informed of changes and how these may impact them.
- 9.2 Housing Staff will be trained to provide basic advice on housing and other elements of UC, and have the support to make referrals to specialist advice through Welfare Rights and Citizen's Advice Bureau (CAB).
- 9.3 It remains the responsibility of the tenant to ensure the full rent is paid, including tenants who may have a shortfall though the introduction of the Under Occupancy Charge, and those in receipt of Universal Credit.

## **10 Performance Monitoring and Review**

- 10.1 Performance against targets on rent arrears is monitored through the Rent Arrears Performance Framework using statutory and local performance indicators.
- 10.2 Targets in relation to the collection of rent and rent arrears are set by the Housing and Health Committee and are detailed within the Business Management and Improvement Plan (BMIP).
- 10.3 The framework also reports on arrears performance in line with the current requirements of the Scottish Social Housing Charter.
- 10.4 The effective delivery of the outcomes of this Policy will be monitored internally through both our Housing and Senior Management Teams and existing formal mechanisms such as key monitoring and the BMIP.
- 10.5 Arrears performance is discussed as a standing item at all locality team meeting and at individual staff one to one meetings.
- 10.6 Fortnightly Scrutiny meetings will be held with attendance from Service Managers, Team Leaders and Co-ordinators across all localities. Reviewing accounts in arrears, complex cases and samples will be undertaken on a regular basis by the Team Leader Income Maximisation to review processes and to ensure compliance with the procedure.

## **11 Equal Opportunities**

- 11.1 The Council is committed to equality of opportunity and will ensure that this Policy and procedures will not unfairly discriminate against people on the grounds of:-
  - Sex
  - Marital status
  - Race

- Disability
- Age
- Sexual orientation
- Language
- Social Origin
- Religion
- Political opinions

11.2 The Council will where required provide:-

- Translation and interpretation for tenants whose first language is not English
- Sign language facilities for tenants who are profoundly deaf
- Large text or audio tapes for tenants who are visually impaired

## **12 Complaints**

12.1 The Council operates a complaints procedure that is available to any tenant who is not satisfied with the way their case has been dealt with. Details of the Complaints Procedure are available on-line or at any Council office.

12.2 Tenants should exhaust the Council's complaints procedure before escalating the complaint to the Scottish Public Sector Ombudsman.

## **13 Consultation**

13.1 The Council's procedure for consulting with tenants is held within the Tenant Participation Strategy.

13.2 The Council will consult with tenants and other services/agencies in order to continually develop good practice in the management of rent arrears.

## **14 Data Protection**

14.1 All information held and accessed by The Council in the operation of this policy is in compliance with the Data Protection Act 1998.

## **15 Reviewing the Policy**

This policy will be reviewed every 3 years or sooner if required by legislation or good practice.

## Procedure for Writing-off Debt

### Introduction

The Council's policy for rent arrears to be written off is to ensure every effort is made to recover all monies due from tenants or their representatives in a fair and reasonable way. Therefore, before any debt is considered for write off the Rent Arrears procedures for current and former tenant debts must have been followed.

The only exception to this is where a tenant is either sequestrated or enters into a Protected Trust Deed and where the Council can no longer legally pursue the debt.

It is the responsibility of the council to ensure that any debt identified for Write Off is processed promptly following completion of the procedures and approval granted.

### Identification of Debts to be Written Off

Debts will only be considered for Write Off where at least one of the following criteria has been met:-

- **Uneconomical to Collect**  
Further action is uneconomical due to the level of the debt outstanding
- **Unable to Trace/Gone Away**  
The debt has been passed to the contracted debt collection company, who have been unable to trace the debtor and it is their recommendation that the debt be written off
- **Debt Prescribed**  
The debt is too old to be recovered and barred by statute (i.e. 5 years have elapsed with no recovery action been taken)
- **Sequestration or Protected Trust Deed**  
The debtor has been sequestrated or has entered into a Trust Deed and confirmation of this has been received by the Council
- **Tenant Deceased**  
The debtor is the only person liable for the debt and has left no estate, or an inadequate estate to recover the debt from
- **Capacity**  
The debtor has dementia or a severe learning difficulty or where the debtor has a terminal illness
- **Financial Hardship/No Funds**  
The debt has been passed to the contracted debt collection company, who have recommended that the debt be written off as the potential to recover the debt is negligible

### Write-off Guidelines

Where any of the above criteria have been met the debt will be considered for Write Off. Collated analysis of this information is compiled by the Former Tenant Arrears Officer.

All cases for write off are passed on a monthly basis to the Team Leader (Income Maximisation) for approval in principle to be included in the future annual bad debt write-off provision.

Before any debt is approved in principle, the Team Leader (Income Maximisation) will ensure that the relevant procedure has been followed.

**The information required to be detailed for writing off a debt includes:-**

- The payment reference number
- The tenant's name
- The tenant's address
- The area/community
- The date tenancy terminated
- The value of the arrears
- The reason for write off

Whilst the arrears may be written off, very effort will be made to pursue the arrears if a forwarding address is located or if the individual applies to the Council for housing in the future.

All amounts written off by the Council will be classed as bad debt. All this debt is written off with the provision that should the tenant once again come to the attention of the Council, we will write the debt back on and pursue the account.

The only exceptions to a debt being written back onto the account are where:-

- The debt was part of a Sequestration or Protected Trust Deed
- The debt is prescribed

**Formal Write Off Process**

Perth and Kinross Council writes off all bad debt on an annual basis. A meeting of the Council's Strategic and Policy Review Committee, held during the June following the end of a financial year, considers and approves the balances for write-off.

At the end of each financial year, the Former Tenant Arrears Officer and the Team Leader (Income Maximisation) will provide the Service Manager (Letham and North) with a report containing an analysis of those accounts which have been deemed irrecoverable and recommended for write off.

The analysis on each report must show the following:-

- Name, account number, and termination date for each account which has requested to be written-off
- Total number and value being written-off by reason category and from which financial year
- Identification of the balances to be written off due to sequestration
- During this intervening time it is vital to record any discrepancies in the totals of any account once it has been forwarded to Principal Revenues Officer

The report is submitted to the Head of Housing and Strategic Commissioning and the Senior Management Team (SMT) for approval.

The approved Write Offs will then be submitted for inclusion within the Council wide report presented to the Strategic Policy and Resources Committee for final approval.





## PERTH AND KINROSS COUNCIL

## Housing and Health Committee

2 November 2016

## Completion of Refurbishment of Shops at 99 – 119 Dunkeld Road, Perth

## Report by Director (Housing and Social Work)

**PURPOSE OF REPORT**

This report provides a final update for Committee on the refurbishment of the shops at 99-119 Dunkeld Road, Perth as part of the wider regeneration of Muirton.

**1. BACKGROUND**

- 1.1 In May 2015, Housing and Health Committee approved proposals to carry out a programme of refurbishment and upgrading to 8 existing retail units at 99-119 Dunkeld Road, Perth (Report 15/222). The proposals included a variety of measures aimed at improving fire precautions, electrical / gas safety, welfare and hygiene facilities, as well as the appearance of the building. The cost of this work was estimated at £860,000.
- 1.2 An indicative programme for delivering the proposed improvement work was included and the Executive Director (Housing and Community Care) was remitted to update Committee in November 2016 on progress.
- 1.3 The upgrading of the shops and the environment around them is key to the success of the overall regeneration of the Muirton area. The redesign of the shops will complement the properties that will be built on the adjacent site. This investment will support our aim of having attractive, well managed neighbourhoods supporting strong communities and economic growth.

**2. PROGRESS UPDATE**

- 2.1 The regeneration of the Muirton area is progressing well. A further 25 houses for social rent with Fairfield Housing Cooperative were completed in June 2016 and Phase 6 of the development is scheduled to start on site in the autumn, providing another 46 houses. Thereafter a further 56 houses are scheduled to be built within Phases 7 and 8, bringing the total houses/units for phases 6-8 to 203. Completion of the affordable homes is scheduled for the end of 2018 and the private homes by summer 2019.
- 2.2 Completion of the refurbishment of the 8 shops held on the Housing Revenue Account (HRA)

The work to refurbish the eight shops was completed in September 2016, with all 6 existing shop owners operating as normal from their refurbished units. The shops have been extensively refurbished, with new floors, ceilings, doors,

windows, sanitary ware and electrics being installed. The Post Office and Bayne's Bakery have had a partial refurbishment as both of these units had already had work carried out by the existing tenants. All shops have been provided with similar shop fronts so that the redevelopment has a uniform appearance and street scape. The two vacant units are currently being marketed and there has been considerable interest in these. It is intended to let these units to businesses that will provide further diversity to the existing arcade.

Work has also been carried out around the perimeter of the site with existing drainage at the rear of the shops being repaired, new tarmac footpaths installed and bin stance areas created, at either end of the building. The rear elevation of the shops has been re-rendered to improve the visual appearance of the building and the rear garden areas now have new grassed surfaces and all flats have been provided with drying facilities.

### 2.3 Work to neighbouring flats

Work to improve the 8 flats above the shops has been undertaken with new triple glazed windows installed, existing stairwells painted with fire retardant paint and new controlled door entry systems installed to each flat. It is also intended to upgrade the bathrooms and kitchens in some of the houses as part of the kitchen and bathroom upgrading programme. Seven of the eight flats have been transferred to mainstream accommodation and the final flat will transfer from temporary accommodation to mainstream in 2017.

2.3 The work to renovate the eight shops and flats was £802k, which is lower than the estimated costs at the outset of £860k. It was achieved while enabling local traders to continue to trade and has significantly improved the environment for staff and shoppers. Almost all traders have signed a longer, ten year lease, with one being finalised, and their rents have been maintained at their existing levels, as there is no market justification to increase them and recognising the level of disruption caused to them during the renovations.

2.4 Some photographs showing the properties before and after the renovations have been included in the appendix.

## 3. **FEEDBACK**

3.1 This project has had the support of the local community who were keen to see the development and improvement of the local shops as part of the regeneration of the area. Feedback from tenants of the refurbished shops has been very positive and there has been enthusiastic public reaction to the enhanced appearance of the new shop frontages. The first of the tenants to be moved back into their upgraded shop unit reported increased footfall and their business appears to have benefited since the work was completed. The improved hygiene facilities, energy efficiency work and additional fire prevention measures are helping to provide improved safety, security and comfort for users of the building.

#### 4. CONCLUSION AND RECOMMENDATIONS

- 4.1 This has been an important improvement project for the local community of Muirton and has been part of the overall regeneration of the area which, when completed in 2019 will include over 200 new build houses built in phases 6-7 of the Muirton Regeneration Project.
- 4.2 Committee is asked to note the content of this report and the excellent work in renovating and regenerating the local area of Muirton, at reduced costs to the original estimates.

##### Author

| Name             | Designation             | Contact Details                                                                                    |
|------------------|-------------------------|----------------------------------------------------------------------------------------------------|
| John Cruickshank | Housing Project Manager | <a href="mailto:HCCCommitteeReports@pkc.gov.uk">HCCCommitteeReports@pkc.gov.uk</a><br>01738 475000 |

##### Approved

| Name          | Designation                        | Date            |
|---------------|------------------------------------|-----------------|
| Bill Atkinson | Director (Housing and Social Work) | 19 October 2016 |

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

All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

| <b>Strategic Implications</b>                       | <b>Yes / None</b> |
|-----------------------------------------------------|-------------------|
| Community Plan / Single Outcome Agreement           | <b>Yes</b>        |
| Corporate Plan                                      | <b>Yes</b>        |
| <b>Resource Implications</b>                        |                   |
| Financial                                           | <b>Yes</b>        |
| Workforce                                           | <b>None</b>       |
| Asset Management (land, property, IST)              | <b>Yes</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>Yes</b>        |
| <b>Communication</b>                                |                   |
| Communications Plan                                 | <b>None</b>       |

### 1. Strategic Implications

1.1 The Perth and Kinross Community Plan 2013-2023 and the Perth and Kinross Corporate Plan 2013-18 have five concurrent outcomes which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. The following are relevant to this report:

- 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

2.1 The cost of this project was £802,160 which was funded by the Housing Revenue Account (HRA) and income then raised through tenant rents.

### 3. Assessments

#### 3.1 Equality Impact Assessment

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

### 3.2 Strategic Environmental Assessment

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

### 3.3 Sustainability

These proposals meet the following sustainability criteria:

- Where possible, using materials from sustainable sources
- Energy conservation through improved insulation measures
- More efficient heating systems
- More efficient lighting systems

### 3.4 Legal and Governance

The Head of Legal Services has been consulted and there are no direct legal implications of this report.

#### Risk

None

## 4. **Consultation**

### 4.1 Internal

The Heads of Finance and Legal Services have been consulted on this report.

#### External

4.2 The tenants of the shops were fully consulted on the proposals throughout the duration of the project.

4.3 The Tenant Committee Report Panel was consulted on the original proposals and supported the planned improvements. They commented that this report is a “good informative paper and it is great that the project came in under budget.”

**5. BACKGROUND PAPERS**

5.1 None

## Appendix 1: Before and after the renovations

Back of Shops Beforehand



Back of Shops After



Post Office Beforehand



Post Office After





Chinese Restaurant Before



Chinese Restaurant After





**PERTH AND KINROSS COUNCIL****Housing and Health Committee****2 November 2016****Strategic Housing Investment Plan****Report by Director (Housing and Social Work)****PURPOSE OF REPORT**

This report identifies housing needs across Perth and Kinross and seeks approval for the Perth and Kinross Council Strategic Housing Investment Plan (SHIP) to address these needs and future demand for housing across the area.

**1. BACKGROUND**

- 1.1 Good quality housing and the surrounding local environment make a significant contribution to the Council's wider aim of creating safe and sustainable communities in which people want to live. Good quality housing also helps tackle poverty and health inequalities and gives children the best start in life.
- 1.2 There is a high demand for housing in Perth and Kinross, which is expected to continue, particularly given the projected increase in population in the next 15-20 years, including a significant increase in the older population. It is therefore essential that more new homes are built to address meet these demands and the programme detailed in this Strategic Housing Investment Plan of delivering over 1,000 additional affordable houses (including buybacks) over the next five years means that we can be confident of meeting our target for this period. Equally important is the regeneration of key areas, supporting communities to grow and develop, taking more ownership of their local area.
- 1.3 The geography of Perth and Kinross presents some specific challenges. Around half of the population is spread over a large rural area and there are challenges with the availability of land, particularly in North Perthshire. This requires a strong focus on collaboration with the National Park Authorities, private landowners and estates and other key partners, to develop new housing.
- 1.4 The Local Housing Strategy (2016-21), approved by Housing and Health Committee in May 2016 (Report 16/234) reflects these issues and identifies a number of key priorities, including:-
  - Creating more affordable homes and well managed stock of the right size, type and location, with access to suitable services and facilities

- Supporting safe and secure communities for residents of Perth and Kinross with access to good quality, affordable accommodation with the necessary support in place to sustain them in their homes and prevent them becoming homeless
- Enabling people to live independently at home for as long as possible with help from the community and local networks of support
- Supporting warm, energy efficient and low carbon homes for Perth and Kinross residents which they can afford to heat

1.5 The Strategic Housing Investment Plan (SHIP) sets out how Scottish Government's funding for the development of affordable housing will be invested to support the objectives of the Local Housing Strategy. The SHIP therefore reinforces the position of the Council as the strategic housing authority and the importance of the outcomes and targets set in the Local Housing Strategy.

## **2. PROPOSALS**

2.1 The SHIP (attached in the appendix) sets out how Perth and Kinross will use the funding available to invest in housing developments aimed at achieving our ambition of affordable, safe, sustainable housing that meets the needs of our communities. Investing in housing developments which meet the needs of the most vulnerable sections of our community is a key aim of the SHIP.

2.2 In developing the SHIP, the Council and partners have to identify and prioritise new-build and development projects using the following criteria:-

- Contribution to the Community Plan/Single Outcome Agreement (SOA) and the Local Housing Strategy (LHS) objectives
- Contribution to meeting significant local Housing need
- Deliverability
- Inclusion, equality and meeting particular needs
- Impact on communities and regeneration
- Contribution to the balance of the programme and meeting strategic needs identified by the Housing needs and Demand Assessment

2.3 The prioritisation of projects is an ongoing process and dependent on a range of factors, including some which may cause delays. As a result, some projects of lower priority may be taken forward as these issues are resolved.

2.4 The Scottish Government's guidance on Resource Planning Assumptions (RPAs) for this round the SHIPs was made available in March 2016 and the Council has been advised on these for 2016/17. The Government recognises that for maximum impact, the programme needs long term planning, so a high proportion of future completions need their planning and development to begin now. The Council is therefore proceeding on the assumption that its RPAs will be at least what is indicated in the table below:-

**Table 1**

| Financial Year | Resource Planning Assumption |
|----------------|------------------------------|
| 2016/17        | £11.681m                     |
| 2017/18        | £9.345m                      |
| 2018/19        | £7.009m                      |
| 2019/20        | £4.672m                      |

- 2.5 The programme in the appendix shows a healthy number of projects across Perth and Kinross as well as additional projects included in case some don't progress in the anticipated timescale. The Scottish Government has advised local authority officials to receive delegated authority to assign other projects into the programme, where possible, to replace any that aren't progressing in the anticipated timescale and to prioritise replacement projects under the SHIP's prioritisation system.
- 2.6 The plan is for around 950 new affordable houses to be built in Perth and Kinross over the five years from 2017/18 namely:
- 323 new housing units (flats, houses) are programmed to begin in 2017/18
  - 237 programmed to start 2018/19
  - 170 in 2019/20
  - 227 in later years (2020/22)
- 2.7 In addition, the Council intends to continue its programme of buying back former Council houses to increase the social rented sector (86 purchased since 2012/13). It is anticipated that grant assistance from the Scottish Government will be continue, supporting a target of 24 properties each year. This would mean that a total of 120 houses will be brought back into the social rented sector over the next five years.
- 2.8 This would mean an estimated total programme of over 1,000 new housing units for the period of the SHIP.

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

- 3.1 This report outlines the Perth and Kinross Strategic Housing Investment Plan 2017-22 (appended to this report).
- 3.2 Committee is asked to:-
- (i) Approve the Strategic Housing Investment Plan 2017-2022
  - (ii) Give delegated authority to the Director to ensure that where projects fall out of the plan, he can assign agreed SHIP projects in their place.

**Author**

| <b>Name</b>  | <b>Designation</b>                 | <b>Contact Details</b>                                                                             |
|--------------|------------------------------------|----------------------------------------------------------------------------------------------------|
| Norma Robson | Team Leader –<br>Planning & Policy | <a href="mailto:HCCCommitteeReports@pkc.gov.uk">HCCCommitteeReports@pkc.gov.uk</a><br>01738 475000 |

**Approved**

| <b>Name</b>   | <b>Designation</b>                    | <b>Date</b>     |
|---------------|---------------------------------------|-----------------|
| Bill Atkinson | Director (Housing and<br>Social Work) | 19 October 2016 |

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

All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

| <b>Strategic Implications</b>                       | <b>Yes / None</b> |
|-----------------------------------------------------|-------------------|
| Community Plan / Single Outcome Agreement           | <b>Yes</b>        |
| Corporate Plan                                      | <b>Yes</b>        |
| <b>Resource Implications</b>                        |                   |
| Financial                                           | <b>Yes</b>        |
| Workforce                                           | <b>None</b>       |
| Asset Management (land, property, IST)              | <b>Yes</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>Yes</b>        |
| <b>Communication</b>                                |                   |
| Communications Plan                                 | <b>None</b>       |

### 1. Strategic Implications

#### Community Plan/Single Outcome Agreement

The Perth and Kinross Community Plan/Single Outcome Agreement and Perth and Kinross Council Corporate Plan have five concurrent outcomes which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. The following are relevant to this report:

- 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

#### Corporate Plan

Proposals contained in this report address the following Corporate plan Priorities:

- 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 Resource implications arising directly from this report emanate from the proposed local authority new build housing programme (as detailed in the SHIP appended). In addition to the Scottish Government Grant, the second home Council Tax fund and developer's contributions for affordable housing will be used to support the delivery of the programme. Detailed resource assumptions on the use of these funds will be reported to respective Council Committees when final details are known. The Head of Finance was consulted on these proposals as part of the Capital Budget and HRA Capital Plan budget setting process.

### Workforce

- 2.2 There are no direct workforce implications regarding this report.

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

- 2.3 The Director (Environment) and the Head of Finance and Support Services, Housing and Community Care were consulted on this report and are in agreement with the proposals.

## 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. However, no action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

### Sustainability

- 3.3 These proposals meet the following sustainability criteria:-
- Where possible, using materials from sustainable sources



- Energy conservation through improved insulation measures
- More efficient heating systems
- More efficient lighting systems

### Legal and Governance

- 3.4 The Head of Legal and Governance has been consulted and there are no direct legal implications of this report.

### Risk

- 3.5 The Housing and Community Care Senior Management Team regularly review capital monitoring reports that highlight individual project progress and risks.

## **4. Consultation**

### Internal

- 4.1 The Heads of Finance and Head of Legal and Governance were consulted on this report.

### External

- 4.2 The Local Housing Strategy was developed through detailed inter-agency working and consultation. Achieving Local Housing Strategy objectives is progressed through successful joint working with partner agencies.
- 4.3 The SHIP is developed corporately through the Affordable Housing Working group with colleagues within the Environment Service and Chief Executives Service. Registered Social Landlords, Homes for Scotland, private developers and rural landowners are also involved through regular Liaison Meetings alongside the Scottish Government.
- 4.4 The SHIP has been developed through joint work with individual Registered Social Landlords and the Scottish Government and they have been consulted on this report.
- 4.5 The Tenant Committee Report Panel was consulted on this report and commented that “this is a comprehensive document with a vision for the next 5 years. It lets the layman have an insight into what is involved and the time and background work that is involved.”

## **5. Communication**

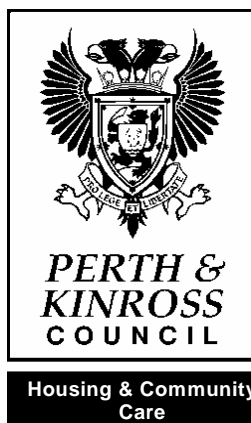
- 5.1 There are no direct communication issues with regard to this report.

## **2. BACKGROUND PAPERS**

None

### 3. APPENDICES

Appendix 1 to this report is the Strategic Housing Investment Plan (SHIP) which sets out affordable housing investment priorities to achieve the outcomes set out in the Local Housing Strategy.



# **Perth and Kinross Council**

## **Strategic Housing Investment Plan**

**2017/18 – 2021/22**

**October 2016**

## 1. Introduction

- 1.1 Good quality housing and the surrounding local environment make a significant contribution to the Council's wider aim of creating safe and sustainable communities in which people want to live. Good quality housing also helps tackle poverty and health inequalities and gives children the best start in life.
- 1.2 There is a high demand for housing in Perth and Kinross, particularly given the projected increase in population in the next 15-20 years, including a significant increase in the older population. It is therefore essential that more new homes are built to address these issues. The programme detailed in this Strategic Housing Investment Plan aiming to deliver over 1000 additional affordable houses (including buybacks) over the next five years means that we can be confident of meeting our target of 750 affordable houses over this period. Equally important is the regeneration of areas of deprivation, supporting communities to grow and develop, taking more ownership of their local area.
- 1.3 It is essential that the programme of additional affordable housing is maximised.
- 1.4 The geography of the area presents some specific challenges. Around half of the population is spread over a large rural area and there are challenges in relation to the availability of land, particularly in North Perthshire. This requires a strong focus on collaboration with the national park authorities, private landowners and other key partners to develop new housing.
- 1.5 The Local Housing Strategy (2016-21) identifies a number of key priorities, including:-
- More affordable homes and well managed stock to make sure homes are the right size, type and location, with access to suitable services and facilities
  - Safe and secure communities for residents of Perth and Kinross with access to good quality, affordable accommodation with the necessary support in place to sustain them in their homes and prevent them from becoming homeless
  - People living independently at home for as long as possible with help from the community and local support networks
  - Warm, energy efficient and low carbon homes for Perth and Kinross residents which they can afford to heat
- 1.6 The Strategic Housing Investment plan (SHIP) sets out how Scottish Government funding for the development of affordable housing will be invested to work towards the objectives of the Local Housing Strategy. The SHIP therefore reinforces the position of the Council as the strategic housing authority and the importance of the outcomes and targets set in its Local Housing Strategy.

- 1.7 Delivering high quality affordable housing in safe and secure neighbourhoods is a key priority for Perth and Kinross. This Local Housing Strategy provides the strategic framework to help us achieve that, setting out our vision, key objectives and outcomes.

## 2 Our vision

*'We want to make Perth and Kinross a place where everyone will have access to good quality, energy efficient housing which they can afford, that is in a safe and pleasant environment. People will have access to services that will enable them to live independently and participate in their communities'*

- 2.1 The objectives of our Local Housing Strategy (LHS) are:-

### 1 Supply of housing and sustainable communities

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

### 2 Housing and homelessness

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

### 3 Independent living

We will support people to live independently at home for as long as possible with help from the community and local support networks

### 4 House condition, fuel poverty and climate change

We will enable residents of Perth and Kinross to live in warm, dry, energy efficient and low carbon homes which they can afford to heat

## 3 Planning for Housing

- 3.1 The Strategic Housing Investment Plan (SHIP) sets out how Scottish Government funding for the development of affordable housing will be used to support the objectives of the Local Housing Strategy (LHS) and therefore reinforces the Council as the strategic housing authority, as well as the importance of the outcomes and targets set out in the Local Housing Strategy (2016-21).
- 3.2 The LHS sets out how the SHIP links with other national and regional policies and priorities within a local strategic context. Both documents are aligned to the Perth and Kinross Community Plan/ Single Outcome Agreement, Perth and Kinross Council Corporate Plan and, related plans of partner agencies.
- 3.3 The main focus of this SHIP is the use of the Scottish Government's Affordable Housing Supply Programme (AHSP). Other funding streams, such as developers contributions (collected through the implementation of

the Affordable Housing Policy) and the Council Tax funding for affordable housing, are also used to compliment the funding available from the Scottish Government. These funds help provide additional housing and are useful when development costs are higher than usual. High development costs are often experienced where housing is being provided through renovating a redundant building or where land servicing costs (often for rural sites) are higher than usual.

3.4 The SHIP covers a five year period and is designed to be working tool which:-

- Improves longer-term strategic planning
- Provides a practical plan detailing how investment in affordable housing will be directed over a five year period to achieve the outcomes set out in the Local Housing Strategy
- Provides an opportunity for local authorities to set out key investment priorities for affordable housing and demonstrate how these will be delivered and identifies resources which will help deliver these priorities
- Forms the basis for more detailed programme planning
- Provides a focus for partnership working
- Informs, and is informed by, the preparation of Registered Social Landlord (RSL) development funding plans
- Develops actions identified in the Local Housing Strategy relating to the equalities agenda, as appropriate
- Informs the allocation of resources from a national to a local authority level

3.5 The SHIP includes affordable housing supply through new build, replacement, renovation and re-modelling. It also includes details of the programme of house building planned by the Council. The Appendix to the SHIP sets out projects to be taken forward on a site-by-site basis. This information will be used by the Scottish Government to draft Strategic Local Programme Agreements. Once agreed, Strategic Local Programme Agreements will form the basis of individual RSL and Local Authority programme agreements.

## **4 Partnership Working**

4.1 The SHIP is developed and implemented through close partnership working with the Scottish Government, Registered Social landlords and other key services, such as health services, through regular monitoring meetings. Other arrangements to take forward the SHIP are:-

- Seminars and consultation events for the development and implementation of the Local Housing Strategy
- Consultation on development priorities at a quarterly member Officer Working group on Affordable Housing

- 4.2 A corporate Affordable Housing Group includes other Council services who have a role in supporting the development of affordable housing. It reports to the Member Officer Working Group on affordable housing and focuses on resolving issues around the development and supply of affordable housing.

## **5 How is the SHIP Monitored?**

- 5.1 The SHIP is monitored as part of the Local Housing Strategy monitoring where its progress and impact are reported. Annual reviews are reported to the Council's Housing and Health Committee, including updates on delivery against what was planned, and analysis of any delays and reasons for these.

## **6 Equalities**

- 6.1 Perth and Kinross Council is fully committed to equalities and diversity. The General Equality Duty has three main aspects:-

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between communities

- 6.2 The Council will respond to the different needs and service requirements of people regardless of sex, race, colour, disability, age, nationality, marital status, ethnic origin, religion or belief, sexual orientation or gender re-assignment. The planning and delivery of good quality housing and appropriate information, advice and support services in Perth and Kinross embraces the principle of equal opportunities and the equality outcomes.

- 6.3 The SHIP plays a significant role in promoting this agenda. People with specialist needs should have, wherever possible, the opportunity to live independently in their own homes and community. The aim is for all housing to be built to 'housing for varying needs' standard and a small number of fully wheelchair standard units will be incorporated where needed. Where a site is suitably located, the need for specialist accommodation in the area is considered and included as required.

- 6.4 The details of many of the developments in the programme have not yet been finalised and the potential of many developments to meet specialist provision still needs to be fully assessed. It is anticipated that the proportion of housing for people with specialist needs will increase once specific development details are finalised. The aim is that at least 12% of the total programme will be dedicated towards meeting the specialist needs of equalities groups. This exceeds the level of special needs accommodation set out by the Scottish Government of a minimum of 10% of all housing built.

- 6.5 The SHIP, as part of the Local Housing Strategy, has undergone an equality impact assessment. While it was found that there would be no

significant adverse impact in terms of equalities, it is anticipated that those with specific needs should be more accurately assessed and incorporated into future strategies.

## 6. Strategic Environmental Assessment

- 6.1 The Strategic Environmental Assessment (Scotland) Act 2005 requires that all qualifying plans, programmes and strategies, including policies (PPS) are screened to assess the potential environmental impact of the plan. A Strategic Environmental Assessment (SEA) ensures that environmental issues are considered by decision makers alongside social and economic issues.
- 6.2 The SHIP as part of the Local Housing Strategy was considered under the Environmental Assessment (Scotland) Act 2005 and pre-screening identified that the plan will have no or minimal environmental effects. It is therefore exempt and the SEA Gateway has been notified.

## 7. Scottish Government's National Housing Priorities

- 7.1 The Scottish Government is committed to securing a strong and prosperous future for Scotland, economically, socially and constitutionally and wants people to live in affordable quality homes that meet their needs. In March 2016, Ministers announced ***More Homes Scotland (MHS)***, an overarching approach to support the increase in supply of homes across all tenures which will incorporate a variety of existing and new initiatives including:-
- A commitment of over £3 billion over the next 5 financial years to fund the delivery of 50,000 affordable homes accompanied by 5 year Resource Planning Assumptions, increased subsidy levels, a new Rural Housing Fund and support for City Deals
  - Delivering more mid-market homes, building on existing successful initiatives using guarantees and loans
  - Increasing the supply of private rented sector homes building on the use of guarantees to stimulate a thriving high-quality sector
  - Supporting Home Ownership through the Open Market Shared Equity Scheme and the new Help to Buy (Scotland) scheme
  - Establishing a new Housing Infrastructure Fund which will provide loans and grants to allow partners to unlock strategically important housing sites and increase the scale of housing delivery
  - Reviewing the planning system with a focus on improving planning processes to support the delivery of good quality housing

## 8. Local Housing Market Areas (LHMAs)

- 8.1 Perth and Kinross Council covers an area of 5,286 square kilometres. While around one third of the population lives in Perth, 60% live either within Perth or within a 'commuter villages' just outside Perth. Throughout



the rural area there are a number of sizeable settlements with a historical status of being the former 'county towns'.

- 8.2 The assessment of housing need and related targets to deliver affordable housing is divided into five Local Housing Market Areas. The SHIP identifies investment programmes at Local Housing Market Area level and efforts will be made in future years to address any imbalances occurring in the investment programme. These arise where there is a lack of opportunities for investment in areas assessed as having high levels of housing need.

**Table 1: Local Housing Market Areas (LHMAs) in Perth and Kinross**

| LHMA in Annexes | LHMA                                                    |
|-----------------|---------------------------------------------------------|
| Perth           | Perth and the surrounding villages                      |
| Eastern         | Blairgowrie, Alyth, Coupar Angus, Easter Perthshire     |
| Highland        | Pitlochry, Aberfeldy, Dunkeld, Highland Perthshire area |
| Strathearn      | Crieff, Auchterarder, Strathearn area                   |
| Kinross         | Kinross and Kinrosshire                                 |

Source: Perth and Kinross Council

- 8.3 Perth and Kinross is a diverse area with a number of different housing priorities, even within the same LHMA. The plan to meet these priorities is outlined in Appendices to this report. High levels of housing need exist across all tenures. The LHS outlines how the Council, acting in partnership with other providers and policy makers, influences the housing system to maximise the supply of housing in the area.
- 8.4 The targets for affordable housing take account of the level of housing need in the area, acknowledging the level of funding which could be reasonably expected to deliver this. An assessment of the housing needs was carried out by the strategic planning authority (TAYplan) in 2013 and updated by the Council in 2015 (a summary of the findings is included in the Appendices).
- 8.5 The Housing Needs and Demand Assessment found that housing need (for all tenures) is heavily concentrated in the Greater Perth area (56%), with the remaining % spread across the remaining LHMAs:-
- Greater Perth area - 56%
  - Eastern - 14%
  - Highland - 9%
  - Kinross - 7%
  - Strathearn - 14%
- 8.6 The proportion of housing need for affordable housing in each of the Local Housing Market areas is very similar to the pattern of need for housing across all tenures. Investment priorities are derived through reference to the housing needs throughout the area as assessed by the Housing Needs and Demand Assessment, together with information on housing waiting lists and vacancies in the social rented stock which allows for more

detailed settlement level information to be considered. The pattern of investment underway at present is also taken into account in ensuring that the investment profile across Perth and Kinross addresses priority housing needs.

## **9. Affordable Housing Supply Programme (AHSP)**

The projects detailed in the appendices are based upon an AHSP resource planning assumptions for Perth and Kinross. The Resource Planning Assumption for Perth and Kinross in 2016-17 is **£11.681m**.

## **10. The Affordable Housing Supply Programme beyond March 2017**

10.1 To support strategic planning, the Council has been informed that its Resource Planning Assumptions will be at least:-

**£9.345m** for 2017-2018

**£7.009m** for 2018-2019

**£4.672m** for 2019-2020

10.2 The main focus of the SHIP is the use of the AHSP resources, but other funding streams used to support LHS priorities for affordable housing or complement the AHSP resources, are also used. The SHIP will make sure AHSP funding is allocated to support the Local Housing Strategy and ensure the Council has a realistic and practical plan for delivering investment priorities.

10.3 In addition to the funding available through the Scottish Government, the Council accumulates around £1.4m additional monies annually for affordable housing from the higher level of Council Tax applied to second homes and properties which are empty for a long term. This funding is mainly used to assist with the Council's programme of house building. Funding to assist with building affordable housing is also collected through the Council's Affordable Housing Policy. These funds are mainly used to assist RSLs with the purchase of sites at market value or to meet exceptional costs on specific sites.

## **11. Affordable Housing Supply Programme Assumptions**

11.1 The assumptions supporting the SHIP to calculate funding requirements include:

- Scottish Government Grant levels are based on average grant levels available to RSLs – actual grant levels will reflect the mix of houses sizes on each site once the project details have been finalised
- Grant funding levels put against projects are at the level for greener being met – this can be adjusted if it is not going to be possible to meet greener standards within the individual developments as the projects become more fully developed
- No allowance has been made for inflation

## 12. Affordable Housing Supply Profile by Year

12.1 In terms of the strategic housing investment programme:

- 323 new housing units (flats, houses) are programmed to begin in 2017/18
- 237 programmed to start 2018/19
- 170 in 2019/20
- 227 in later years (2020/22)

The plan is for around 950 new affordable houses to be built in Perth and Kinross over the next five years.

In addition, the Council intends to continue its programme of buying back properties former Council houses to increase the social rented sector (86 purchased since 2012/13). It is anticipated that grant assistance from the Scottish Government will be continue, supporting a target of 24 properties each year. This would mean that a total of 120 houses will be brought back into the social rented sector over the next five years.

This amounts to a potential total programme of over 1,000 units.

12.2 There will be many changes in the timing of projects, even to those included in this programme, but it is important to be ambitious and identify as many opportunities as possible to address the clear and pressing need for affordable housing throughout Perth and Kinross. If projects identified to come forward during the earlier years of the project fall to progress, it may be possible to accelerate some of the projects listed for later years. If the funding available is less than anticipated projects will be prioritised according to the programme detailed.

## 13. Additional Resources to Support and Complement AHSP

13.1 In addition to the AHSP the following resources may be used to deliver the SHIP:-

- **Housing Revenue Account (HRA)**  
Using its own resources to fund additional borrowing, the Council has plans to develop 400 houses for rent over the SHIP period at an estimated cost of approximately £56m, funded through council tax funding, prudential borrowing and grant assistance from the Scottish Government. This programme of Council build is included in the figures above.
- **Affordable Housing Policy (AHP) and Developer Contributions**  
The level of funding available through this source is difficult to predict in that there are many variable factors which will influence this, such as the level of development being undertaken by developers and the number of sites being brought forward where the payment of a

commuted sum in place of onsite provision of Affordable Housing is considered to be appropriate. There is currently approximately £1.147m (not including committed funds) at time of writing, held in this account to enable the development of affordable housing.

- **Council Tax Reserve Income from the Reduction of Discount for Empty and Second Homes**

In 2012 the Council Tax (Variation for Unoccupied Dwellings) (Scotland) Act gave Councils new powers aimed at reducing the number of empty dwellings. In June 2013, Perth and Kinross Council agreed to adopt a new policy with effect from April 2014 which awarded the minimum discount of 10% for dwellings empty for between 6-12 months and for second homes. For long-term unoccupied dwellings in 2017/18 the Council Tax Charge will be 200% of the rate of charge for an occupied property.

Properties that are being actively marketed for sale or let will retain discount of 10% for two years from the date they became unoccupied. Purpose-built holiday homes, job related dwellings and unfurnished properties where major work is ongoing or is required to render it habitable, will continue to receive the 50% protected discount as long as they meet the appropriate criteria.

Through these measures the Council currently raises approximately £1.4m per annum for investment in affordable housing, although the main aim of the policy is to reduce the number of empty properties and to encourage owners to bring them back into use.

- **Scottish Government Infrastructure Fund**

The Scottish Government has introduced a flexible five year grant and loan fund to help tackle infrastructure blockages and to accelerate the delivery of primarily affordable housing across Scotland. Support will consist of three main elements:

- Infrastructure grant available to local authorities and RSLs (to cover costs which are not currently funded from the AHSP).
- Infrastructure loans to non-public organisation.
- Resources to accelerate site development.

Local Authorities are requested to identify priority sites which could be unlocked or taken forward earlier through funding from this fund. Sites prioritised for this funding are detailed in Table 3 in the Appendices to this report.

- **Housing Support/Social Care**

The Council is committed to funding the revenue cost of the housing support/social care services for the respective housing developments currently in development. Any future particular needs developments requiring revenue funding for housing support services will be discussed

in advance by Perth and Kinross Council, the Scottish Government, support providers and respective RSLs.

## 14. Risk Management and Constraints

14.1 Risk management is the process of identifying, gauging and responding to risks in a particular programme or project, for example project cost, schedule or quality. Risk management planning establishes a consistent approach to programme and project risk management. There are three elements, these are risk identification, risk assessment and risk control. As with any long term financial plan, including those of RSLs, there is a need to keep the projections and assumptions used under constant review to ensure that the level of investment that has been assumed can actually be delivered. The main risks, or variables, that have to be managed include:-

- Development constraints
- Financial assumptions
- Land supply
- Infrastructure constraints
- Planning constraints
- Legal procedural constraints

14.2 Securing sites for the AHSP is challenging, particularly in the most pressured areas where land values are highest. Equally, while developing on brown field sites is a key regeneration priority, these sites often present their own challenges, in terms of ground condition problems and site access etc.

Any known site constraints are identified against individual sites. However the most common constraints are summarised below, as well as the action that is taken to mitigate these problems.

**Table 2: Identified AHSP Programme Constraints and Possible Mitigating Actions**

| <b>Constraint</b>                                              | <b>Mitigating Actions</b>                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Funding – lack of certainty regarding future investment levels | <ul style="list-style-type: none"> <li>• Effective liaison with Scottish Government to prioritise projects and progress site acquisitions to enable projects to be pulled forward if required</li> </ul>                                                                      |
| Funding – reduction in Housing Allocation Grant (HAG) levels   | <ul style="list-style-type: none"> <li>• Work with Scottish Government to progress efficiency agenda</li> <li>• Work with Scottish Government to ensure sufficient flexibility in system to recognise higher development costs in certain areas and/or house types</li> </ul> |
| Availability of land in pressured areas                        | <ul style="list-style-type: none"> <li>• Continuation of Affordable Housing Policy.</li> </ul>                                                                                                                                                                                |

| Constraint                                                                                                     | Mitigating Actions                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                | <ul style="list-style-type: none"> <li>• Identification of additional land supply through Local Plan process</li> </ul>                                                                                                                                                                                                   |
| Ground condition problems/ abnormal costs                                                                      | <ul style="list-style-type: none"> <li>• Site Investigation at early stage</li> <li>• Use of Infrastructure Fund</li> <li>• Ensure land values reflect remediation costs</li> </ul>                                                                                                                                       |
| Scottish Water connections                                                                                     | <ul style="list-style-type: none"> <li>• Early discussions with Scottish Water to identify constraints</li> <li>• Use of Infrastructure Fund</li> </ul>                                                                                                                                                                   |
| Access/Planning issues                                                                                         | <ul style="list-style-type: none"> <li>• Early discussions with planning services regarding road layouts/school catchment areas etc.</li> <li>• Effective internal liaison arrangements within the council</li> <li>• Ensure Affordable Housing Policy procedures are robust</li> </ul>                                   |
| Affordable Housing is part of larger development reducing ability to bring forward site                        | <ul style="list-style-type: none"> <li>• Carefully consider the timing and possible phasing of developments to make realistic assumptions on when affordable housing will proceed</li> </ul>                                                                                                                              |
| Difficulties in gaining agreement of owners of adjacent land if wayleaves etc. are required through their land | <ul style="list-style-type: none"> <li>• Identify any issues as early as possible in the development process so that negotiations can get underway as early as possible</li> <li>• Have a sufficient supply of sites in the system to accommodate unforeseen slippage in the timing of projects coming forward</li> </ul> |
| Difficulty in linking site to services at reasonable cost                                                      | <ul style="list-style-type: none"> <li>• Where possible abnormal costs should be deducted from the land purchase price</li> <li>• Unforeseen costs may be met through either the Council Tax Fund or developer contributions</li> <li>• Use of Infrastructure Fund</li> </ul>                                             |

## 15. Procurement and Joint Working

- 15.1 There is a strong history of a partnership working in Perth and Kinross with RSLs working closely with the Council to deliver the housing programme. This ranges from identification and sale of sites, securing planning permission and a joint housing waiting list and liaison on nominations when the houses are ready for let. The Council will continue to work closely with Scottish Government to support them in reviewing procurement arrangements to deliver increased efficiency in the delivery of the Affordable Housing Supply Programme in Perth and Kinross.
- 15.2 Increasing the supply of sites for affordable housing is agreed as fundamental to reducing the impact of the issues identified above. It is

recognised that the potential supply of sites for affordable housing must be far greater than would be possible to develop within the funding available to allow for slippage in projects coming forward. Work is therefore continuing by the corporate Affordable Housing Group to focus on the search for sites for affordable housing.

- 15.3 The Affordable Housing Group also reviews any change of use in Council owned sites as well as reviewing any possible sites which the Council could secure which are currently privately owned. This group also considers the most effective use of resources available through the Council Tax Fund and developer contributions to increase the supply of land for affordable housing. These funds can be used either to fund the purchase of a site to bring forward additional housing, or developers contributions can be used to enable an RSL to purchase a site on the open market by bridging the gap between the affordable value and the open market value. These funds can also be drawn upon to meet exceptional unforeseen costs of a development which would otherwise mean that the development would not progress.

## 16. Project Priority Options Appraisal Criteria

Projects in the SHIP have been prioritised using following criteria:-

- (1) Contribution to Community Plan/SOA and LHS objectives
- (2) Contribution to meeting significant local housing need
- (3) Deliverability
- (4) Inclusion, equality and meeting particular needs
- (5) Impact on communities and regeneration
- (6) Contribution to meeting strategic housing needs profile defined by Housing Needs and Demand Assessment

These are explained below:-

### **(1) Contribution to Community Plan/SOA and LHS Objectives**

Each project was assessed in terms of the overall contribution it would make to the strategic objectives of the Community Plan/Single Outcome Agreement and the Local Housing Strategy. All projects were assessed to make either a medium or high contribution to objectives depending upon how many objectives the specific project was assessed as making a contribution towards.

### **(2) Contribution to Meeting Significant Local Housing Need**

Information on the level of housing need throughout the council area from the Housing Need and Demand Assessment together with administrative information from waiting lists, turnover and vacancy trends within the affordable housing stock provides a detailed view of housing need throughout Perth and Kinross. Projects were assessed according to whether the area was one with very high level of local need for additional social rented housing.

**(3) Deliverability**

In assessing whether or not a project is likely to be deliverable within Plan timescales a number of factors were considered. These include the planning status for the project, whether or not the site is in the ownership of the Council or RSL, and the progress anticipated to be achievable by the Council or RSL. These crucial factors were taken into account in scoring the likelihood of the project coming forward on time.

**(4) Inclusion, Equality and Meeting Specialist Needs**

Most projects are anticipated to make a contribution towards meeting the housing needs of households with specialist needs. If a project is planned to make an additional provision to meet specialist needs this factor was taken into account in prioritising the project.

**(5) Impact on Communities and Regeneration**

In some cases a project was assessed as holding potential to make a significant contribution to the regeneration of an area. A project which is likely to achieve this as well as meeting the housing need in an area was awarded additional points to give the project a higher priority within the programme.

**(6) Contribution to Meeting Strategic Housing Need Profile Defined by Housing Needs and Demand Assessment**

The Perth and Kinross Housing Needs and Demand Assessment in accordance with guidance circulated by the Scottish Government was undertaken in during 2015. This is used to inform the balance in the investment programme for affordable housing.

Projects were therefore assessed in terms of the contribution they would make to ensuring that the programme addresses the balance of housing need identified for the various LHMA's across Perth and Kinross. In assessing the relative contribution specific projects would make to the balance of the programme consideration was also given to the developments underway at present.

**17. Options Appraisal Results**

- 17.1 The projects put forward by RSLs for inclusion in the Supply Programme have been prioritised with reference to these factors. The following tables detail how the projects have been prioritised and list the projects in order of priority.
- 17.2 It should be noted that prioritisation is an ongoing process dependent upon a number of factors such as development constraints, financial assumptions, land supply, and legal and procedural issues. Priorities will be reviewed at least annually through the SHIP process.



**Appendix 1 – Estimated required level of new build housing (PKC HNDA 2015/16), used to inform Housing Supply Targets set in the LHS (CHMA HNDA Tool Refresh 23.12.2015)**

| Year                               | Housing Tenure        | Strathmore & Glens | Strathearn | Highland   | Greater Perth | Greater Dundee | Kinross    | Total Perth & Kinross |
|------------------------------------|-----------------------|--------------------|------------|------------|---------------|----------------|------------|-----------------------|
| 2016/17                            | Social Rent           | 44                 | 47         | 30         | 174           | 9              | 21         | 326                   |
|                                    | Below Market Rent     | 20                 | 22         | 14         | 87            | 5              | 8          | 156                   |
|                                    | Private Rented Sector | 42                 | 49         | 32         | 147           | 12             | 24         | 306                   |
|                                    | Buyers                | 21                 | 36         | 20         | 162           | 10             | 27         | 296                   |
|                                    | <b>Total</b>          | <b>148</b>         | <b>155</b> | <b>95</b>  | <b>570</b>    | <b>35</b>      | <b>80</b>  | <b>1084</b>           |
| 2017/18                            | Social Rent           | 44                 | 47         | 30         | 174           | 9              | 21         | 325                   |
|                                    | Below Market Rent     | 21                 | 22         | 14         | 87            | 5              | 8          | 158                   |
|                                    | Private Rented Sector | 42                 | 49         | 31         | 149           | 12             | 24         | 307                   |
|                                    | Buyers                | 20                 | 35         | 20         | 159           | 10             | 27         | 291                   |
|                                    | <b>Total</b>          | <b>147</b>         | <b>154</b> | <b>95</b>  | <b>569</b>    | <b>35</b>      | <b>80</b>  | <b>1081</b>           |
| 2018/19                            | Social Rent           | 44                 | 46         | 29         | 171           | 9              | 21         | 319                   |
|                                    | Below Market Rent     | 20                 | 23         | 14         | 89            | 5              | 8          | 159                   |
|                                    | Private Rented Sector | 40                 | 46         | 30         | 139           | 12             | 23         | 291                   |
|                                    | Buyers                | 39                 | 34         | 19         | 154           | 9              | 26         | 282                   |
|                                    | <b>Total</b>          | <b>143</b>         | <b>150</b> | <b>93</b>  | <b>553</b>    | <b>34</b>      | <b>78</b>  | <b>1052</b>           |
| 2019/20                            | Social Rent           | 23                 | 26         | 16         | 95            | 5              | 11         | 177                   |
|                                    | Below Market Rent     | 17                 | 19         | 12         | 75            | 4              | 7          | 133                   |
|                                    | Private Rented Sector | 34                 | 39         | 25         | 118           | 10             | 19         | 244                   |
|                                    | Buyers                | 33                 | 29         | 16         | 126           | 8              | 22         | 233                   |
|                                    | <b>Total</b>          | <b>107</b>         | <b>112</b> | <b>69</b>  | <b>414</b>    | <b>26</b>      | <b>59</b>  | <b>787</b>            |
| 2020/21                            | Social Rent           | 23                 | 26         | 16         | 98            | 5              | 11         | 179                   |
|                                    | Below Market Rent     | 18                 | 19         | 12         | 70            | 4              | 7          | 128                   |
|                                    | Private Rented Sector | 33                 | 38         | 24         | 117           | 10             | 18         | 240                   |
|                                    | Buyers                | 32                 | 28         | 16         | 125           | 8              | 21         | 229                   |
|                                    | <b>Total</b>          | <b>105</b>         | <b>111</b> | <b>68</b>  | <b>409</b>    | <b>26</b>      | <b>58</b>  | <b>777</b>            |
| <b>5 Year HMA Total</b>            |                       | <b>650</b>         | <b>682</b> | <b>420</b> | <b>2516</b>   | <b>156</b>     | <b>355</b> | <b>4781</b>           |
| 5 Year Social Rent Total           |                       | 1326 Units         |            |            |               |                |            |                       |
| 5 Year Below Market Rent Total     |                       | 734 Units          |            |            |               |                |            |                       |
| 5 Year Private Rented Sector Total |                       | 1388 Units         |            |            |               |                |            |                       |
| 5 Year Buyers Total                |                       | 1331 Units         |            |            |               |                |            |                       |

**Appendix 2: Affordable Housing Supply Programme**

**Prioritisation of Projects to start 2017/18**

|    | <b>Development</b>          | <b>Locality</b> | <b>Developer</b> | <b>Number of units</b>     | <b>Priority</b> |
|----|-----------------------------|-----------------|------------------|----------------------------|-----------------|
| 1  | Muirton Ph7                 | Perth           | Caledonia        | 54                         | High            |
| 2  | Invergowrie                 | North           | PKC              | 5                          | High            |
| 3  | 208 Crieff Road, Perth      | Perth           | PKC              | 21                         | High            |
| 4  | Duntuim, Aberfeldy          | North           | Hillcrest        | 22                         | High            |
| 5  | Glebe, Scone                | Perth           | PKC              | 30                         | High            |
| 6  | Thimble Row, Perth          | Perth           | Hillcrest        | 56                         | High            |
| 7  | Milne Street, Perth         | Perth           | PKC              | 8                          | High            |
| 8  | Elm Drive, Blairgowrie      | North E         | PKC/Hillcrest    | 60                         | High            |
| 9  | Kintillo Rd, Bridge of Earn | South           | Kingdom          | 16                         | Medium          |
| 10 | Ballinluig                  | North           | Caledonia        | 17                         | Medium          |
| 11 | Broxden, Perth              | Perth           | Caledonia        | 24                         | Medium          |
| 12 | Guildtown                   |                 | Caledonia        | 10                         | Low             |
| 13 | Buybacks                    |                 | PKC              | 24                         | Low             |
|    | <b>TOTAL</b>                |                 |                  | <b>347 (incl buybacks)</b> |                 |

### Prioritisation of Projects to start 2018/19

|   | Development               | Locality | Developer | No. units                  | Priority |
|---|---------------------------|----------|-----------|----------------------------|----------|
| 1 | Muirton Ph 8              | Perth    | Caledonia | 23                         | High     |
| 2 | Newhouse Rd, Perth        | Perth    | Caledonia | 12                         | High     |
| 3 | Atholl Rd, Pitlochry      | North    | Caledonia | 12                         | High     |
| 4 | Lathro, Milnathort        | South    | Hillcrest | 46                         | High     |
| 5 | CHA – S Methven St, Perth | Perth    | Caledonia | 12                         | High     |
| 6 | LA – Glebe Ph 2, Scone    | Perth    | PKC       | 30                         | High     |
| 7 | CHA – YMCA, Perth         | Perth    | Caledonia | 21                         | High     |
| 8 | H - Duchlage Farm, Crieff | South    | Hillcrest | 31                         | Medium   |
| 9 | K- Bertha Park (50)       | Perth    | Kingdom   | 50                         | Low      |
|   | LA - Buybacks             |          | PKC       | 24                         | Low      |
|   | <b>TOTAL</b>              |          |           | <b>261 (incl buybacks)</b> |          |

### Prioritisation of Projects to start 2019/20

|   | Development                  | Locality | Developer | No. units                  | Priority |
|---|------------------------------|----------|-----------|----------------------------|----------|
| 1 | Victoria Street, Perth       | Perth    | PKC       | 16                         | High     |
| 2 | Glenearn Rd Ph 2, Perth      | Perth    | PKC       | 12                         | High     |
| 3 | Scone North                  | Perth    | CHA       | 20                         | High     |
| 4 | Gilsay Place, Muirton, Perth | Perth    | PKC       | 20                         | High     |
| 5 | Crieff Primary               | South    | PKC       | 12                         | High     |
| 6 | Luncarty                     | North    | PKC       | 20                         | High     |
| 7 | Brioch Rd, Crieff            | South    | Hillcrest | 20                         | Medium   |
| 8 | Bertha Park, Perth           | Perth    | Fairfield | 50                         | Low      |
|   | Buybacks                     |          | PKC       | 24                         | Low      |
|   | <b>TOTAL</b>                 |          |           | <b>194 (incl buybacks)</b> |          |

### Prioritisation of Projects to start 2020 – 2022

|    | Development              | Locality   | Developer | No. units                  | Priority |
|----|--------------------------|------------|-----------|----------------------------|----------|
| 1  | Charles Street, Perth    | Perth      | PKC       | 16                         | High     |
| 2  | Pace Hill, Milnathort    | South      | CHA       | 20                         | High     |
| 3  | Aberfeldy East (Borlick) | North      | PKC       | 20                         | High     |
| 4  | Tulloch Railway Yards    | Perth      | CHA       | 20                         | High     |
| 5  | Hawarden Terrace, Perth  | Perth      | PKC       | 21                         | High     |
| 6  | Golf Road, Blairgowrie   | North East | CHA       | 10                         | High     |
| 7  | Perth Rd, Pitlochry      | North      | CHA       | 20                         | High     |
| 8  | Newton Farm, Perth       | Perth      | Hillcrest | 20                         | Medium   |
| 9  | Bertha Park, Perth       | Perth      | Kingdom   | 50                         | Low      |
| 10 | Oudenarde                | South      | Hillcrest | 30                         | Low      |
|    | Buybacks                 |            | PKC       | 48                         | Low      |
|    | <b>TOTAL</b>             |            |           | <b>275 (incl buybacks)</b> |          |

Table 1 - AFFORDABLE HOUSING SUPPLY PROGRAMME - Years 1-3

| PROJECT                       | SUB-AREA | PRIORITY | DEVELOPER | UNITS - TYPE |                      |                     | UNITS - SITE STARTS |         |         | UNITS - COMPLETIONS |             |         | SG FUNDING REQUIRED (£0,000m) |         |       | TOTAL SG FUNDING REQUIRED OVER SHIP PERIOD |
|-------------------------------|----------|----------|-----------|--------------|----------------------|---------------------|---------------------|---------|---------|---------------------|-------------|---------|-------------------------------|---------|-------|--------------------------------------------|
|                               |          |          |           | GN           | Specialist Provision | Total Units by Type | PRE 2017/18         | 2017/18 | 2018/19 | 2019/20             | PRE 2017/18 | 2017/18 | 2018/19                       | 2019/20 |       |                                            |
| Muirton, Perth                | Perth    | High     | CHA       | 25           | 12                   | 25                  |                     |         |         |                     |             |         | 0.709                         | 0.555   |       | 0.555                                      |
| Caledonian Road, Perth        | Perth    | High     | CHA       | 44           | 5                    | 49                  | 49                  |         |         |                     |             |         | 0.849                         | 1.992   |       | 1.992                                      |
| Crieff Road, Perth            | Perth    | High     | CHA       | 7            | 7                    | 7                   | 7                   |         |         |                     |             |         | 0.282                         | 0.177   |       | 0.177                                      |
| Beck Loan, Milnathort         | Kinross  | High     | CHA       | 5            | 5                    | 5                   |                     |         |         |                     |             |         | 0.354                         |         |       | 0.354                                      |
| Burrelton                     | Perth    | High     | CHA       | 12           | 12                   | 12                  |                     |         |         |                     |             |         | 0.168                         | 0.773   |       | 0.773                                      |
| Bowerswell, Perth             | Perth    | High     | CHA       | 3            | 3                    | 3                   | 3                   |         |         |                     |             |         | 0.229                         |         |       | 0.229                                      |
| Canal Street, Perth           | Perth    | High     | Fairfield | 32           | 32                   | 32                  | 32                  |         |         |                     |             |         | 2.240                         |         |       | 0.000                                      |
| Glensarn Road, Perth          | Perth    | High     | PKC       | 8            | 8                    | 8                   | 8                   |         |         |                     |             |         | 0.456                         |         |       | 0.000                                      |
| Birch Avenue                  | Perth    | High     | PKC       | 20           | 20                   | 20                  | 20                  |         |         |                     |             |         | 1.114                         |         |       | 0.000                                      |
| Nimmo Avenue, Perth           | Perth    | High     | PKC       | 16           | 16                   | 16                  | 16                  |         |         |                     |             |         | 0.912                         |         |       | 0.000                                      |
| Cairns Crescent, Perth        | Perth    | High     | PKC       | 8            | 8                    | 8                   | 8                   |         |         |                     |             |         | 0.456                         |         |       | 0.000                                      |
| Stanley                       | Perth    | High     | PKC       | 10           | 10                   | 10                  | 10                  |         |         |                     |             |         | 0.570                         |         |       | 0.000                                      |
| Muirton, Perth                | Perth    | High     | CHA       | 14           | 10                   | 24                  | 24                  |         |         |                     | 24          |         |                               | 1.340   |       | 1.340                                      |
| Muirton, Perth                | Perth    | High     | Fairfield | 30           | 30                   | 30                  | 30                  |         |         |                     | 30          |         |                               | 1.350   | 1.003 | 2.353                                      |
| Invergowrie                   | Perth    | High     | PKC       | 5            | 5                    | 5                   | 5                   |         |         |                     | 5           |         |                               | 0.285   |       | 0.285                                      |
| 208 Crieff Road, Perth        | Perth    | High     | PKC       | 21           | 21                   | 21                  | 21                  |         |         |                     | 21          |         |                               | 0.300   | 0.897 | 0.897                                      |
| Dumtinn, Aberfeldy (west)     | Highland | High     | Hillcrest | 22           | 22                   | 22                  | 22                  |         |         |                     | 22          |         |                               | 0.250   | 1.557 | 1.557                                      |
| Glebe, Scene Ph 1             | Perth    | High     | PKC       | 20           | 10                   | 30                  | 30                  |         |         |                     | 30          |         |                               | 1.000   | 0.710 | 0.710                                      |
| Thimble Row, Perth            | Perth    | High     | Hillcrest | 56           | 56                   | 56                  | 56                  |         |         |                     | 56          |         |                               | 1.000   | 2.000 | 1.003                                      |
| Milne Street, Perth           | Perth    | High     | PKC       | 6            | 2                    | 8                   | 8                   |         |         |                     | 8           |         |                               | 0.456   |       | 0.456                                      |
| Elm Drive, Blairgowrie        | Eastern  | High     | PKC       | 20           | 10                   | 30                  | 30                  |         |         |                     | 30          |         |                               | 0.300   | 1.410 | 1.410                                      |
| Elm Drive, Blairgowrie        | Eastern  | High     | Hillcrest | 30           | 30                   | 30                  | 30                  |         |         |                     | 30          |         |                               | 0.300   | 2.340 | 2.340                                      |
| Kintillo Road, Bridge of Earn | Perth    | Medium   | Kingdom   | 16           | 16                   | 16                  | 16                  |         |         |                     | 16          |         |                               | 1.152   |       | 1.152                                      |
| Balhuig                       | Highland | Medium   | CHA       | 15           | 2                    | 17                  | 17                  |         |         |                     | 17          |         |                               | 0.667   | 0.667 | 1.334                                      |
| Broxden, Perth                | Perth    | Medium   | CHA       | 24           | 24                   | 24                  | 24                  |         |         |                     | 24          |         |                               | 1.838   |       | 1.838                                      |
| Gulftown                      | Perth    | Low      | CHA       | 10           | 10                   | 10                  | 10                  |         |         |                     | 10          |         |                               | 0.784   |       | 0.784                                      |
| Buy-backs                     |          |          |           | 24           | 24                   | 24                  | 24                  |         |         |                     | 24          |         |                               | 0.840   |       | 0.840                                      |

| PROJECT                   | SUB-AREA   | PRIORITY | DEVELOPER | UNITS - TYPE |                      |                     | UNITS - SITE STARTS |         |         |         |         | UNITS - COMPLETIONS |         |             |         |         | SG FUNDING REQUIRED (£0.000m) |         |         |         |         | TOTAL SG FUNDING REQUIRED (£0.000m) |
|---------------------------|------------|----------|-----------|--------------|----------------------|---------------------|---------------------|---------|---------|---------|---------|---------------------|---------|-------------|---------|---------|-------------------------------|---------|---------|---------|---------|-------------------------------------|
|                           |            |          |           | GN           | Specialist Provision | Total Units by Type | PRE 2017/18         | 2017/18 | 2018/19 | 2019/20 | 2017/18 | 2018/19             | 2019/20 | PRE 2017/18 | 2017/18 | 2018/19 | 2019/20                       | 2017/18 | 2018/19 | 2019/20 |         |                                     |
|                           |            |          |           |              |                      |                     |                     |         |         |         |         |                     |         |             |         |         |                               |         |         |         | 2017/18 |                                     |
| Muirton, Perth            | Perth      | High     | CHA       | 23           |                      | 23                  |                     |         | 23      |         |         |                     |         |             |         |         |                               | 0.606   | 0.606   | 0.606   | 1.212   |                                     |
| Newhouse Rd, Perth        | Perth      | High     | CHA       | 12           |                      | 12                  |                     |         | 12      |         |         |                     |         |             |         |         |                               | 0.471   | 0.471   | 0.471   | 0.942   |                                     |
| Atholl Road, Pitlochry    | Highland   | High     | CHA       | 12           |                      | 12                  |                     |         | 12      |         |         |                     |         |             |         |         |                               | 0.456   | 0.456   | 0.456   | 0.912   |                                     |
| Lathro Farm, Minnathort   | Kinross    | High     | Hillcrest | 24           |                      | 24                  |                     |         | 24      |         |         |                     |         |             |         |         |                               | 2.494   | 2.494   | 2.494   | 2.494   |                                     |
| Lathro Farm, Minnathort   | Kinross    | High     | PKC       | 22           |                      | 22                  |                     |         | 22      |         |         |                     |         |             |         |         |                               | 1.254   | 1.254   | 1.254   | 1.254   |                                     |
| S Methven Street, Perth   | Perth      | High     | CHA       | 12           |                      | 12                  |                     |         | 12      |         |         |                     |         |             |         |         |                               | 0.456   | 0.456   | 0.456   | 0.912   |                                     |
| Glebe, Scone, Ph2         | Perth      | High     | PKC       | 20           | 10                   | 30                  |                     |         | 30      |         |         |                     |         |             |         |         |                               | 1.770   | 1.770   | 1.770   | 1.770   |                                     |
| YMCA, Perth               | Perth      | High     | CHA       | 21           |                      | 21                  |                     |         | 21      |         |         |                     |         |             |         |         |                               | 0.401   | 1.202   | 1.202   | 1.603   |                                     |
| Duchlag Farm, Crieff      | Strathearn | Medium   | Hillcrest | 31           |                      | 31                  |                     |         | 31      |         |         |                     |         |             |         |         |                               | 1.110   | 1.368   | 1.368   | 2.478   |                                     |
| Bertha Park               | Perth      | Low      | Kingdom   | 40           | 10                   | 50                  |                     |         | 50      |         |         |                     |         |             |         |         |                               | 2.600   | 1.000   | 1.000   | 3.600   |                                     |
| Buy-backs                 |            |          | PKC       | 24           |                      | 24                  |                     |         | 24      |         |         |                     |         |             |         |         |                               | 0.840   |         |         | 0.840   |                                     |
| Victoria Street, Perth    | Perth      | High     | PKC       | 16           |                      | 16                  |                     |         | 16      |         |         |                     |         |             |         |         |                               |         | 0.917   |         | 0.917   | 0.917                               |
| Glensarn Road, Perth Ph 2 | Perth      | High     | PKC       | 12           |                      | 12                  |                     |         | 12      |         |         |                     |         |             |         |         |                               | 0.684   | 0.684   | 0.684   | 0.684   |                                     |
| Scone North               | Perth      | High     | CHA       | 20           |                      | 20                  |                     |         | 20      |         |         |                     |         |             |         |         |                               | 0.200   | 0.200   | 0.200   | 0.200   |                                     |
| Gilsay Place, Perth       | Perth      | High     | PKC       | 0            |                      | 0                   |                     |         | 0       |         |         |                     |         |             |         |         |                               |         | 1.140   |         | 1.140   | 1.140                               |
| Crieff Primary Site       | Strathearn | High     | PKC       | 0            |                      | 0                   |                     |         | 0       |         |         |                     |         |             |         |         |                               | 0.684   | 0.684   | 0.684   | 0.684   |                                     |
| Luncarty                  | Perth      | High     | CHA       | 20           |                      | 20                  |                     |         | 20      |         |         |                     |         |             |         |         |                               | 0.200   | 0.200   | 0.200   | 0.200   |                                     |
| Brolch R.d, Crieff        | Strathearn | High     | Hillcrest | 20           |                      | 20                  |                     |         | 20      |         |         |                     |         |             |         |         |                               | 0.200   | 0.200   | 0.200   | 0.200   |                                     |
| Bertha Park               | Perth      | Low      | Fairfield | 40           | 10                   | 50                  |                     |         | 50      |         |         |                     |         |             |         |         |                               | 2.600   | 2.600   | 2.600   | 2.600   |                                     |
| Buy-backs                 |            |          | PKC       | 24           |                      | 24                  |                     |         | 24      |         |         |                     |         |             |         |         |                               | 0.840   | 0.840   | 0.840   | 0.840   |                                     |
| Total                     |            |          |           | 845          | 74                   | 952                 |                     | 362     | 261     | 194     | 224     | 342                 | 261     | 18,084      | 18,750  | 14,027  | 50,861                        |         |         |         | 50,861  |                                     |

Table 2 - AFFORDABLE HOUSING SUPPLY PROGRAMME - Years 4-5

| PROJECT                      | SUB-AREA | DEVELOPER | UNITS - TYPE |                      |                                               | UNITS - SITE STARTS |             |            | UNITS - COMPLETIONS |             | SG FUNDING REQUIRED (£0.000m) |              |               | TOTAL SG FUNDING REQUIRED OVER SHIP PERIOD |
|------------------------------|----------|-----------|--------------|----------------------|-----------------------------------------------|---------------------|-------------|------------|---------------------|-------------|-------------------------------|--------------|---------------|--------------------------------------------|
|                              |          |           | GN           | Specialist Provision | Type of Specialist Particular Need (if Known) | Total Units by Type | PRE 2020/21 | 2020/21    | 2021/22             | PRE 2020/21 | 2020/21                       | 2021/22      |               |                                            |
| Charles Street, Perth        | Perth    | PKC       | 16           |                      |                                               | 16                  | 16          |            | 16                  |             |                               | 0.912        | 0.912         | 0.912                                      |
| Pace Hill, Milnathort        | Kinross  | CHA       | 20           |                      |                                               | 20                  | 20          |            | 20                  |             |                               | 0.785        | 0.785         | 1.570                                      |
| Aberfeldy East (Borlick)     | Highland | PKC       | 20           |                      |                                               | 20                  | 20          |            | 20                  |             |                               | 0.590        | 0.590         | 1.118                                      |
| Tulloch Railway Yards, Perth | Perth    | CHA       | 20           |                      |                                               | 20                  | 20          |            | 20                  |             |                               | 0.785        | 0.785         | 1.570                                      |
| Hawarden Terrace, Perth      | Perth    | PKC       | 21           |                      |                                               | 21                  | 21          |            | 21                  |             |                               | 1.197        | 1.197         | 1.197                                      |
| Golf Rd, Blairgowrie         | Eastern  | CHA       |              | 10                   | amenity                                       | 10                  | 10          |            | 10                  |             |                               | 0.392        | 0.392         | 0.784                                      |
| Perth Rd, Pitlochry          | Highland | CHA       | 20           |                      |                                               | 20                  | 20          |            | 20                  |             |                               | 0.785        | 0.785         | 0.785                                      |
| Newton Farm, Perth           | Perth    | Hillcrest | 20           |                      |                                               | 20                  | 20          |            | 20                  |             |                               | 1.560        | 1.560         | 1.560                                      |
| Bertha Park, Perth           | Perth    | Kingdom   | 40           | 10                   | amenity                                       | 50                  | 50          |            | 50                  |             |                               | 2.600        | 2.600         | 2.600                                      |
| Oudenarde                    | Perth    | Hillcrest | 20           | 10                   | amenity                                       | 30                  | 30          |            | 30                  |             |                               | 2.340        | 2.340         | 2.340                                      |
| Buy-backs                    |          |           | 48           |                      |                                               | 48                  | 24          | 24         | 24                  |             |                               | 0.840        | 0.840         | 1.689                                      |
| <b>Total</b>                 |          |           | <b>245</b>   | <b>30</b>            | <b>0</b>                                      | <b>275</b>          | <b>131</b>  | <b>144</b> | <b>107</b>          | <b>0</b>    | <b>50.801</b>                 | <b>3.392</b> | <b>12.795</b> | <b>66.988</b>                              |

Table 3 - INFRASTRUCTURE FUND

| PROJECT                          | PRIORITY            | DEVELOPER                                 | LOAN OR GRANT APPLICATION? | PLANNING STATUS (OUTLINE/ MASTERPLAN/ FULL CONSENT IN PLACE) (Y/N) | DOES APPLICANT OWN OR HAVE POTENTIAL TO OWN THE SITE? (Y/N) | BRIEF DESCRIPTION OF WORKS FOR WHICH INFRASTRUCTURE FUNDING IS SOUGHT                                                                                                                                                                                                                                                                  | IS PROJECT LINKED TO DIRECT PROVISION OF AFFORDABLE HOUSING? (Y/N) |
|----------------------------------|---------------------|-------------------------------------------|----------------------------|--------------------------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| Oudenaerde, Bridge of Earn       | Low / Medium / High | GS Brown Construction Ltd / Hillicrest HA | LOAN and GRANT             | Y - outline for whole site. Y - full PP for affordable             | Y                                                           | New access bridge over railway required; and a new Primary School requirement at early stage of development. Primary School cannot be built until railway bridge in place. Both factors constrain further housing being delivered.                                                                                                     | Y                                                                  |
| Bertha Park, Perth               | High                | Springfield Properties                    | GRANT                      | Y - outline for whole site. Y - full PP for 1000 units             | Y                                                           | Existing road constrains site to 750 units. Use of Grant to help fund early delivery of new Link Road through site and facilitate housing delivery.                                                                                                                                                                                    | Y                                                                  |
| South of Kenmore Road, Aberfeldy | High                | Bolfracks Estate                          | LOAN and GRANT             | N - outline planning application under determination               | Y                                                           | Use of early funding will allow site access to be taken from A827 through whole site to deliver Affordable Housing on land under control of RSL at an early stage. In addition this will allow the potential for self build plots to be released at an early stage.                                                                    | Y                                                                  |
| Luncarty South, Luncarty         | High                | Mr John Wedge & AJ Stephen Ltd            | LOAN and GRANT             | Y - outline for site. PAN lodged for full planning application     | Y                                                           | Unsuitable site access from B9099 and secondary access requires upgrade of railway crossing at Denmarkfield. Use of Loan/Grant to facilitate early funding of upgrade of railway crossing at Denmarkfield.                                                                                                                             | Y                                                                  |
| Elm Drive South, Blairgowrie     | High                | Stewart Milne Homes                       | LOAN and GRANT             | Y - outline for whole site                                         | Y                                                           | Link road required at early stage from Hazelwood Road to Berrydale Road. Use of Loan/Grant to deliver early delivery of Link road.                                                                                                                                                                                                     | Y                                                                  |
| Borlick, Aberfeldy               | Medium              | AJ Stephen Ltd and Mr John Marshall       | LOAN and GRANT             | N                                                                  | Y                                                           | Roundabout and site access £200,000. Removal of embankment and contamination clean up £340,000. Use of Loan/Grant to deliver early delivery of Link road.                                                                                                                                                                              | Y                                                                  |
| Middleton of Fonab, Pitlochry    | Medium              | Pitlochry Estate Trust                    | LOAN and GRANT             | Y - outline for whole site. PAN approved also                      | Y                                                           | Access to site constrained and upfront investment level may make site non-viable. Use of Loan/Grant to deliver early delivery of access road.                                                                                                                                                                                          | Y                                                                  |
| Auchterarder                     | Medium              | Stewart Milne Homes and Muir Homes        | LOAN and GRANT             | Y - outline for whole site. Y - full PP for 551 units              | Y                                                           | Development embargo of 500 units across site until new Junction on A9 at Shinafoot built. Transport Scotland undertaking a review of Junction requirements on A9. Use of Loan/Grant to support early delivery of New Junction at Shinafoot/Upgrade of other existing junction in collaboration with Developers and Transport Scotland. | Y                                                                  |
| <b>Total</b>                     |                     |                                           |                            |                                                                    |                                                             |                                                                                                                                                                                                                                                                                                                                        |                                                                    |



**TABLE 4: COUNCIL TAX ON SECOND AND EMPTY HOMES - SUMMARY**

|                       | TAX RAISED<br>£0.000M | TAX USED TO<br>SUPPORT<br>AFFORDABLE<br>HOUSING £0.000M | TAX CARRIED FORWARD TO<br>SUBSEQUENT YEARS<br>£0.000M |
|-----------------------|-----------------------|---------------------------------------------------------|-------------------------------------------------------|
| Pre 2014/15 - In Hand |                       |                                                         |                                                       |
| 2014/15               | 2.625                 |                                                         |                                                       |
|                       | 1.343                 | 0.800                                                   | 3.168                                                 |
| 2015/16               | 1.424                 | 0.862                                                   | 3.730                                                 |
|                       |                       |                                                         |                                                       |

**TABLE 5: DEVELOPER CONTRIBUTIONS**

|             | RAISED         | SUMS                      |                                            |                                                           | UNITS                                             |             |  |
|-------------|----------------|---------------------------|--------------------------------------------|-----------------------------------------------------------|---------------------------------------------------|-------------|--|
|             |                | USED TO ASSIST<br>HOUSING | SUM CARRIED FORWARD TO<br>SUBSEQUENT YEARS | AFFORDABLE UNITS<br>FULLY FUNDED<br>FROM<br>CONTRIBUTIONS | UNITS PARTIALLY<br>ASSISTED FROM<br>CONTRIBUTIONS | UNITS TOTAL |  |
| Pre 2014/15 | £1,225,302.000 |                           |                                            |                                                           |                                                   |             |  |
| 2014/15     | £219,538.000   | £45,482.000               | 1399358.000                                |                                                           | 10                                                | 10          |  |
| 2015/16     | £509,308.000   | £432,500.000              | 1476166.000                                |                                                           | 45                                                | 45          |  |
|             |                |                           |                                            |                                                           |                                                   |             |  |

**How can you have your say on the SHIP?**

You can write with your comments to:-

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**Is the SHIP Available in Other Formats?**

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