

Perth & Kinross Council



# Annual Performance Report 2019/20



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# Welcome




**Karen Reid**  
*Chief Executive,  
Perth & Kinross Council*



**Councillor Murray Lyle**  
*Leader of the Council,  
Perth & Kinross Council*

Thank you for taking the time to read Perth & Kinross Council's Annual Performance Report. This outlines the work undertaken across all Council services in 2019/20, as well as the Health and Social Care Partnership, to deliver the best services possible and better outcomes for our residents. It summarises our major strengths and where we need to do further work to continue to improve the lives of everyone in Perth and Kinross. The report can only highlight key areas. As such, more detail can be found from other sources, such as other reports, links within this document and our online information.

While it can be difficult to look past the substantial effects of COVID-19, it is important that we clarify that this report is primarily concerned with events that came before. Although COVID-19 will inevitably influence our approach moving forward, we still believe that there is much to be gained by reflecting on the achievements and challenges experienced over the full course of the year. Not only does this present us with an opportunity to celebrate our successes but it will also assist in identifying those areas most in need of attention as we move towards recovery and renewal in the aftermath of COVID-19.

The impact of COVID-19 on communities within Perth and Kinross has been significant and this will continue for some time to come. The Council has worked alongside communities, businesses and partners to support those affected. We will continue to strengthen these relationships, ensuring effective joint working to collectively build an even better Perth and Kinross and more fully deliver our ambitions and commitments for the **Perth and Kinross Offer** . As the key driver for our recovery and renewal approach, the Offer will ensure that we build on recent progress and work more closely with citizens and communities to achieve considerable change in how services are co-created and delivered.



# Introduction

Perth & Kinross Council shares the vision of the Community Planning Partnership for our area:

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

In 2019/20, Perth & Kinross Council focused on delivering five Strategic Objectives:

- *Giving every child the best start in life*
- *Educated, responsible and informed citizens*
- *Prosperous, sustainable and inclusive economy*
- *Independent, healthy and active lives*
- *Safe and sustainable place for future generations*

This Annual Performance Report provides a summary of the progress we are making to deliver this vision and strategic objectives, including information on our measures of performance and the areas where we need to concentrate improvement. Our services produce a number of other public reports that provide more detail, and links to these documents are included in the relevant sections.



# Our Performance Summary

- During 2019/20, we established the Primary Raising Attainment and Inclusion, Supporting Education (PRAISE) Team. This helps to support children who are looked after at home to be able to fully participate and achieve within the school setting.
- The **REACH** Team continues to provide intensive, co-ordinated and flexible support for young people with multiple complex needs and their families, in their own homes and communities. This has helped to reduce the number of young people accommodated away from home in a residential setting from 22 in 2017, to 10 in 2020, a level which has been maintained for the last two years.
- **Bertha Park High School** was completed in July 2019 within the allocated budget of £32.5m and is Scotland's newest secondary school and the first in 20 years in Scotland. It was shortlisted under "Best Project" in the Education Buildings Scotland Awards, and received the award for **Technology: Transforming Learning, Teaching and the Curriculum**.
- A wide range of organisations have engaged in development of the **Perth and Kinross Play Framework and Action Plan** which promotes and highlights the importance of play in the health, wellbeing, learning and development of children.
- Eight play area upgrades have been completed by the Community Greenspace team through investment of over £550,000 and partnership working with the communities in Pitlochry, Forgandenny, Coupar Angus, Murthly, Glenfarg, Longforgan, Invergowrie and Powmill. We also assisted St Fillans community develop a new play area for the village, largely funded and designed by the community.

Giving every child the best start in life  
(pages 13-18)

- There is steady, long-term progress in literacy and numeracy at P1, P4, P7 and S3, based on teacher judgements of Curriculum for Excellence (CFE) levels, with consistent improvements.
- Attainment results for school-leavers also show steady improvement, with the proportion of school-leavers attaining both literacy and numeracy at SCQF Level 4 (or above) increasing from 79% in 2014, to 89% in 2019.
- The number of young people achieving Duke of Edinburgh Awards reduced, due to young people only having part of the requirement for the award. The number of Youth Achievement and Dynamic Youth Awards reflects the change of focus of the service, as it now has targeted early interventions rather than attendance at universal youth provision.
- For the fifth consecutive year, Perth and Kinross (94%) remains higher than the national average (92%) overall, as well as in each individual age group, for the proportion of 16-19 year-olds participating in education, training or employment.
- Education Scotland's inspections show that Perth and Kinross consistently outperform both our comparator group of local authorities and the Scotland average across both the primary and pre-school sectors. With 78% of all quality indicators inspected over the last four years being rated as good or better, compared to only around 60% nationally.
- Community Investment Funds 2019/20 is a fund used to invest in new and innovative community-led projects which improve quality of life and tackle issues of inequality. A total of £623,00 was invested in 127 projects.

Educated, responsible and informed citizens  
(pages 19-23)

Prosperous,  
sustainable  
and inclusive  
economy  
(pages 24-28)



- The **agreed heads of terms** for the Tay Cities Deal will see over £120m of new Scottish and UK Government investment in our area over the next 10-15 years, in addition to the significant £600m capital investment already committed by the Council.
- The economic impact of events supported by the Council has more than doubled from an initial value of £9.6m in 2017/18 to £19.4m in 2019/20.
- The **Perth Creative Exchange** opened in February 2020. It is a £4.5m major regeneration project which will support business start-up and growth in the Creative Industries.
- The latest data shows that the area of available services business land decreased from 81 to 30 hectares from 2017/18 to 2018/19.
- The new **Beyond Scotland Market Development Grant** scheme launched in September 2019, and aims to support local businesses to export. To date, 30 grants, worth a total of around £70k have been approved, covering projects from 27 businesses.
- **Business Gateway** supported 262 business start-ups and 25 early stage growth companies. It ran 41 start-up workshops and 12 existing business workshops. However, we are below our target of 325.
- The percentage of Scottish average monthly earnings is continuing to decline from 98.2% in 2015/16 to 92.7% in 2019/20; whenever possible we are encouraging payment of the Scottish Living Wage.
- The unemployment rate increased to 2% for 2019/20, which is significant after being stable for several years and relatively low at around 1%.
- The Employment Connections Hub had 2,300 visitors and the Hub Vacancy Management Service assisted in the recruitment of an average of nine vacancies per month.
- We funded the job creation initiative for rural businesses and reached and exceeded our first year targets aiding in the creation of 25 new posts for rurally-based young residents.
- The Solheim Cup was the highest attended women's golf event ever held in the UK, with record-breaking crowds of more than 90,000 turning out to watch, and with a 10.4m global audience, it put Perth and Kinross in the international spotlight.

Independent,  
healthy and  
active lives  
(pages 29-35)



- 45% of people in receipt of reablement via HART returned home and did not require further support, enabling them to regain their independence and live at home safely.
- We continued to support Care About Physical Activity (CAPA) which focused on improving the health and wellbeing of residents through improving balance, fitness and strength for older people. This reduces hospital admissions as a result of falls.
- The Health and Social Care Partnership recruited physiotherapists to deliver a dedicated 'First Contact Physiotherapy Service' enabling patients to access services and treatment directly and more swiftly.
- We consulted with our Stakeholders to produce the Adult Carers Eligibility Criteria and the Short Breaks Services Statement which assisted in the development of the Joint Carers Strategy, approved at the December 2019 meeting of the Integrated Joint Board.
- The target for delivering new affordable homes was met one year early. Perth & Kinross Council, Hillcrest Homes, Kingdom Housing Association, Caledonia Housing Association, and Fairfield Housing Co-operative worked together to exceed our 2016-2021 Local Housing Strategy target to deliver 861 additional affordable homes. Across the Perth and Kinross area just under £21m has been invested on affordable housing.



(Continued)

- In September 2019, the Council celebrated the 10-year anniversary of the **Rent Bond Guarantee Scheme** , one of a range of sector-leading private sector access initiatives managed by the Council. In this time, this scheme supported over 1,650 households.
- **Home First**  continues to be successful and its sector leading approach has seen an increased proportion of households moving directly into settled accommodation avoiding the stigma, cost, experience and duration of homelessness. Through Home First, we have achieved a 19% reduction in the number of people presenting as homeless, when nationally there has been a 4% increase.

Independent,  
healthy and  
active lives  
(pages 29-35)

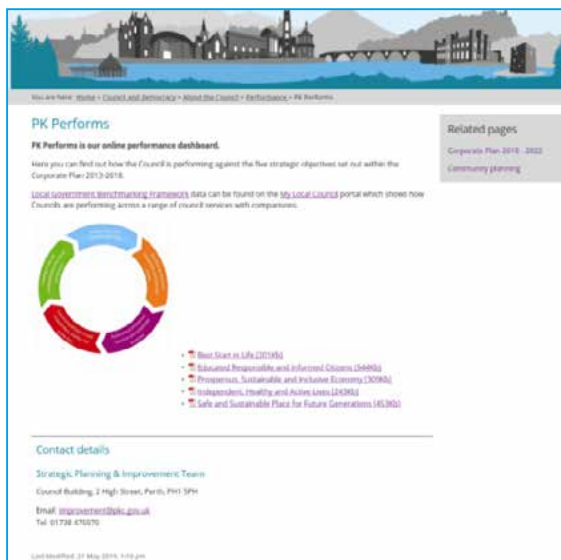
- The second **Perth and Kinross Local Development Plan**  was adopted in November 2019 after examination by Scottish Ministers. The Plan sets a framework for growth to 2029.
- Housing completions across the affordable and private sectors are the highest recorded since 2008 meaning the 5-year housing target by 2021 has already been reached a year earlier than anticipated.
- Greenspace management and development plans have been completed for Kinnoull Hill and the Lade in Perth, and the Knock in Crieff through partnership working with the local communities. Co-ordinated implementation will be through a mix of Council and external funding and volunteer effort.
- We prepared and approved 'Net Zero Perth and Kinross', an interim climate emergency report and action plan. We secured external funding to develop key clean growth projects: Low-Carbon Transport Hub and Perth Smart Energy Networks. We installed eight public electric vehicle charging points and three at Council depots for fleet vehicles.
- Four play areas were created or upgraded with an investment of £220,000 in Coupar Angus, Glenfarg, Longforgan and Powmill Park. We continue to work with the **Maisie Moo Magical Moments**  charity on an ambitious community-led 'all abilities' play area upgrade at the North Inch. Funding is being secured and the plans will improve equipment, landscaping and access, enabling young people with varying degrees of mobility to use it.
- Community Greenspace facilitated over 1,000 events on public greenspaces, many of which were for children, with no charge.
- Beautiful Perth, in partnership with the Council, secured the prestigious 'Champion of Champions' crown for Perth in the national Royal Horticultural Society Britain in Bloom Awards, making the city the best in the UK. We also secured the coveted Parks and Greenspaces Award for the Riverside Park Heather Collection in Perth and Bridge of Earn, first-time entrants, were awarded Best Large Village in the UK, with a special award for their amazing work with young people. This is a true exemplar of the Perth and Kinross Offer where the Council and community work in partnership to achieve excellence.
- A record investment of just over £21m was claimed during 2019/20 through the Affordable Housing Supply Programme. This was an additional £3.6m over our allocated subsidy which assisted in delivering additional good-quality, energy-efficient, affordable homes in areas where additional housing is in high demand.
- We now have six social workers and three senior practitioners trained in assessment and delivery of the Caledonian System and the Respect Programme, to combat domestic abuse through the rehabilitation of male offenders.
- The Food Health & Safety Team achieved the Société General de Surveillance, Customer Service Excellence Award for the 21st consecutive year and remain as the only food authority in the United Kingdom to hold the Award.

Safe and  
sustainable  
places for future  
generations  
(pages 36-41)



# 2019/20 Performance Indicators

Data demonstrating our progress against key performance indicators, how our performance compares nationally and with other Councils, and any future actions to be taken to address under-performance is available on our **PK Performs** portal on our website:



## Overview of Our Key Corporate Performance Indicators

**23 (42%)**  
are  
improving

**24 (44%)**  
are  
steady

**8 (14%)**  
need  
attention

There are four indicators where it is not appropriate to report trends and targets. There are also a further four indicators where information for 2019/20 is not yet available. These indicators have been identified within the strategic objective section they report against and information is provided to explain when the 2019/20 performance will be available and how it will be reported.



# Improvement Priorities 2020/21

## *Tackling Challenges and Delivering Improvement Priorities*

The Perth and Kinross Offer established a new direction for the Council, designed to transform the way we work with our communities, citizens, partners, businesses, employees and other stakeholders, to ensure that public services can be co-created and delivered sustainably to achieve better outcomes for our people.

This transformation requires a change in the traditional relationship between public services, citizens, businesses, investors and visitors. There is also a need to move away from the relationship of provider and consumer to work collaboratively, agreeing joint priorities and designing the future we want together. To do this will require us to align budgets with our ambitions, using our resources to maximum impact and ensuring communities have services where and when they need them. It is a radical approach and one which requires commitment, enthusiasm and a “*think yes*” approach from everyone.

However, the immediate priorities of the Council have changed as a result of COVID-19, which has affected every part of society, and every single person in one way or another. The impact of the virus on all elements of the community has been rapidly changing and will continue to do so. The

support that the Council, and its partners, has provided has been extensive and well-received by the people of Perth and Kinross and we also recognise the significant contribution of volunteers and community groups in supporting communities to respond to the pandemic. This has highlighted the importance of developing and maintaining this strong partnership between communities and the many agencies and services that support them. This strong partnership approach is more important now than ever, given the scale and impact of the pandemic.

It has also been widely acknowledged that the combined response has demonstrated the Offer in practice. To ensure that we continue to reflect our Offer ethos, our focus is on:

- 1 *Education and Learning*
- 2 *Economy*
- 3 *Environment*
- 4 *Equality*
- 5 *Empowerment*

By having a focus on these key elements this puts the Offer at the centre of our overall approach and acknowledges that “*everyone has something to offer*”. Our approach to delivering on the vision for the offer will be an iterative one, learning as we move forward collectively.



# A Year of Key Events

**Gaelic Day in Perth**

**Comrie Flood Protection Consultation**

APRIL  
2019

**Negotiated stopping places for the Gypsy/ Traveller community**

**Council's £600,000 community fund open for new applications**

MAY  
2019

**Fifth award success for major Perth Infrastructure project**

JUNE  
2019



OCTOBER  
2019

**Free wellbeing roadshow across Perth and Kinross**

NOVEMBER  
2019

**Published a Carers Strategy to improve support for local carers**

**Perth Christmas Lights Switch-On**

DECEMBER  
2019

**Perth Santa Run**

**Published an Interim Climate Emergency Report and Action Plan**

Summer out of school clubs, community clubs and family activities support holiday food provision

Smart Energy Network Design Competition

Perth hosted 'Super Saturday' a day packed with events

The Great Perthshire Tattie Run returns for 2019

Rent bond scheme celebrates 10 years of success

Local Housing consultation in Blairgowrie

Solheim Cup, Gleneagles

JULY  
2019

AUGUST  
2019

SEPTEMBER  
2019

JANUARY  
2020

FEBRUARY  
2020

MARCH  
2020

Berth Park High School officially opened by Scottish Education Secretary

Tenants help to update housing policies

Perth Riverside Light Nights

Perthshire Celebrates Chinese New Year

Online safety annual seminar for children and young people

In response to the national lockdown to suppress COVID-19 we supported and assisted residents and communities, with business grants, provision of childcare hubs, welfare checks and food and prescription deliveries

# Our Strategic Objectives

*Giving every child the best start in life*

**13**

*Educated, responsible and informed citizens*

**19**

*Prosperous, sustainable and inclusive economy*

**24**

*Independent, healthy and active lives*

**29**

*Safe and sustainable places for future generations*

**36**

# *Giving every child the best start in life*

## Key Achievements



77% of children met developmental milestones when entering primary school in 2020



90% of those who visited the Play Talk Read Bus said they would try new ways of playing at home with their children



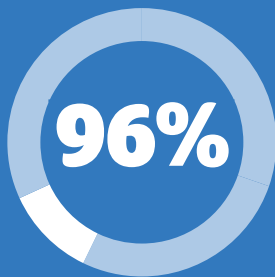
## Key Achievements



400 children responded to a survey to give their thoughts on bullying which will help shape the Anti-Bullying Strategy



Over 700 families were supported by projects over the summer to decrease food insecurity and over 100 volunteers gave their time to support local communities



96% of looked after children and young people are in family and community placements rather than residential accommodation, up from 92% in 2016/17

## Performance

### *Children will be cared for and supported to learn in nurturing environments*

We work with families and carers to improve children's wellbeing and encourage early social and emotional development, supporting children in their early years to ensure all young people get the best start in life. Early Learning and Childcare continued to be rolled out on a phased basis. As of March 2020, 52% of Perth and Kinross funded providers provided 1,140 funded hours to 3-5 year olds of eligible families or families living in qualifying areas. During 2019/20, 542 3-5 year olds and 36 eligible two year olds (Strong Start) received 1,140 funded hours in local authority settings. A total of 103 3-5 year olds and five eligible two year olds, received 1,140 funded hours in funded provider settings. Three 3-5 year olds received 1,140 funded hours in childminder settings. Overall, 62% of 1,140 funded hours local authority setting Strong Start places were filled.

In each of the eleven ELC communities, there are local authority nurseries offering term-time and 45-week patterns, and funded provider settings offering a variety of patterns. Within each ELC community, Additional Support Needs (ASN) hubs are being developed in local authority settings. These hubs will provide children, with additional and complex needs, access to the support and environment they require within the ELC community they reside. Five local authority Early Childhood Centres (ECC) have been created within the most deprived areas of to support vulnerable children. The ECCs will offer a 50-week model of attendance in addition to the 45-week and term-time attendance models.

A contract management process was developed to ensure funded providers achieve and continue to meet the criteria outlined in the National






Standard. All funded providers are required to achieve a Care Inspection quality grading of four (good) or above. This assures high-quality ELC in each funded setting providing a positive impact on children's experiences and outcomes.

A range of external inspection reports reflected positively on ELC settings. In all these reports, the inspectors found much to praise in the quality of childcare and support provided. Notably, the Care Inspectorate awarded one 'excellent' evaluation each for Methven Primary School, Bridge of Earn Nursery and Honeypots, and two for Oakbank Kids Club. However, there were some decreases in inspection evaluations for early years services which can be linked to higher expectations from Care Inspectorate inspections, and the introduction of the National Standard for Early Learning and Childcare. This has been recognised in our own quality assurance of establishments, with the intention of improving performance.

To improve the standard of ELC and ensure children have access to a high-quality learning experience, there is a requirement to recruit and develop a high-quality workforce with the skills, flexibility and expertise needed to deliver the future requirements of ELC. Progress has been made on this front, with successful recruitment in positions such as; Senior Early Childhood Practitioners (ECPs) (44 additional posts), Principal ECPs (7 new posts) and Centre Leaders (4 additional posts) adding depth in expertise and enabling us to better deliver an improved service to children and their families, contributing to improving outcomes for children and their families.

### ***Our children and young people are physically, mentally and emotionally healthy***

The **Perth and Kinross Play Framework**  launched in June 2019. To support learning and play at home, Play Z cards, with simple play ideas for parents were produced and distributed through the Early Years and Childcare Teams,

Schools and the Parenting Team to families to try at home. The Z Cards were also available on the Play Talk Read Bus (PTRB) when it visited Perth and Kinross between 16 and 20 September and was visited by 148 families and 220 children over five locations. 82% said they had learned something new and 90% said they would try different ways of playing with their children at home.

Active Schools undertook a project to encourage more physical activity in children under ten. There was significant evidence that the approach taken increased physical activity and extra-curricular sport levels. Consequently, several schools invested their Pupil Equity Funding to extend this project. Nine Physical Education, Physical Activity and Sport groups were established.

Eight play area upgrades have been completed by the Community Greenspace team through investment of over £550,000 and partnership working with the communities in Pitlochry, Forgandenny, Coupar Angus, Murthly, Glenfarg, Longforgan, Invergowrie and Powmill. We also assisted St Fillans community develop a new play area for the village largely funded and designed by the community. We are continuing to work with the Maisie Moo Magical Moments local charity on an ambitious community-led 'all abilities' play area upgrade at the North Inch. Funding is being secured and the plans will improve equipment, landscaping and access enabling young people with varying degrees of mobility to access the children's play activities.

The Health and Wellbeing Strategy was launched in June 2019. The views of children and young people were pivotal in determining the scope of the strategy. Schools identified Health and Wellbeing Leaders and developed improvement plans. These plans were varied and reflected the individual needs and circumstances of school contexts and included planned interventions for Growth Mindset, BounceBack, Restorative Approaches, Emotion Works, Rights Respecting Schools, and Outdoor Learning.





We look to empower the people of Perth and Kinross to be involved in improving the services that impact on their lives. Independent Advocacy is a service which helps children, young people and those closest to them, ensure their voice and views are heard at meetings and reviews. We continue to support and inform young people about their rights and their option to use an independent advocate. In addition, we encourage children and young people to use the mobile phone app Mind of My Own. The app helps children and young people organise and share their thoughts directly with their support worker.

Over 400 children and young people responded to a survey in December 2019 regarding their thoughts on bullying. Most pupils felt they could talk to someone about any bullying - most pupils chose to tell a family member or member of staff. In primary schools, children voiced a stronger sense that there were more transparent consequences and that something was being done. However, a quarter of respondents stated they were not aware of the consequences/ response to reported bullying. The information is informing a review of the Anti-Bullying Strategy.

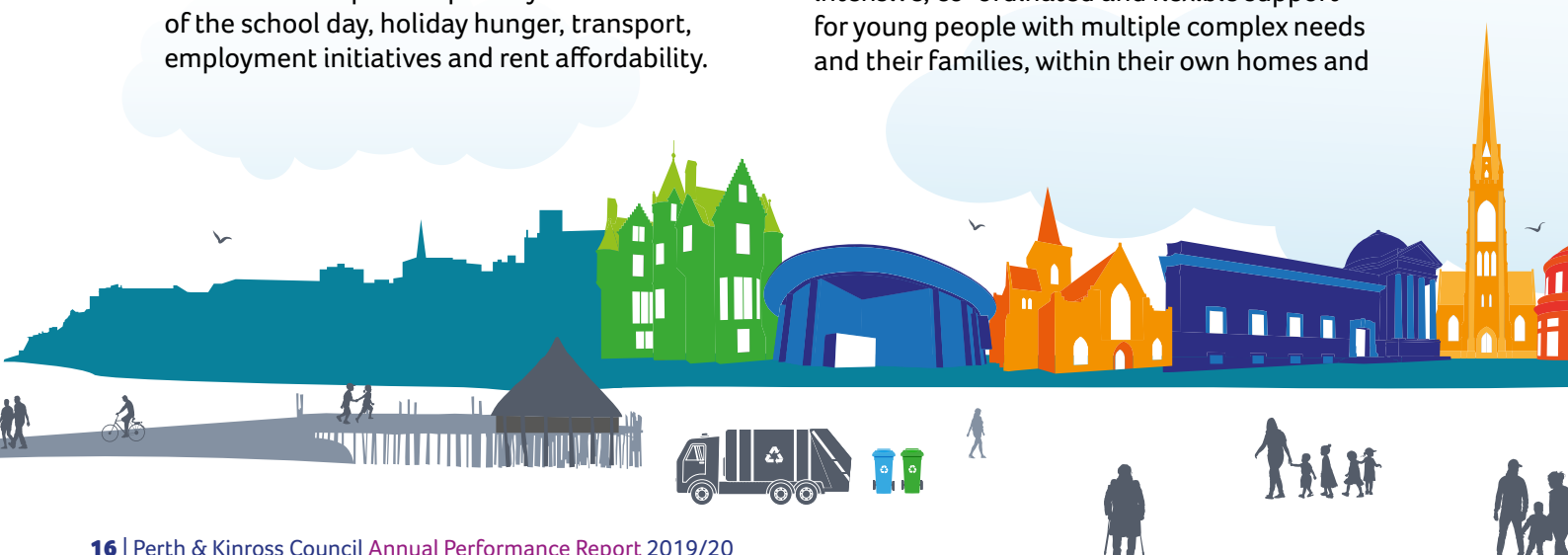
### ***Our children and young people who experience inequalities and disadvantage will achieve comparable health, wellbeing and educational outcomes***

The Perth and Kinross **Local Child Poverty Action Report 2019/20** was submitted to the Scottish Government in June 2019. The Child Poverty working group, supported by a range of partners, is taking forward the recommendations and actions within the report to tackle child poverty. This includes addressing particular issues which impact on poverty such as cost of the school day, holiday hunger, transport, employment initiatives and rent affordability.

Throughout Perth and Kinross, schools have been encouraged to consider new ways they can 'poverty-proof' the school day. Some schools undertook Cost of the School Day training and implemented measures to reduce the financial demand on families. Numerous schools produced a Cost of the School Day information sheet to share with parents, detailing the costs incurred that are mandatory and those that are not. Many primary schools now offer free school trips and use Pupil Equity Funding to reduce expenditure for lower income pupils. A number of Parent Councils also engaged in fundraising to support the reduction of costs for families. For secondary school pupils, schools are examining ways of reducing and/or eliminating costs for home economics, craft, design and technology and some art courses. A working group was established to review approaches to offer greater equity and reduce costs to families. Work is ongoing to ensure all families receive entitlements including free school meals and clothing grants.

To address the issue of food insecurity during holiday periods a Short Life Working Group was established. This group looks to empower communities to provide fun, engaging activities with a healthy, nutritious meals by assisting community groups in accessing Council funding for local initiatives aimed at reducing the impact of food insecurity on families. Projects were particularly focused in areas with higher levels of social deprivation or inequalities. Over the 2019 summer holiday period over 700 families were provided with support, with a total of 3,825 attendees. It was estimated that around 111 volunteers gave their time to support their community. Feedback from parents, children and young people and those delivering activities was very positive overall.

The **REACH** Team continues to provide intensive, co-ordinated and flexible support for young people with multiple complex needs and their families, within their own homes and



communities. As of March 2020, the percentage of children being cared for in the community remained very high at 96%. During the year, 64 children and young people (who were cared for away from home) ceased to be looked after, just over half returned home to parents or relatives. This approach prevents young people being accommodated within a residential care setting and supports them to successfully return home and remain in their community. This has helped to reduce the number of children accommodated away from home in a residential setting from 22 in 2017, to 10 in 2020, a level which has been maintained for the last two years.

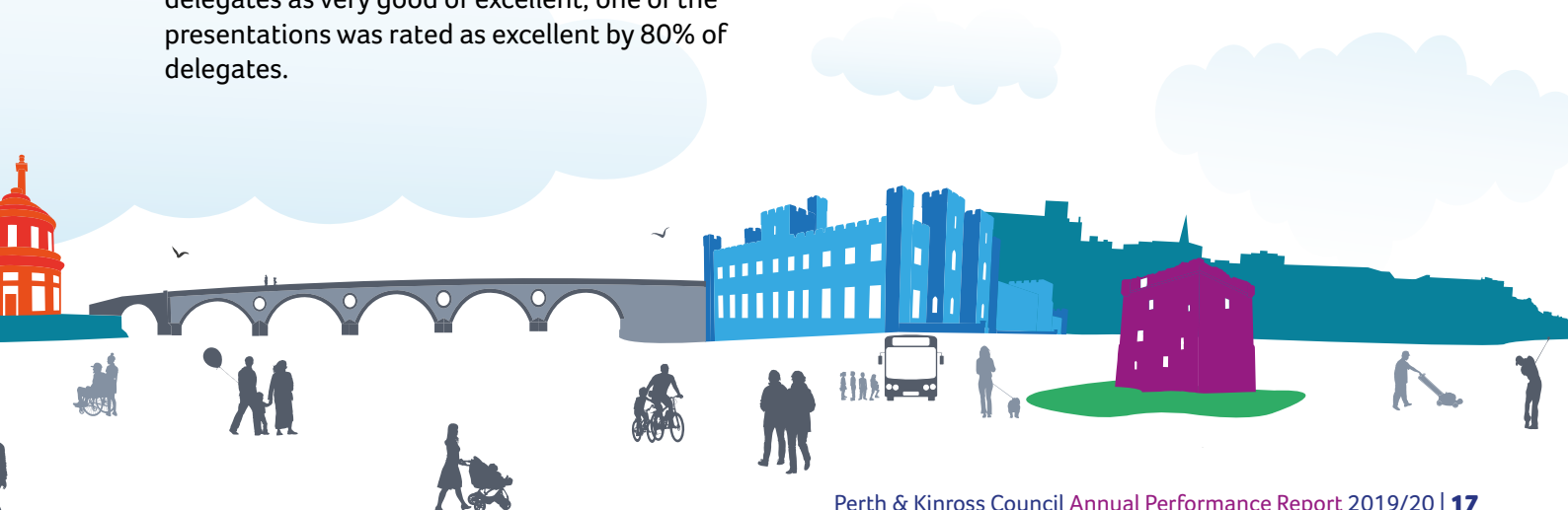
Young people often see their caring role as a positive experience. However, when they are required to take on too many caring responsibilities, or carry out caring roles that are not appropriate, there can be limiting or adverse effects on their health and overall wellbeing. The Inclusion Team delivered an outreach event with schools, resulting in an increase in awareness of support required by Young Carers. This resulted in an increase in referrals by schools to the Perth & Kinross Association of Voluntary Service (PKAVS), ultimately ensuring that more children and young people were made aware of the support and assistance available to them.

### ***Our children and young people will be safe and protected from harm at home, school and in the community***


The ninth annual 'Getting it Right...Keeping Your Child Safe' event, focusing on online risks for children and young people, took place at Perth Playhouse and attracted an audience of around 550 delegates, comprising of parents and professionals from across Tayside and beyond. The event was very positively evaluated with 96% of delegates reporting that their knowledge was improved or much improved. All the presentations were rated by over 75% of delegates as very good or excellent; one of the presentations was rated as excellent by 80% of delegates.

In 2019, all assessments going to Child Protection Case Conferences and Assessment Reports for Children's Hearings were reviewed and feedback provided to social worker and team leaders. For a period of three months, panel members reviewed each report and provided feedback to the service. Improvements in the quality of assessment reports support better multi-agency decision-making. This exercise has been rolled out across other local authorities as an example of good practice. Report writing training was completed for the whole service, and this will be offered again next year.

Our sector-leading approach to homelessness, the continued success of **Home First** and our homelessness prevention activity, have reduced the overall number of homeless presentations by 19%. Within this cohort, the number of young single people presenting as homeless has reduced by 25% and the number of families presenting has reduced by 40%. No families were placed in bed and breakfast accommodation. We also worked on delivering homeless prevention education through the proactive schools' programme.



## 2019/20 Key Performance Indicators

Performance against our key performance indicators is available in **PK Performs** , our online performance dashboard. Please select the performance indicators below to view performance:

- *Percentage of children meeting expected developmental milestones when entering P1*
- *Active schools participation rates*
- *Proportion of looked-after school-leavers attaining literacy and numeracy at SCQF Level 4*
- *Percentage of children looked-after in community rather than residential placements*

Performance against the following indicators will not be available until later in the year and will be reported as follows:

Performance Indicator	When performance will be reported	Where it will be reported
Proportion of registrations to the Child Protection register that are re-registrations within 18 months	February 2021	<b>PK Performs</b> 

# *Educated, responsible and informed citizens*

## Key Achievements



# 94.8%

Young People aged 16-19 in  
education, employment or training  
(national average 92%)



# 96%

There has been steady improvement each year  
on positive destinations for school-leavers, with  
2018/19 outperforming the national average  
(94%) with 96% of school-leavers from Perth and  
Kinross schools entering a positive destination






## Key Achievements

- 76% of primary pupils are achieving expected literacy levels, up from 71% in 2016/17.
- 73% of primary pupils achieving expected numeracy levels, up from 68% in 2016/17.
- School-leavers attaining both literacy and numeracy at SCQF Level 4 (or above) increased from 79% (2014) to 89% (2019).
- School-leavers achieving 5+ SQA subjects at SCQF Level 5 up from 62% (2017) to 64% (2019).
- Overall average education tariff points: 960, an increase from 928 in 2017.
- Community Investment Funds 2019/20 is a fund used to invest in new and innovative community-led projects which improve quality of life and tackle issues of inequality. A total of £623,00 was invested in 127 projects.

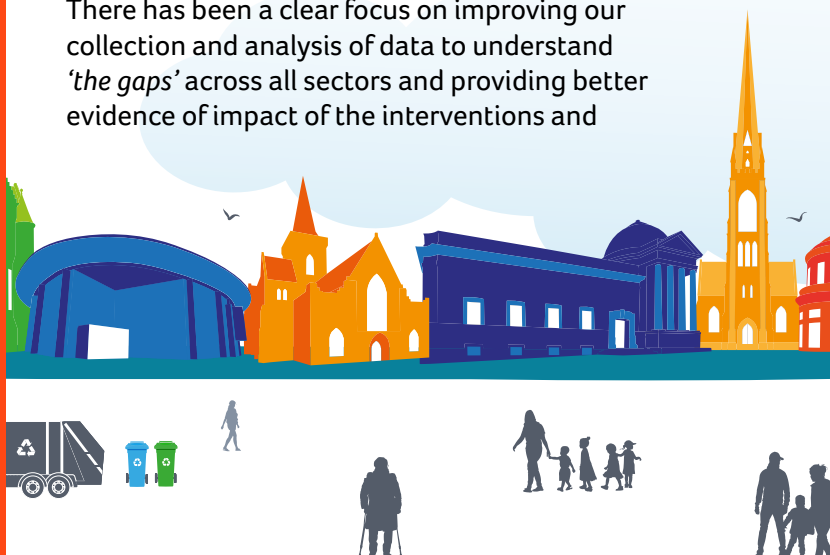
## Performance

### High-Quality Learning For All


Children's literacy and numeracy attainment rates continue to show progress across P1, P4, P7 collectively, with steady progress in levels achieved visible across all stages and areas. Additionally, there appears to be early signs of progress in closing the poverty-related gap. However, writing and numeracy levels remain generally lower than for reading and listening and talking, especially for P4 and P7, and the deprivation-related gaps more persistent, highlighting ongoing priorities for the strategies established for those areas. Examples of how schools are approaching improvement are provided in the [attainment report](#) .

Tariff points are gained from the successful completion of SCQF awards and used to compare academic achievement between cohorts. Overall, throughout Perth and Kinross the average tariff points have remained relatively steady, with a peak in 2015 where results were particularly strong. The average is also consistently higher than the authority's virtual comparator, other than the most recent results in the lowest achieving 20%, where it is generally similar, highlighting the continued focus needed on this group of learners. The average total tariff points score of school leavers shows a clear attainment gap. Pupils from lower deciles tend to leave school earlier and this has a strong influence on the number of tariff points accrued. This gap is relatively unchanged between 2016/17 and 2018/19. Attainment results for school-leavers have also remained relatively steady. A comprehensive Raising Attainment Plan has been developed outlining key priorities for 2020-2021 and beyond.

There has been a clear focus on improving our collection and analysis of data to understand 'the gaps' across all sectors and providing better evidence of impact of the interventions and



approaches being funded through the Pupil Equity Fund. Recent support for schools and nurseries to improve collaboration and sharing practice has been successfully supported through the development of equity networks. Our data shows promising indications that the gap is closing at the early stages, and further focus will be maintained on improving the attainment of looked-after children, especially those looked after at home, and children and young people with additional support needs. To address the gaps that are evident a range of approaches are being implemented or tested, some examples are provided in attainment report.

Over the last year our **Navigate**  learning provision supported 39 young people with additional support needs and their families/carers to improve their attainment. On average, young people who attend achieved six National Level qualifications each, in addition to hours towards their Saltire awards; 100% of young people in the senior phase transitioned towards positive post-16 destinations. Attendance has remained steady and the curriculum expanded by 10% for Broad General Education, and 4% for S5 and above; increasing learning opportunities tailored to individual interests and strengths with pupil voice at the core.

To provide high-quality learning it is important that our staff have the training, knowledge and skills they need to meet our educational objectives. In-service programmes for school staff included delivery of 32 workshops over two days in November and February, including a range of workshops for Pupil Support Assistants such as *'Precision Teaching in Literacy'* and *'The Importance of Enhancing Playtimes'* and were delivered by members of the Inclusion Team, Educational Psychologists, specialist teachers and Allied Health Professionals. A range of bespoke training was delivered in several schools, covering effective ASN planning and meetings; outcome-based planning; ASD/ADHD - simplifying the complexities; Lego Therapy; and an introduction to managing behaviours that challenge.

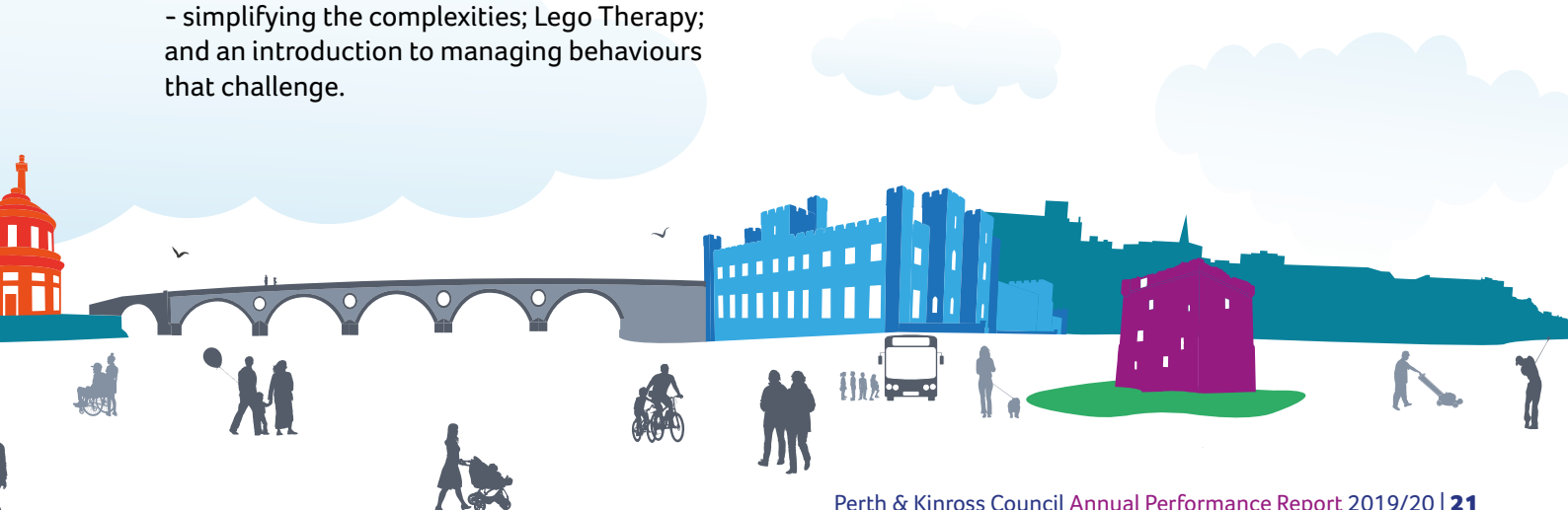
## Support Our Citizens to Find and Sustain Employment

A significant amount of work continues to take place to ensure young people transition from school to a positive destination. This includes effective partnership working which takes place between schools, colleges, universities, employers and the Developing the Young Workforce Board. There has been a steady improvement each year on positive destinations for school-leavers, with 2018/19 outperforming the national average (94%) with 96% of school leavers entering a positive destination.

The participation measure reports the activity of the wider 16-19 year old cohort, including those at school. Once again, Perth and Kinross is performing above the national average (92%) and is doing so in every individual age group as well as overall, with 94.8% of young people aged 16-19 in education, employment or training.

With the new No One Left Behind strategy, the emphasis is now aimed at the most vulnerable, delivering a 12-week interventions programme, recording positive steps to employability and not focusing on the destination. Under this approach, the proportion of Activity Agreement participants progressing onto positive destinations sits at 85%, as 59 young people left activity agreements with 50 going on to positive destinations.

The Council's Westbank site continues to develop its role as a community asset where people and partners work together. It offers modern apprenticeships in horticulture and other related outdoor skills and activities. In addition, young people who have disengaged at school are able to gain an insight to work, learn new skills, and develop qualifications in partnership with their school.



## Enable Communities to Participate

The Perth and Kinross Offer is a new direction to transform the way we work with our communities, citizens, partners, businesses, employees and other stakeholders. This is being implemented to ensure that public services can be delivered sustainably and achieve better outcomes for our people. During 2019, we concentrated initial efforts on internal engagement, and as over 85% of our workforce also live in the Perth and Kinross area, they have given their different perspectives. The Executive Officer Team engaged with external partners and stakeholders. This included the Community Planning Partnership, Parent Carer Councils, PKAVS, Aerospace Kinross, Perth City Ambassadors, Perthshire Chamber of Commerce, Gannochy Trust, Perthshire Women's Business Network and the Rotary Club.

An engagement session for local Elected Members was held in June 2019. This was attended by around 20 Elected Members who gave feedback and direction in several key areas, such as engagement with existing community groups, promoting and marketing the offer externally.

We continue to offer a range of communication channels and opportunities to participate in decision-making processes for tenants. At the end of March 2020, we had 729 tenants who had elected to receive information on our services through traditional postal services, 850 via email and 3,550 via text messages. Our social media presence has increased to 2,271 Facebook and 2,424 Twitter followers. We worked hard to support digital inclusion and have commenced working with 50 individual tenants of whom 34 have completed the course. This has led to an increase in our E-Panel members, a group which considers and discusses with us changes to policies or procedures.

We continue to work in partnership in with 'Over 70' groups in most communities, facilitated through the Community Greenspace team including Bloom Committees, path groups, sports groups, allotment associations and Friends of Parks. A Community Path Groups networking day was held in Pitlochry in February 2020 with almost 50 attendees. Initial steps have been taken to looking at developing a Friends of Cemeteries network and this will progress during 2020/21.

Community Investment Funds 2019/20 is a fund used to invest in new and innovative community-led projects which improve quality of life and tackle issues of inequality. A total of £623,000 was invested in 127 projects:

- *Services for Children and Young People - 30 projects*
- *Investment in Community Assets (Buildings and Greenspace) - 40 projects*
- *Services for the Elderly - 7 projects*
- *Investment in Leisure and Culture - 22 projects*
- *Promoting Social Inclusion - 28 projects*

Local Action Partnerships bring services and communities together to work collaboratively on improving service provision and tackling inequalities at a local level. No participatory budgeting community grants took place during 2019/20 as Local Action Partnerships opted to directly fund community projects. Each Local Action Partnership has a budget which can be used to invest in projects and initiatives and in 2019/20 £55,000 was invested to support a variety of initiatives, including:

- *improvements to community assets;*
- *establishing new wellbeing projects;*
- *community transport;*
- *community newsletters;*
- *provision of Wi-Fi in community facilities;*
- *childcare initiatives.*





Perth and 11 other former burghs in Perth and Kinross have Common Good funds, which can be used for projects which benefit the residents of that community. In 2019/20 £138,000 of Common Good funding was invested through grants to individuals and groups, with £117,000 of that committed in Perth City and the remainder spread across the other localities.

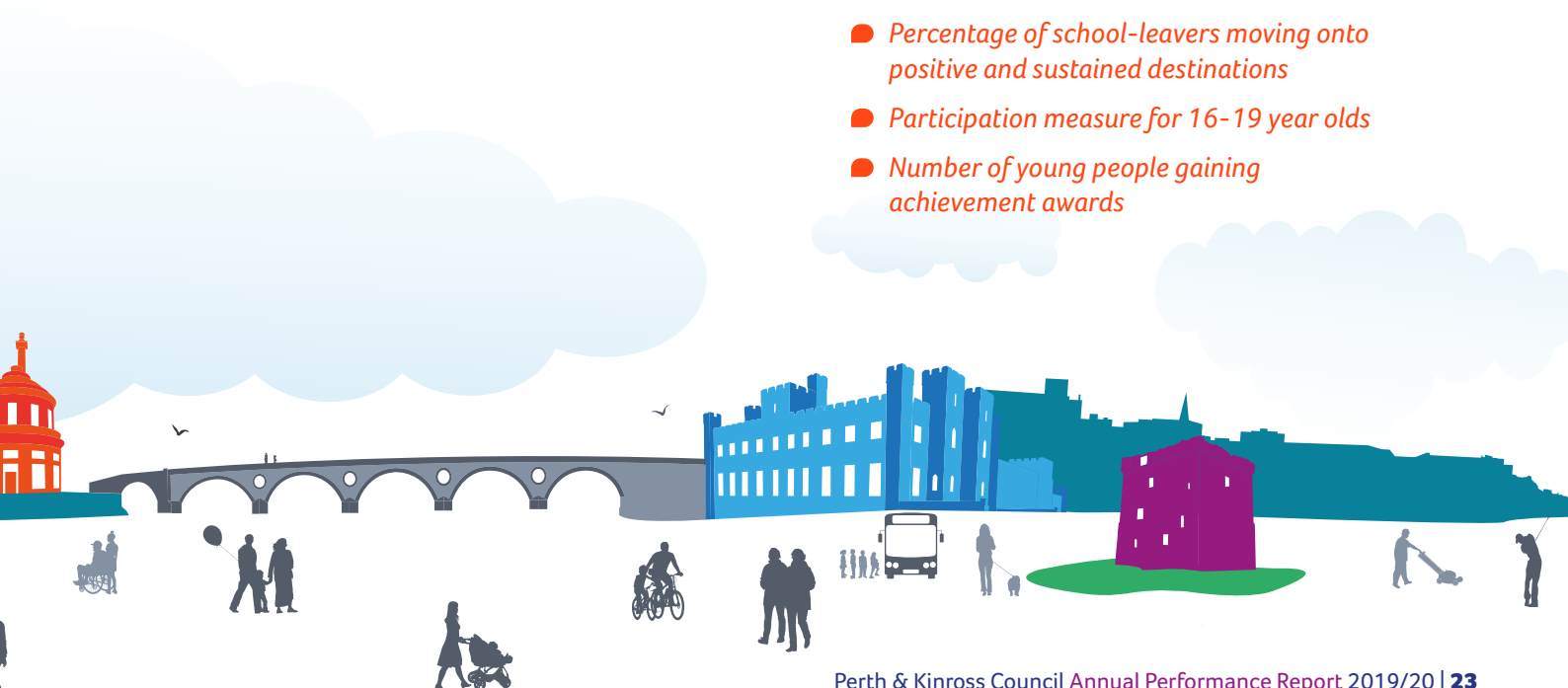
We continue to deliver the Council's Gaelic Language Plan supporting the promotion, use and learning of Gaelic in Perth and Kinross. In year 2 of the plan we provided Gaelic skills training to 200 staff and 8 publications were produced bilingually and Gaelic was included in language and culture events across Perth and Kinross. We are increasing the learning of Gaelic through:

- *early level Gaelic development including recruitment of Gaelic speaking ECPs for new Gaelic early learning and childcare provision;*
- *regular delivery of Gaelic Bookbug Sessions;*
- *increase in the number of classes for adults being delivered in the community;*
- *providing learning opportunities to support the wider personal and professional development of staff;*
- *providing community learning opportunities including family learning opportunities during school holidays across Perth and Kinross.*

## 2019/20 Key Performance Indicators

Performance against our key performance indicators is available in [PK Performs](#), our online performance dashboard. Please select the performance indicators below to view performance:

- *School attendance rates - Primary*
- *School attendance rates - Secondary*
- *School exclusion rates (per 1,000 pupils) - Primary*
- *School exclusion rates (per 1,000 pupils) - Secondary*
- *Proportion of children achieving early level literacy*
- *Proportion of children achieving early level numeracy*
- *Proportion of school-leavers attaining literacy and numeracy at SCQF Level 4*
- *Overall average total tariff*
- *Average educational tariff score for pupils within deprivation areas (SIMD Deciles 1 & 2)*
- *Proportion of school-leavers achieving 5 or more SQA subjects at SCQF Level 5*
- *Proportion of school-leavers achieving 5 or more SQA subjects at SCQF Level 6*
- *Proportion of school-leavers living in the 20% most deprived areas achieving 5 or more SQA subjects at SCQF Level 5*
- *Proportion of school-leavers living in the 20% most deprived areas achieving 5 or more SQA subjects at SCQF Level 6*
- *Percentage of school-leavers moving onto positive and sustained destinations*
- *Participation measure for 16-19 year olds*
- *Number of young people gaining achievement awards*



# Prosperous, sustainable and inclusive economy

## Key Achievements

### THROUGH THE BEYOND SCOTLAND MARKET DEVELOPMENT GRANT

**30** grants worth **£70k**


were approved covering projects from

**27** local businesses



## Performance

### *Deliver new investment to the Tay Cities Region*

Through the **Tay Cities Regional Economic Strategy** , we will deliver inclusive growth by addressing inequality of economic opportunity, improve productivity by supporting the creation of higher value, better paid jobs, and deliver a more prosperous and fairer future for people in our area. The agreed heads of terms for the Tay Cities Deal will see over £120m of new Scottish and UK Government investment in our area over the next 10-15 years, in addition to the significant £600m capital investment already committed by the Council. It is anticipated that this will be signed this financial year.


New joint promotion initiatives were organised with the private sector to attract business and capital investment. For example, at the Waste Management and Resource Exhibition in Birmingham, where we shared a stand with Binn Group to promote the **Binn Eco-Park** . We are also engaging with investors to support the investment and delivery of additional hotel capacity within Perth City. A specific site has been identified, assessments carried out and promoted to investors.

### *Support business to grow and attract investment and higher value jobs*

We believe that by helping local businesses to grow we can improve our region's economic outlook, providing improved job opportunities and employment outcomes to people throughout Perth and Kinross. The new **Beyond Scotland Market Development Grant**  scheme was launched in September 2019, and aims to support local businesses to export. To date, 30 grants worth a total of around £70k were approved covering projects from 27 local businesses. Projects supported include activity to help businesses access and develop new

market opportunities as far afield as California and China, as well as in the other nations of the UK. Sectors covered include Fintech, digital technology, food and drink, life sciences and tourism.

At the Perth Food & Drink Park, an initial development of five food and drink manufacturing units has been completed. A dedicated food and drink sector brochure was created and is being used by officers to promote the sector as well as the Food and Drink Park. We launched the brochure at Scotland Food and Drink's Showcasing Scotland event, which had over 170 international buyers from around the world. We ran a number of digital campaigns with external food and drink trade **publications** .

**Business Gateway**  supported 262 business start-ups and 25 early stage growth companies. It ran 41 start-up workshops and 12 existing business workshops. 42 businesses were referred to Scottish Enterprise and accessed the Growth Advisory Service/Growth Pipeline. A two-week rural roadshow (masterclasses, networking, one-to-one drop-in sessions) was organised engaging with over 135 people/businesses. Between 2018/19 and 2019/20 our performance improved, with the number of new businesses started up with the support from Business Gateway rising by 8.71%. Although this is positive, we remain behind our target value of 325. We continue to monitor the performance of our Business Gateway contract which is subject to renewal every three years and look to evaluate our objectives regularly.

We adopt an inclusive growth approach including, for example, the use of community benefit clauses in our contracts whenever possible and encouraging payment of the Scottish living wage. The percentage of Scottish average monthly earnings is continuing to decline from 98.2% in 2015/16 to 92.7% in 2019/20. Our aim is to achieve average earnings rates as a minimum by growing our economy and creating a more higher paying jobs and





## Key Achievements

- *The agreed heads of terms for the Tay Cities Deal will see over £120m of new Scottish and UK Government investment in our area over the next 10-15 years.*
- *The economic impact of events supported by the Council has more than doubled from an initial value of £9.6m in 2017/18 to £19.4m in 2019/20.*
- *The Perth City Centre vacancy for 2019/20 continued to decrease to 8.5% which is below the national average for Scotland of 9.8%.*
- *Employability Pipeline have supported 153 individuals with employability skills.*



Through the Modern Apprenticeship Programme, the Council recruited 55 young people across 9 different occupational areas since April 2019

attracting the right talent and skills into the area. We positively influence employment rates and average earnings by supporting businesses and individuals directly, as well as through our partnerships with **Business Gateway**, **Growbiz** and Employment Connections Hub services. We are continuing active engagement with partners to deliver community benefits such as offering work placements. For example, the **Hadden Group** have actively engaged with the Council's **Youth Services at Scott Street** offering work placements, training and opening up career opportunities for young people within Haddens and associated supply chains.

### *Improve the public realm and infrastructure and transform our cultural offer*

By overseeing and allocating funding for infrastructure projects and public realm enhancement we are building towards a positive future for our communities. The conversion and repair work at St Paul's Church in Perth is due for completion in March 2021. Related work for the promotion and use of the site for events, markets, art and lighting is progressing to allow the public space to be used for a variety of purposes. The Council allocated the Town Centre funding to five projects across four towns (Coupar Angus, Crieff, Pitlochry and Kinross). All the projects have had significant community interaction and various community groups and trusts will be directly involved in developing them.

We will continue to work with the private sector to ensure all households can access superfast broadband and our key settlements have access to a full fibre network.

The Creative Exchange was formally opened on 26 February 2020. The building is leased to **Workshop & Artists Studio Provision Scotland** who are operating the Creative Exchange on behalf of the Council. A £4.5m major regeneration project will support the



business start-up and growth in the Creative Industries. The facility will provide the home for the Creative Business Accelerator, part of the Famous Grouse Ideas Centre. The Accelerator supported over 25 aspiring entrepreneurs and helped them to start their businesses.

Perth and Kinross' global reputation at staging world-class golf events, was once again strengthened by the Council's contribution to the successful delivery of The 2019 Solheim Cup at Gleneagles, which brought together the best players from Europe and America to showcase the strength of women's golf. Hailed as the best-ever hosting of the event, it set a benchmark for staging a family-friendly and accessible golf event with more than 5,000 junior admissions and nearly 14,000 spectators taking part in golf zone activities. It was the highest attended women's golf event ever held in the UK, with record-breaking crowds of more than 90,000 turning out to watch, and with a 10.4m global audience, it put Perth and Kinross in the international spotlight.

We continue to focus on engaging with local people to build a greater sense of community across Perth and Kinross. In keeping with this focus, we have facilitated over 1,000 events on public greenspaces, a large number of which were free to, or provided for, children. Examples include Crieff and Pitlochry Highland Games, Spartan Race (National Endurance Course), Perth Show, Scottish Open Volleyball Tournament, Perth Salute, Caledonia Youth Rugby Finals, Perth Light Nights, four bonfire nights, community fetes and galas. In addition, the following events were either free for children or comprised of elements that were free for children: Scottish Rugby, Caledonia Cup Youth Rugby Finals (with Solheim Cup outreach activity), Perth Festival of the Arts, Perth Medieval Fair, International Youth Band Festival and Perth Winter Festival. The latter includes the Christmas Lights event and Riverside Light Nights where parade elements and performance programmes provide opportunities for young people to participate.

## *Develop the workforce and retain and attract young people to the area*

Although unemployment had remained low in the previous year it increased from 0.8% in 2018/19 to 2% in 2019/20. Performance can often be reflective of national trends observed across Scotland, but this significant fall in our performance highlights an area of concern and will require attention moving forward.

A total of 83 new registrations, 294 active caseload clients supported with employability skills and 94 people were assisted into work through the Employment Connections Hub. With a focus on assisting clients with extensive barriers, the local No One Left Behind provision produced excellent initial results of 105 new clients, 27 moving into educational outcomes, 26 job outcomes, 13 young people into Modern Apprenticeships and 15 targeted training allowances achieved.

Employability Pipeline supported 153 individuals with employability skills through third sector and in-house delivery. Poverty and Social Inclusion supported 70 individuals with money/debt management skills by Perth Citizens Advice Bureau. The European Social Fund Employability Outreach Service delivered employability services to clients throughout Crieff, Kinross, Blairgowrie and Rattray. This programme seeks to assist those facing multiple barriers to employment, providing one-to-one support and working in partnership with various organisations to help people realise their potential and progress towards their goal of employment.

The Employability and Skills Team engaged with local employers to support the creation of 40 new positions since April 2019 in small businesses throughout the area. Two active employment incentive schemes provided support to young people seeking employment aged between 16 and 26, (the **Rural**



**Employment Incentive** and the **No One Left Behind Recruitment Incentive**). This work was supported by the addition of a Digital Marketing Modern Apprentice who has digitally publicised these incentives. On both incentives, we had employers accessing funding more than one time. Actual support through these funding streams equated to 41 new jobs created locally for young people with barriers to work. We funded job creation initiatives for rural businesses, and we reached and exceed our first year targets to aid in the creation of 25 new posts for rurally-based young residents.

## 2019/20 Key Performance Indicators

Performance against our key performance indicators is available in **PK Performs**, our online performance dashboard. Please select the performance indicators below to view performance:

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



# Independent, healthy and active lives

## Key Achievements



The percentage of tenants satisfied with the overall service provided is high at 94.8%, an increase from 85.2% in 2016/17

There has been a decrease in the number of households who have presented to the Council as homeless in 2019/20 - down to 758 from 898 in 2015/16





## Key Achievements


- There were 12,414 bed days lost through delayed discharges in 2019/20, a 12.6% drop compared to 2018/19 and a 25% drop compared to 2017/18.
- There has been steady overall improvement locally with readmissions to hospital within 28 days reducing from 118 per 1,000 in 2016/17 to 115 in 2019.
- 86% of care and care services were rated good or better in Care Inspectorate inspections, higher than the national value of 82%.
- There has been a reduction in the percentage of people in fuel poverty from 37% in 2015/16 to 25% in 2019/20.




The five-year target of building 2,750 new homes has been met early, with a total of 2,761 homes built over the first four years of the strategy

## Performance

### **Work with Communities to deliver person-centred healthcare and support**

We want people to have the health and care services they need within their local communities. To achieve this the Perth and Kinross Health and Social Care Partnership (HSCP) engages with communities, improving communication and empowering people to have a greater say over health and social care decision-making. Examples of empowering our citizens and improving outcomes in practice include The Aberfeldy Model of Care and in redeveloping our **Keys to Life Strategy** . Within Aberfeldy, to address local concerns regarding the closure of the Community Hospital in 2015, a HSCP team engaged with community stakeholders. This informed our strategy and revealed a need for greater service access. In response we set up and opened a local Care and Treatment Hub in 2019. In redeveloping our Keys to Life Strategy, we carried out a consultation exercise with disability service users and their families, health and care professionals and third sector parties. This engagement and the subsequent analysis enabled us to identify six priority themes. These will inform the content of the strategy and ensure it better meets the needs of those who need it.

To ensure that people receiving social care services have greater control over the services they receive we have introduced **Self-Directed Support**  (SDS) options. This guarantees service users the right to choice, promoting specific personalisation and flexibility in meeting their desired care outcomes.

We recognise the vital role unpaid carers play in the lives of the people they care for and in their community. At the 'Carers Connect' event in 2019, we and our partners in the HSCP worked with carers to assess the availability of peer



and community support groups across Perth and Kinross. This identified 46 local groups and organisations Our Carer Support Workers, Community Engagement Team and PKAVS are thus better able to support carers to access community services wherever they live.

The PKAVS Carers' Hub together with 'Outside the Box' and the Care and Wellbeing Co-operative have implemented the 'Support Choices' project. This provides information on Social Care and SDS options to people and their carers. This can be done over the phone or face-to-face. Short-term one-to-one support is available to help people identify the outcomes they would like to achieve and the support they require.

We are committed to ensuring that all care homes maximise the quality of care and the experience for their residents. We continue to engage with Care Home providers on their approach to quality improvement. The Care Inspectorate and Scottish Care are trialling an approach to care homes, developing their own improvement plans. Four homes in Scotland are involved in this pilot, two of which are in Perth and Kinross. Our local Scottish Care Integration Lead is working with these care homes on an individual basis to assist with care planning, improvement planning and peer support, working closely with the Care Inspectorate. The staff involved have found this a very positive experience and it has given these teams the ownership of their improvement plan and a commitment to delivering on their plans.

### **Design services around prevention and early intervention**

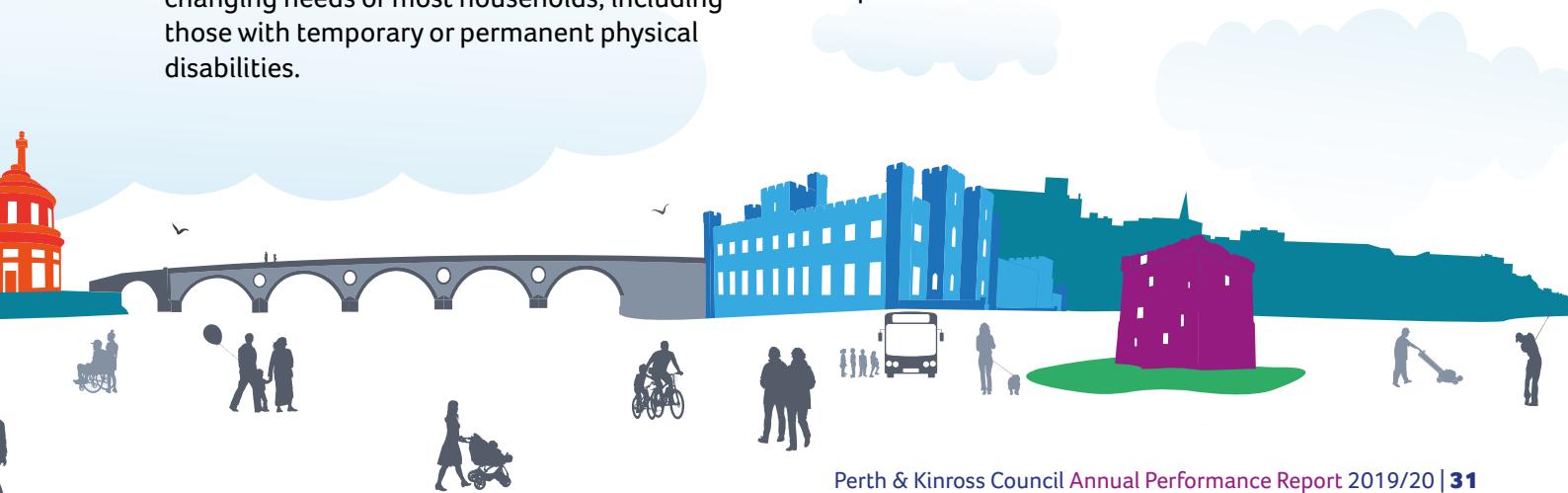
Enabling people to have access to suitable housing and support is key to enabling them to live independently. All of our new homes meet or exceed the housing for varying needs standards, ensuring that our mainstream housing is barrier free with the flexibility to meet the existing and changing needs of most households, including those with temporary or permanent physical disabilities.

Through our new-build developments, a number of homes were designed to facilitate independent living to meet the specific needs of households in the area, for example wet floor showers, wheelchair access, automatic door closers and wet rooms.

These properties have all been built to a high standard with a range of features including assisted bathing facilities, additional bedrooms for carers, lowered or adapted kitchen units and structures to support the installation of hoists should they be required in the future. During 2019/20, 41 new affordable housing units were designed to this standard.

During 2019/20, the Independent Living Group developed an Accommodation Modelling Tool and Framework to ensure the demand for housing for people with support requirements links into the new build programme, vacancy process for specialist provision and the allocation of some Registered Social Landlord and Council accommodation. This tool and framework has been used to help inform the demand for specialist provision - including housing with varying needs standards and allows us to have a good awareness and understanding of the number of cases of mild to moderate learning disability/autism, complex cases, mental health and cases of physical disability that require specialist housing and/or support both now or within the next 5 years.

As part of our commitment to a policy of early intervention and prevention strategy we invested £1.2m in additional staff for our Locality Integrated Care Teams. This programme provides a short period of enhanced care and its co-ordination by lead professionals helps people in need to more easily access community support, health and care services. This enables us to better monitor and manage vulnerable people, stopping their conditions from worsening and helping them avoid the need for hospitalisation.



Through our Primary Care Improvement Plan, we established multi-disciplinary teams with connections to GP practices, creating six new Primary Care Mental Health Nursing posts and bringing on three wellbeing support workers. These teams enable patients to access services and professional directly and far quicker than via traditional referral routes. By improving access to crucial services, we can prevent an issue of wellbeing from developing into a crisis.

Over the last 12 months, 45% of people in receipt of reablement via the Home Assessment Recovery Team (HART) were able to re-establish independence within their own home. This represents an improvement on the previous year and demonstrates our commitment to support people to remain at home for as long as possible, including following discharge from hospital. The Care Inspectorate awarded HART 'Very Good' gradings for both Quality of Care and Support and Staffing. People using the service reported that they were respected as individuals and treated with dignity and respect. They were positive about the encouragement they receive to have control over their own support and to be as independent as possible.

To deliver on their Mental Health Strategy 2017-2027, the Scottish Government provided funding to enhance the mental health workforce and improve access to dedicated mental health professionals in all accident and emergency departments, GP practices, police custody suites and in prisons. In 2019, we used this funding to create a new post of co-ordinator for the Lighthouse Project. This position was filled in January 2020 and enables the service to assist in supporting people in distress, out-of-hours and at weekends. Funding was also used to create a Mental Health Practitioner (MHP) position within the Access Team to provide person-centred care for individuals in crisis, at point of first contact. This was in addition to Social Prescribers who enhanced our provision for early intervention and prevention, creating a whole systems approach.

These posts provide support to individuals who come into contact with the service but do not necessarily meet the eligibility criteria for more formal social work services. Investing in these roles ensures that we can intervene quicker and earlier for people who have deteriorating mental health and wellbeing issues and support them to have better and more positive outcomes.

To enhance our community mental health support, we carried out a Mental Health and Suicide Prevention training programme. This raised awareness and links to Mental Health Awareness Week in May, Suicide Prevention Week in September and Mental Health Awareness Day in October.

### **Reduce inequalities and unequal health and social outcomes**

To combat inequalities, the HSCP commissioned a Minority Ethnic Carers of People Project and supported the Minorities Communities Hub. This enabled us to provide personalised support to more than 500 people from minority communities, helping people access the services they need while promoting community collaboration and integration.

The HSCP also supported the development of Recovery Cafés, providing a space for additional support mechanisms for individuals with a range of complex needs, from mental health and wellbeing, to loneliness and substance use. We also increased the number of available British Sign Language interpreters, who can engage patients through new video call facilities. This provides improved access to the service no matter where you live in Perth and Kinross.

We also continued to support the 'Move Ahead' service. Move Ahead is a locally-based support service which enables people with mental health support needs to access opportunities and services in the community. It aims to help people regain confidence, self-esteem and enhance individual skills and encourages people to realise



their full potential. We have been promoting Physical Health Check monitoring for individuals who accessed Adult Mental Health services, Psychiatry of Old Age services and Learning Disability services.

In 2019/20 Scottish Government provided funding to allow period products to be made available, free of charge, in a variety of buildings. £12,000 of this funding was invested to provide products and publicity about the project across over 40 premises in Perth and Kinross. This includes community halls, sports facilities, libraries, museums and a variety of charity premises.

### **Support people to live active and independent lives**

Our team of Housing Support Officers continue to provide support and assistance to tenants within our 91 units of retirement and 108 units of amenity housing. For tenants in retirement housing this is a daily welfare check and all tenants have access to a range of activities and events, delivered in partnership with a range of services, to help tackle isolation, and improve their health and wellbeing.

The mental and social health benefits of increased physical activity are widely recognised, bringing increased independence, a sense of wellbeing, reduced falls risk and improved quality of life. Throughout 2019/20, we continued to support Care About Physical Activity which is a programme being run between Scottish Social Services Council, the Care Inspectorate and Care Homes, and is focused on improving the health and wellbeing of residents through physical activity by improving balance, fitness and strength for older people which reduces falls, that in turn will reduce some of our unplanned admissions for older people.

Other examples of initiatives which support improvements in physical and mental wellbeing include a dementia friendly walking group in partnership with 'Paths for All', developed

to support 10 care homes and strength and balance exercises by the way of apparatus, in five care homes. This enhances the creation of dementia friendly sensory areas; a weekly Golf Memories Group for older adults with dementia and age-related memory conditions; and Saints Community Trust delivered various initiatives such as Football Memories working with our client groups from mental wellbeing, autism and learning disabilities. Additionally, dementia friendly 'Woodland Activity Sessions' are provided at Kinnoull Hill, Perth and horticultural activities through the 'Green Routes to Wellbeing' at Macrosty Park in Crieff to promote health and wellbeing through mentally stimulating and meaningful activity on greenspace sites.

We are looking to redevelop Perth Leisure Pool and Dewar's Centre facility. Through our joint work with Live Active Leisure, the development of a business plan for this redevelopment is underway (PH20).

As we seek to deliver investment in active travel and deliver an ambitious city-wide cycle network over the coming years, our funding application to Sustrans as part of the Places for Everyone Programme was successful, our grant currently stands at £13.2m. A significant stakeholder engagement programme will take place during 2020 to turn the proposals into a finalised scheme.

Working with a range of partners, a number of audits were undertaken across Perth and Kinross to assess the overall quality of the accessibility and walkability of local streets. This has identified opportunities to improve the local walking environment and enabled and encouraged people of all ages and abilities to walk for everyday journeys.

### **Reduce Social Isolation**

Social isolation can have a significant impact on a person's health and wellbeing. Acknowledging this risk, we take steps to encourage people to feel more involved, included and invested in their





local communities. As part of this effort, we supported a number of community events across our localities.

Following consultation and local engagement across the North Locality, January was identified as the period during which people were most prone to feelings of stress, financial anxiety and loneliness. To address this, the Council and the HSCP supported efforts by local community organisations to deliver the Big January Get Together 2020, a month of interactive community events. This provided people with motivation to get out of their homes and interact with members of their community, creating a platform for engagement, enjoyment and education. This event attracted approximately 500 attendees and provided Council staff and partners with an opportunity to direct vulnerable people towards appropriate support services.

In Perth City, we supported the Jump into Wellbeing Festival (January 2020). This was organised to celebrate and raise awareness of the work undertaken across the locality by community groups and organisations, while providing a platform for education and engagement. More than 30 local community groups participated, with over 70 engagement activities and learning opportunities available to members of the public.

The South Perth Wellbeing Day was similarly held in the later stages of winter during the time in which people are most likely to be experiencing feeling of loneliness and isolation. This information day focused on promoting health and wellbeing for residents, with 50 community stallholders involved and over 250 people in attendance. This celebrated and promoted the work being done by groups across the community and created opportunities for people to come together locally and build important connections with active community groups and organisations.


## Affordable quality housing for all

We continue to focus on the delivery of efficient services to ensure that our tenants' rents remain at levels that are affordable to them, based on local income levels. Following on from our **Tenant Summer Conference**, based on our tenants' priorities, three potential rent level options for 2020/21 were developed. Each of the options was assessed for affordability, with 83% of residents able to afford the new rent levels without assistance. Our rent levels remain the most affordable housing option in Perth and Kinross and we remain around the 6th lowest Local Authority rent in Scotland. Tenants have a range of options for paying and during 2019/20 we introduced the ability for tenants to check their rent account balance online.

All the commitments detailed within our Rapid Rehousing Transition Plan were implemented or are in process of being developed. The Scottish Government funding allocation of £203,000 for 2019/20 and £214,000 for 2020/21 is supporting the delivery of a property-ready fund, additional homelessness prevention and private sector activity. We have:

- *recruited an additional Homeless Prevention Officer who has supported a continued focus on prevention activity reducing homeless presentations by 19% since 2018/19;*
- *implemented a Property Ready Fund and improved tenancy sustainment from 83% to 89%;*
- *appointed a Home First Officer to co-ordinate activities and reduce the length of stay in temporary accommodation to under 68 days;*
- *rolled out intensive support to meet the needs of people with multiple and complex needs to ensure the number of people sleeping rough the night before they present for assistance is kept to a minimum;*
- *increased our engagement with the private sector and the number of people securing*



placements through the **Rent Bond Guarantee Scheme** , the number of empty homes brought back into use, and the number of properties we manage on behalf of private landlords.


We have increased our engagement with the private sector and the number of people securing placements through the Rent Bond Guarantee Scheme, and during 2019/20 there were 26 empty homes brought back into use and managed on behalf of private landlords.

We work in partnership with local, national developers, housing associations and the Health and Social Care Partnership. This is to extend the supply of affordable mainstream and social housing to design and build homes that meet the needs of people now, and in the future, so that people can live as independently as possible and live life well. The target for delivering new affordable homes for people in Perth and Kinross was met one year early and within the area 861 new houses were built in 2019/20, which is an increase on previous years:

- 646 private housing properties;
- 215 social rented houses of which 10 are Council homes;
- invested just under £21m on affordable housing across the Perth and Kinross area.




The level of housing completions during 2019/20 was the highest level of completions since 2008 and means we have now already exceeded our 5 year target of 2,750 homes with a total of 2,761 homes being built over the first four years of the strategy.

## 2019/20 Key Performance Indicators

Performance against our key performance indicators is available in **PK Performs** , our online performance dashboard. Please select the performance indicators below to view performance:

- Number of days people aged 75+ spend in hospital when they are ready to be discharged per 1,000 population
- Readmissions to hospital within 28 days of discharge per 1,000 admissions
- Proportion of the last 6 months of life spent at home or in a community setting
- Number of people who access self-directed support
- Number of service users with Telecare equipment installed (excluding Community Alarms)
- Percentage of residents satisfied with local leisure facilities
- Percentage of properties meeting the Energy Efficiency Standard for Social Housing
- The total number of households who have presented to the Council as homeless
- Number of applicants assessed as homeless
- Percentage of allocations to homeless households in permanent settled accommodation
- Percentage of tenants satisfied with the overall service provided
- Percentage of tenants satisfied with opportunities given to them to participate in the landlord's decision-making
- Percentage of households in fuel poverty

Performance against the following indicators will not be available until later in the year and when available the performance will be reported as follows:

Performance Indicator	When performance will be reported	Where it will be reported
Percentage of people aged 65 and over with intensive social care needs receiving care at home	2021	<b>PK Performs</b> 
Percentage of adults supported at home who agreed that they are supported to live as independently as possible	2021	<b>PK Performs</b> 
Percentage of carers who feel supported to continue in their caring role	2021	<b>PK Performs</b> 

# Safe and sustainable places for future generations

## Key Achievements



33 rural community groups now have resilience plans in place, to be ready for extreme weather, flooding, power outages or any other disruption to normal activities

# 250

**social housing units**

We increased our number of new publicly available social housing units including buy-backs, conversions and empty homes conversions to 250 in 2019/20





## Performance

### *Work with communities to create safe, strong sustainable places*

The second **Perth and Kinross Local Development Plan** was adopted in November 2019 following examination by Scottish Ministers. The Plan addresses a wide range of policy issues, including housing, retail, business, industry, transport, recreation, natural heritage, placemaking and climate change, and is intended to establish a framework for the sustainable growth of Perth and Kinross to 2029.

The Perth City Plan outlines a series of priorities and principles that we are committed to delivering as part of an investment programme aimed at improving public spaces. The priorities and principles we are committed to are: developing a strategy for traffic, access and movement, which prioritises the pedestrian; creating a hierarchy of streets, public spaces and walking/cycling routes; improving the environmental quality of key streets/public spaces; promoting natural assets and building architecture; establishing a framework of green infrastructure; creating attractive points of arrival and ensuring key landmarks, and natural assets and streets are better connected.

Placemaking is a key component of the Perth City Plan and is part of the wider programme focused on making public places more inviting and people friendly. The purpose of the Placemaking programme is to enhance the quality, vitality and vibrancy of Perth city centre and key rural settlements, encouraging increased use and extended dwell time, leading to sustainable economic growth. A series of initiatives will help create high-quality public spaces, deliver sustainable active travel routes and promote use of the region's natural assets, which will build into an enviable package of the very best Perth and Kinross has to offer for both residents and visitors alike. To help deliver this

Placemaking Programme, we have outlined a capital commitment of £8.9m, which will also seek investment from key partners and external funders.

The Council was awarded £247,000 funding from Scottish Government to deliver projects that would encourage cycling, walking and to provide safer streets, particularly for vulnerable road users. This funding was used to procure a further £140,000 through match funding to deliver a number of schemes in 2019/20. Projects included the provision of a shared use path along Broich Road, Crieff, a shared use path along the A912/A913 at Aberargie and also in Tay Street, Perth. In addition, a number of mitigation measures were provided in Perth and other town centres to improve the centres for pedestrians with visual and mobility impairment. Projects were also delivered that provided improved links at a number of primary and secondary schools to encourage active travel to and from the schools.

### *Protect our outstanding area and build a sustainable future with smarter connections*

Initial community engagement commenced with meetings taking place with the Perthshire Climate Change Cafes providing support to their Big Climate Conversation Event, which took place in Birnam. The Interim Climate Emergency Report and Action Plan was approved at the Council meeting on 18 December 2019. Engagement with Members, Community Planning Partners and other stakeholders continued with the Council sponsoring a further Climate Change event in Blairgowrie. Preparations are underway for an extensive engagement exercise across Perth and Kinross to help develop a finalised Climate Emergency Report and Action Plan for presentation to the Council late 2020.



## Key Achievements



Waste recycling increased slightly in 2019/20 to 52.5% from 51.4% in 2018/19



We continue to reduce our carbon emissions from Council buildings to 12,012 tonnes of CO<sub>2</sub> in 2019/20 from 18,613 in 2014/15



A total of 895 new houses were built in 2019/20, over a 40% increase since 2015/16

Working with our consortium partners, Beautiful Perth and Perth College to deliver Year 3 of Zero Waste Perth and completion of the project (Action 91). The campaign, which was funded until June 2020, included a branded Zero Waste Perth campaign and a large programme of community outreach activities aligned to the following themes - food waste prevention, reuse and repair, recycling promotion, resource efficiency and circular economy opportunities. A key highlight from Year 3 included the research and development of the Food Share Network, working in conjunction with Letham4All to introduce a community larder.

The experience and final completion of the Almondbank Flood Protection Scheme has helped inform the next similar sized major Flood Protection Scheme at Comrie, with the outline design of the Scheme now completed and the Scheme published in February 2020.

As an alternative to mains gas, we continue to explore alternative renewable energy measures where feasible. We installed further renewable technologies to our properties during 2019/20. Solar PV installations have been retrospectively installed to sheltered housing at James Court, Pitlochry, and Isla Court in Perth. Solar PV was fitted to new houses recently built at Clunie Way, Stanley, and to houses under construction at Huntingtower, Perth and Glebe, Scone. Air source heat pumps were fitted in 26 homes through the Warm Homes Fund project and a further 46 through the Central Heating Upgrading programme. Savings on energy consumption and reduced fuel bills are being achieved through the installation of these renewable technologies. They are also helping to address fuel poverty, reduce carbon emissions and tackle climate change.

As a result of the investment in the energy efficiency of our housing stock, a significant number of tenants have benefited from a warmer home, lower fuel consumption, lower energy bills and reduced fuel poverty. In addition, our Home Energy Advice Team service, which is delivered



in partnership with SCARF, have carried out 214 home visits. These visits are with a view to helping households save money on their fuel bills and share information with them on reducing their carbon footprint.

We recognise that communities value opportunities that enable children to play outdoors including green space, parks and in their local streets. Our Community Greenspace team ensures the provision and maintenance of 141 high-quality play areas, 14 skate parks, paths and many other recreation parks, paths and amenity open spaces along with a range of activity programmes and educational events that encourage family activity and sport. To support play in the community, links have been made with a range of professionals including parks, roads, planning and architects, as well as getting involved with the Dunkeld Road Corridor and the other re-generation areas. Each local Action Partnership was contacted, with staff attendance at a number of partnership meetings, to give an overview of the Play Framework and gain support for its future implementation.

Greenspace management and development plans have been completed for Kinnoull Hill and the Lade in Perth, and the Knock in Crieff, through partnership working with the local communities. Co-ordinated implementation will be through a mix of Council and external funding and volunteer effort. Other community partnership projects being developed include Auchterarder Park, Alyth Burnside and Den, Blairgowrie Riverside, Rattray Davie Park 3G Pitch, Birks of Aberfeldy, Perth Viewlands Park, the Crieff to Comrie Core Path Upgrade, and Comrie Shaky Bridge.

The Community Environmental Challenge Fund continued to prove very popular supporting 14 new projects, awarding match-funding totalling £94k with a total project value of £676k. In addition, £30k was allocated to 21 community projects to help celebrate the Solheim Cup.

The cemetery extension programme continued with Kinross North, along with the stabilisation of many older headstones in the priority areas as part of the Headstone Stabilisation Programme.

Perth Crematorium was inspected by HM Inspector of Crematoria in February 2020 which found *'no shortcomings in any aspect of the cremation process with good practice observed throughout'*. The report gave *'great credit to staff'* for the *'high level of service'* whilst managing changes arising from the Cremation (Scotland) Regulations 2019. *'Overall the Inspection found Perth Crematorium to be performing to a high standard, providing a first class service to the community.'*

### Reduce offending

The extension of the presumption against short-term prison sentences, to sentences of less than 12 months, was introduced in June 2019. This means that a court should not pass a sentence of imprisonment of 12 months or less unless it considers no other sentence is appropriate. As a result, it was expected that the number of community-based disposals, mainly Community Payback Orders (CPOs), would increase. In response to this, Criminal Justice Social Work services carried out a review of current service provision and modelled what the impact of the projected increase in new CPOs on resourcing requirements would be. Across both teams responsible for managing CPOs, it was shown that there is sufficient capacity to successfully manage any increases in these orders. While it may take a number of months for the full effects of the introduction of the extension of the presumption against short term sentences to be known, data for 2019-20 showed that there were 347 new CPOs, an additional 25 CPOs when compared with the previous year's total of 322.



## Support communities to feel safe

In 2019, all assessments going to Child Protection Case Conferences and Assessment Reports for Children's Hearing were reviewed and feedback provided to social worker and Team Leaders. For a period of three months, panel members reviewed each report and provided feedback to the service. This exercise has been rolled out across other local authorities. Report writing training was completed for the whole service, and this will be offered again.

Adult Support and Protection is a high priority and it is important that any adult protection referral response is timely and appropriate. Performance over the last four years has been consistently above the national target of 95% (PKC 2019/20, 99%).


Caledonian Women's Workers continue to support partners/ex partners of men who are undertaking the men's Caledonian Programme. In addition, they are involved in the risk assessment process and offering direct support to partners/ex partners at the pre-sentencing stage. There has been progress in the discussions with prison-based social workers at HMP Castle Huntly, the Scottish Prison Service and the Caledonian National Co-ordinator about delivering preparatory work with prisoners deemed suitable for the Caledonian System prior to their release from custody. Currently, we have six social workers and three senior practitioners trained in assessment and delivery of the Caledonian System and the Respect programme. A further three social workers have successfully completed the screening process and will go on to complete Caledonian training. All domestic aggravated Criminal Justice Social Work Report requests in Perth and Kinross are now assessed for Caledonian programme suitability using the SARAv3 risk assessment tool.

Our Regulatory Services continue to protect both the public and support the local economy. In 2019, the Food Team inspected 92% of programmed High Risk food premises, 95% of programmed Medium Risk in 2019/20 and carried out activities in a way that helped businesses comply and achieve sustainable economic growth.

Scammers are becoming increasingly resourceful and this can have a devastating impact on their victims, particularly older people. To help mitigate this we have installed 26 TrueCall units to protect vulnerable people to identify unwanted calls and we also undertook awareness training sessions to 122 Carers and 614 other Perth and Kinross residents. The scam hub contacted and offered assistance to 70 victims during 2019/20.



## 2019/20 Key Performance Indicators


Performance against our key performance indicators is available in **PK Performs** , our online performance dashboard. Please select the performance indicators below to view performance:

- *Emissions from Council buildings (tonnes CO<sub>2</sub>)*
- *Percentage of municipal waste collected that is recycled or composted*
- *Total number of houses built in Perth and Kinross*
- *Number of new publicly available social housing units including buy-backs, conversions and empty homes conversions*
- *Average calendar days to re-let properties*
- *Vacant residential/commercial premises brought into use*
- *Number of communities with local resilience plans*
- *Percentage of anti-social behaviour complaints resolved within locally agreed targets*
- *Percentage of adult protection cases screened within 24 hours of notification*
- *Rate of emergency admissions per 100,000 population*
- *Total number of new Community Payback Orders issued by Court*






# Organised To Deliver

In August 2019 Audit Scotland published our Best Value Assurance Report which was reported to **Council in September 2019** . It commended the effective leadership and clear strategic objectives of the Council, along with introduction of the 'Perth and Kinross Offer' to support future improvement. It also stated since the 2008 Best Value report, the Council has improved at a steady pace and our approach to the use of resources has strengthened. However, it also made several recommendations for improvements:

- *maintaining the pace of development of the Perth and Kinross Offer;*
- *revising the Council's digital strategy in line with its ambition;*
- *considering simplifying arrangements to improve decision-making as part of the ongoing governance review;*
- *reviewing performance management and performance reporting to ensure it is driving continuous improvement and that public performance reporting is transparent, clear and focused;*
- *considering development of a longer-term financial plan covering a five to ten-year period as part of the Council's modernisation agenda;*
- *reviewing the effectiveness of the Community Planning Partnership (CPP) Board, outcome delivery groups and local action partnerships as part of the ongoing CPP review; and*
- *improving how the Council involves communities.*

Progress towards these recommendations was reviewed by our external auditors and reported through the Annual Audit Report which was reported to the **Audit Committee in September 2020** .

During 2019 the following corporate initiatives and foresight enabled the Council to respond to the COVID-19 pandemic by quickly establishing effective working from home whilst supporting mental health and boosting employability.

The change to MS 365, including MS Teams, during 2019 was a key enabler to ensure the Council continued to work effectively. Agile approaches for implementing new technologies have been adopted successfully and in collaboration with Services. Having a mature platform and support model in place for our Online Services and Mobile Working put us in the best possible place to be able to respond at pace to the need to support business, parents, citizens and staff at the end of 2019/20 and throughout 2020/21.

The new Supporting Health and Wellbeing Framework was approved in April 2019 and resulted in all staff being covered by the same sickness absence management arrangements. A focus on mental health and joint working with the unions allowed us to deliver a roll-out of mental health awareness sessions and targeted resilience sessions. A refreshed mental health toolkit has been communicated via our intranet to signpost areas of support. In September 2019 we extended the self-serve functions of MyView giving employees access to MyView from home, using their own devices reflecting the 'anytime anywhere' way of working.

To date, the Learn to Teach programme has resulted in an additional 18 teachers. The University of Dundee offered a further 8 employees a place on the PDGE course commencing in November 2019, however, only 7 commenced due to one employee not achieving all of the required qualifications. We continue to offer internal promotion opportunities for staff to develop their careers with PKC. A broad range of learning and development opportunities are available, delivered internally or with through collaboration, to equip people with the skills to develop their careers.

# Where does the Council get money from?

Most of our funding comes in the form of a grant from the Scottish Government. Some of this money is protected and can only be spent on specific services. Some is only given to us if we maintain defined service levels. Around 70% of our total budget is protected money and so we have little or no influence on how this money is used.

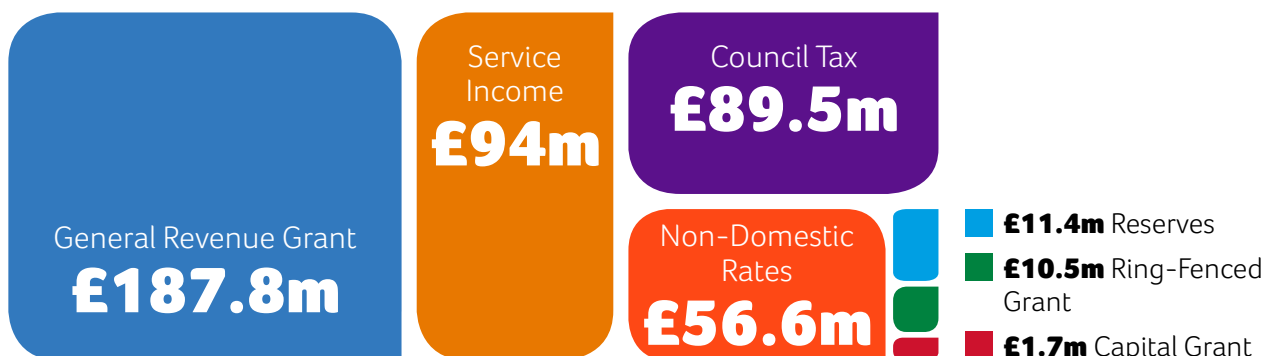
Almost 20% of income comes from council tax, and we have one of the highest collection rates of council tax in the country. A further 12.5% comes from non-domestic rates (business rates). The level of non-domestic rates is set

by the Scottish Government. We collect the rates on behalf of the Scottish Government and this income is shared between all councils in Scotland.

Over 20% of our income is from charges, for example charging for skip hire, football pitch hire, or for processing a planning application.

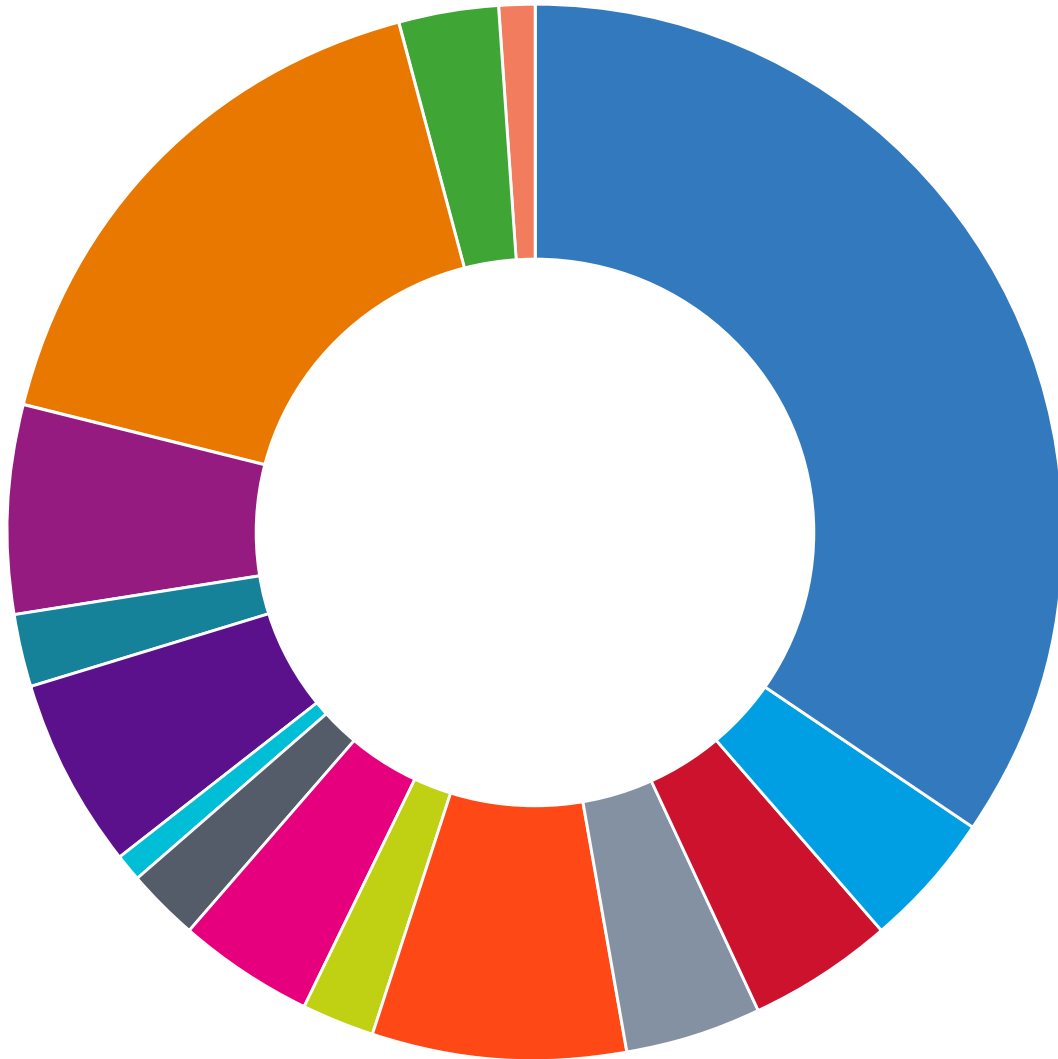
We also hold some money in reserves – like a savings account. It's important that we have reserves to cover unexpected costs and they can only be used once. They can also generate some money in interest.

## Gross Income 2019/20



# How we spend your money

## Gross Expenditure by Type 2019/20



■ **£155.7m** Nursery, Primary, Secondary & Special Schools

■ **£19.5m** Children & Family Services

■ **£19.5m** Other Education

■ **£19.6m** Roads, Parking, Public Transport & Other Roads Activities

■ **£35.2m** Operations, Fleet, Regulation, Waste & Community Greenspace

■ **£9.5m** Planning & Development

■ **£18.2m** Property

■ **£9.9m** General Fund Housing Services

■ **£4m** Other Housing & Environment

■ **£26.3m** Corporate & Democratic Services

■ **£9.8m** Support for ALEOs

■ **£29.3m** Housing Benefits/Council Tax Reduction

■ **£76.6m** Health & Social Care

■ **£14.3m** Borrowing Costs

■ **£3.9m** Other Corporate Budgets

## How Your Council Tax is Spent

# 20%

## of the Perth & Kinross Council Budget comes from Council Tax funds

Corporate Services  
**£82**

Housing, Planning & Property  
**£106**

Roads & Public Transport  
**£52**

Waste/ Recycling, Greenspace & Cleansing  
**£80**

Health & Social Care  
**£194**

Children & Family Services  
**£639**

Borrowing & Other Costs  
**£112**

# Total £1,264

Based on a Band D property for 2019/2020  
Total figure does not include water and sewerage charges

# Key Contact

For further information on any area of this report please contact:

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If you or someone you know would like a copy of this document in another language or format, (on occasion only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000

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Nam bu mhath leat fhèin no neach eile as aithne dhut lethbhreac den phàipear seo ann an cànan no ann an cruth eile (uaireannan cha bhi ach gearr-iomradh den phàipear ri fhaotainn ann an eadar-theangachadh), gabhaidh seo a dhèanamh le fios a chur gu Ionad Sheirbheis Theachdaichean air 01738 475000.

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

All Council Services can offer a telephone translation facility.

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

(PKC Design Team - 2020204)