

Securing the future... • *Improving services*
• *Enhancing quality of life* • *Making the best use of public resources*

Council Building
2 High Street
Perth
PH1 5PH

03/11/2021

A meeting of the **Housing and Communities Committee** will be held virtually on **Wednesday, 10 November 2021 at 09:30.**

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

THOMAS GLEN
Chief Executive

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

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

Members:

Councillor Bob Brawn (Convener)
Councillor Chris Ahern (Vice-Convener)
Councillor Alasdair Bailey
Councillor Liz Barrett
Councillor Peter Barrett
Councillor Anne Jarvis
Councillor Ian Massie
Councillor Sheila McCole
Councillor Tom McEwan
Councillor Caroline Shiers
Councillor Frank Smith
Councillor Colin Stewart
Councillor Richard Watters

Housing and Communities Committee

Wednesday, 10 November 2021

AGENDA

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

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

- 1 WELCOME AND APOLOGIES/SUBSTITUTES
 - 2 DECLARATIONS OF INTEREST
 - 3 MINUTE OF MEETING OF THE HOUSING AND COMMUNITIES COMMITTEE OF 8 SEPTEMBER 2021 FOR APPROVAL (copy herewith) 5 - 8
 - 4 SCOTTISH FIRE AND RESCUE SERVICE QUARTER 2 PERFORMANCE REPORT - 1 JULY - 30 SEPTEMBER 2021 Report by Area Manager, Scottish Fire and Rescue Service (copy herewith 21/205) 9 - 32
 - 5 ANNUAL PERFORMANCE REPORT 2020-21 BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2021-22 Report by Executive Director (Communities) (copy herewith 21/160) 33 - 76
- NOTE:**
The above report was considered at the Scrutiny Committee on 15 September 2021 and the Environment and Infrastructure Committee on 27 October 2021.
- 6 EDUCATION AND CHILDREN'S SERVICES JOINT BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2021/22 AND ANNUAL PERFORMANCE REPORT 2020/21 77 - 114

Report by Executive Director (Education and Children's Services)
(copy herewith 21/158)

NOTE:

The above report was considered at the Scrutiny Committee on 15 September 2021 and the Lifelong Learning Committee on 3 November 2021.

- 7 COMMUNITY PLANNING PARTNERSHIP UPDATE 115 - 118**
Report by Head of Culture and Community Services (copy herewith 21/206)
- 8 STRATEGIC HOUSING INVESTMENT PLAN 2022/23 TO 2026/27 119 - 152**
Report by Depute Director (Communities) (copy herewith 21/207)

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.

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

All Council Services can offer a telephone translation facility.
--

HOUSING AND COMMUNITIES COMMITTEE

Minute of meeting of the Housing and Communities Committee held virtually via Microsoft Teams on Wednesday 8 September 2021 at 9.30am.

Present: Councillors B Brawn, C Ahern, A Bailey, L Barrett, P Barrett, A Jarvis, I Massie, T McEwan, F Sarwar (substituting for Councillor McCole), C Shiers, F Smith, C Stewart and R Watters.

In Attendance: B Renton, Executive Director (Communities); C Mailer, Depute Director (Communities); S Coyle, M Dow, L Haxton (up to and including Item 5) E Ritchie, N Robson and D Stokoe (up to and including Item 5) (Communities); and C Flynn, K Molley, M Pasternak, L McGuigan and B Parker (Corporate and Democratic Services)

Also in Attendance: Chief Superintendent P Davison (up to and including Item 4(ii)) and Chief Inspector G Binnie (Item 4(ii) only) (Police Scotland) and; Area Manager S Wood and Group Commander E Baird (both up to and including Item 4(ii)) (Scottish Fire and Rescue Service).

Apology: Councillor S McCole

Councillor Brawn, Convener, Presiding.

The Convener led the discussion on Items 1-3 and 5-7, and the Vice-Convener on Items 4(i) and 4(ii).

Prior to the commencement of business:

(i) **Councillor Frank Smith**

The Convener welcomed Councillor Smith to his first meeting of the Committee. He also paid tribute to the contribution that Councillor Illingworth had made throughout his time on the Committee.

(ii) **Chief Superintendent Phil Davison**

The Convener welcomed Chief Superintendent Phil Davison to his first meeting of the Committee.

1. **WELCOME AND APOLOGIES**

The Convener welcomed all those present to the meeting. An apology for absence was noted as above.

2. **DECLARATIONS OF INTEREST**

There were no declarations of interest made in terms of the Councillors Code of Conduct.

3. MINUTE OF MEETING OF THE HOUSING AND COMMUNITIES COMMITTEE OF 31 MAY 2021 FOR APPROVAL AND SIGNATURE

The minute of meeting of the Housing and Communities Committee of 31 May 2021 was submitted, approved as a correct record and authorised for signature.

4. POLICE AND FIRE REFORM: LOCAL SCRUTINY AND ENGAGEMENT

4(i) FIRE AND RESCUE SERVICE QUARTERLY PERFORMANCE REPORT – 1 APRIL 2021 TO 30 JUNE 2021

There was submitted a report by Area Manager S Wood, Scottish Fire and Rescue Service (21/152) containing performance information relating to the first quarter, (1 April - 30 June) of 2021/22 on the performance of the Scottish Fire and Rescue Service.

Area Manager Wood and Group Commander Baird answered members' questions thereon. The question and answer session can be viewed via the following [link](#).

Resolved:

The update on operational and community safety engagement activities of the Scottish Fire and Rescue Service in the Perth and Kinross area during the period 1 April to 30 June 2021, be noted.

4(ii) PERTH AND KINROSS LOCAL POLICING AREA POLICE REPORT – 1 APRIL 2021 TO 30 JUNE 2021

There was submitted a report by Chief Superintendent P Davison, Police Scotland 'D' Division (Tayside) (21/153) on the performance of Police Scotland against the local policing priorities for the Perth and Kinross area as set out in the Local Policing Plan for the first quarter, 1 April to 30 June 2021.

CHIEF INSPECTOR G BINNIE ENTERED THE MEETING DURING THIS ITEM.

Chief Superintendent Davison and Chief Inspector Binnie answered members' questions thereon. The question and answer session can be viewed via the following [link](#).

Resolved:

The update on performance of Police Scotland against the local policing priorities for the Perth and Kinross area during the period 1 April to 30 June 2021, be noted.

CHIEF SUPERINTENDENT P DAVISON, CHIEF INSPECTOR G BINNIE, AREA MANAGER S WOOD AND GROUP COMMANDER E BAIRD ALL LEFT THE MEETING AT THIS POINT.

5. COMMUNITY PLANNING PARTNERSHIP UPDATE

There was submitted a report by Head of Culture and Community Services (21/154) (1) providing an update on Community Planning activity since the previous report in May 2021; and (2) seeking approval of the Community Empowerment Annual Report for 2020/21, which reports on Community Asset Transfers and Participation Requests in the past 12 months.

Resolved:

- (i) Community Planning activity since May 2021, be noted.
- (ii) The Annual Report on community asset transfers and Participation Requests provided in Appendix 1 to report 21/154, be approved.

D STOKOE AND L HAXTON LEFT THE MEETING AT THIS POINT.

THERE WAS A RECESS AND THE MEETING RECONVENED AT 11.10AM.

6. ANNUAL UPDATE ON PERTH AND KINROSS LOCAL HOUSING STRATEGY 2016-2021

There was submitted a report by the Depute Director (Communities) (21/155) (1) asking Committee to note progress in 2020/21 in implementing the Local Housing Strategy for Perth and Kinross, previously approved at Housing and Health Committee on 25 May 2016; and (2) seeking approval for the proposed structure and content of the revised Strategy 2022-27.

A short video-clip on the Local Housing Strategy 2016-2021 Update was played to Committee: [Local Housing Strategy 2016-2021 Update](#)

Resolved:

- (i) The progress made during 2020/21 towards achieving the outcomes set out within the Local Housing Strategy outlined in Appendix 1 to report 21/155, be noted.
- (ii) The proposed structure for the revised Local Housing Strategy to be submitted to the Scottish Government in 2022, be approved.

7. ANNUAL ASSURANCE STATEMENT 2021/29 – SCOTTISH HOUSING REGULAR

There was submitted a report by the Depute Director (Communities) (21/156) providing a brief overview of the Scottish Housing Regulator's Regulatory Framework and appending the Annual Assurance Statement 2020/21 for approval.

Resolved:

- (i) The requirement to submit an Annual Assurance Statement, be noted.
- (ii) The Annual Assurance Statement as detailed in Appendix 2 of report 21/156, be approved.



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

**PERTH AND KINROSS COUNCIL
HOUSING AND COMMUNITIES COMMITTEE**

10 NOVEMBER 2021

Report by Area Manager Stephen Wood, Local Senior Officer, Scottish Fire and Rescue Service (Report No. 21/205)

SUBJECT: FIRE AND RESCUE QUARTERLY PERFORMANCE REPORT

1 JULY TO 30 SEPTEMBER 2021

Abstract

The Reports contain performance information relating to the second quarter (1 July – 30 September) of 2020-21 on the performance of the Scottish Fire and Rescue Service in support of Member scrutiny of local service delivery.

1 PURPOSE OF THE REPORT

To provide information for the Committee regarding the performance of the Scottish Fire and Rescue Service, against the priorities, performance indicators and targets detailed within the Local Fire and Rescue Plan for Perth and Kinross 2020-23, to facilitate local scrutiny.

2 RECOMMENDATIONS

It is recommended that members:

Note, scrutinise and question the content of this report.

3 FINANCIAL IMPLICATIONS

None.

4 PERFORMANCE

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

- 4.2 The Local Fire and Rescue Plan for Perth & Kinross 2020-23 was approved by the Housing and Communities Committee on the 2nd of December 2020.
- 4.3 The priorities and outcomes contained within the Local Fire and Rescue Plan reflect 'place' and the contribution of Scottish Fire and Rescue Service to the Perth and Kinross Community Plan (LOIP) 2017-27 and Community Planning Partnership.
- 4.4 In summary the following local priorities and targets are detailed within the plan:
- Priority 1 - Improving Fire Safety in the Home
 - Priority 2 - Improving Fire Safety and Resilience in the Business Community
 - Priority 3 - Minimising the Impact of Unintentional Harm
 - Priority 4 - Reducing Unwanted Fire Alarm Signals
 - Priority 5 - Reducing Deliberate Fires
 - Priority 6 - Effective Risk Management and Operational Preparedness
- 4.5 Appendix 1 attached to this report provides a detailed breakdown and analysis of all data collected during the reporting period. A performance summary and scorecard is detailed on page 6 of the report. In addition, further sections are included to provide Members with an overview of a range of notable incidents and events undertaken by the local personnel/stations in support of prevention activities and preparation for emergency response.

5 EQUALITY IMPACT ASSESSMENT

- 5.1 Not applicable.

6 ENVIRONMENTAL ISSUES

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

7 SUMMARY

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

Area Manager Stephen Wood
Local Senior Officer
Perth & Kinross, Angus and Dundee
Fire and Rescue Headquarters
Blackness Road,
Dundee DD1 5PA



QUARTERLY MONITORING REPORT

Covering the activities and performance in support of the Local Fire and Rescue Plan for Perth & Kinross



SCOTTISH
FIRE AND RESCUE SERVICE
 Working together for a safer Scotland

Quarter Two: 2021/22

**Working together
 for a safer Scotland**



ABOUT THE STATISTICS IN THIS REPORT

The activity totals and other statistics quoted in this report are provisional in nature and subject to change as a result of ongoing quality assurance and review.

Because all statistics quoted are provisional there may be differences in the period totals quoted in our reports after original publication which result from revisions or additions to the data on our systems.

From 2015-16 onwards responsibility for the publication of end-year statistical data transferred from the Scottish Government to the SFRS. This change of responsibility does not affect the status of the figures quoted in this and other SFRS reports presented to the Committee.

TABLE OF CONTENTS	PAGE
Introduction	5
Quarterly Performance Summary	6
Quarterly Performance Highlights	7
Priority 1 - Improving Fire Safety in The Home	8
HI 1 – Accidental Dwelling Fires (ADF)	8
HI 2 – ADF Fatal Casualties	8
HI 3 – ADF Non-Fatal Casualties	8
Priority 2 - Improving Fire Safety and Resilience in the Business Community	10
HI 4 - Non-Domestic Building Fires	10
HI 5 – Fatal Casualties in Non-Domestic Buildings	10
HI 6 – Non-Fatal Casualties in Non-Domestic Buildings	10
Priority 3 - Minimising the Impact of Unintentional Harm	12
HI 7 – Road Traffic Collision (RTC) Incidents	12
HI 8 – Fatal RTC Casualties	12
HI 9 – Non-Fatal RTC Casualties	12
Priority 4 - Reducing Unwanted Fire Alarm Signals	14
HI 10 – Unwanted Fire Alarm Signals (UFAS)	14
Priority 5 - Reducing Deliberate Fires	16
HI 11 – Deliberate Primary Fires	16
HI 12 – Deliberate Secondary Fires	16
Priority 6 - Effective Risk Management and Operational Preparedness	18
Activity Update	
APPENDIX 1: COMMUNITY SAFETY ENGAGEMENT PROGRAMMES	19
APPENDIX 2: NOTABLE INCIDENTS / EVENTS	21

This page is intentionally blank

INTRODUCTION

This is the quarter two monitoring report covering the SFRS's performance and activities in support of the six priorities in the Local Fire and Rescue Plan for Perth & Kinross 2020, namely:

- Priority 1 - Improving fire safety in the home
- Priority 2 - Improving fire safety and resilience in the business community
- Priority 3 - Minimising the impact of unintentional harm
- Priority 4 - Reducing unwanted fire alarm signals
- Priority 5 - Reducing deliberate fires
- Priority 6 - Effective risk management and operational preparedness

As well as supporting the six priorities in the Local Fire and Rescue Plan for Perth & Kinross, this monitoring report shows how SFRS activities and performance contribute to the wider priorities of the Perth & Kinross Council Community Planning Partnership (CPP), as set out in the Perth & Kinross Community Plan (LOIP).

The figures in this report are provisional, to provide the Committee with the SFRS's direction of travel in the Perth & Kinross area, in terms of performance against headline indicators and targets. Most figures will not change; however, members should note that there may be some small variations for some indicators when the final confirmed figures are published by the SFRS.

The Perth & Kinross Council Housing and Communities Committee agreed the new Local Fire and Rescue Plan for Perth & Kinross on 2 December 2020 covering the three-year period. In support of delivering the priorities in this plan, 12 headline indicators and targets have been set, and form the basis of this quarterly monitoring report.

PERFORMANCE SUMMARY

The table below provides a summary of quarter two activity and year to date (YTD) performance against headline indicators and annual targets. It aims to provide, at a glance, our direction of travel during the current reporting year.

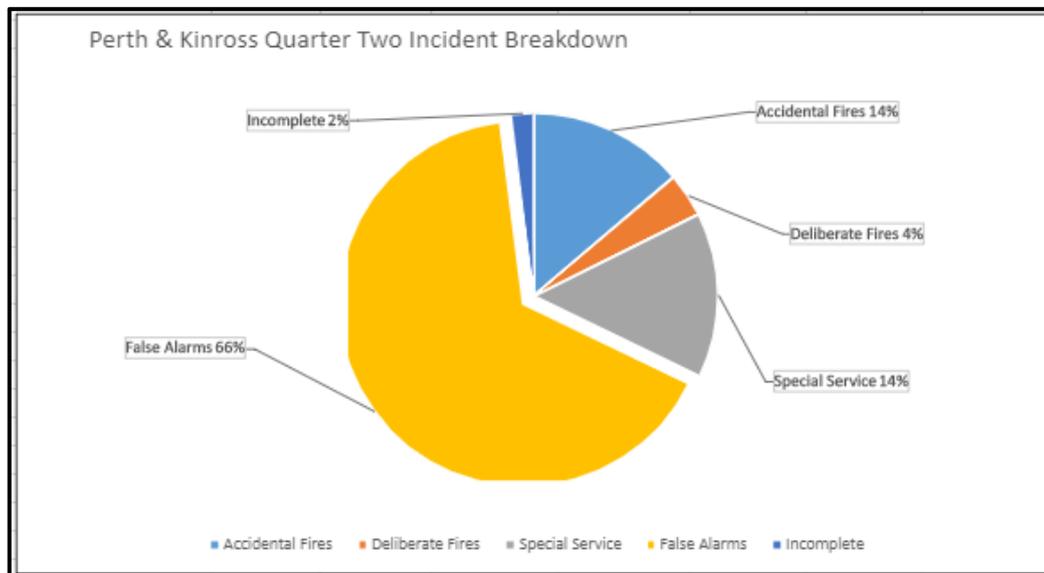
<p>HI 1 Accident Dwelling Fires (ADF)</p>  <p>Q2 – 21 YTD – 51 Annual Target – 104 Incidents</p>	<p>HI 2 ADF Fatal Casualties</p>  <p>Q2 – 0 YTD – 0 Annual Target – 0</p>	<p>HI 3 ADF Non-Fatal Casualties</p>  <p>Q2 – 0 YTD – 3 Annual Target – 18</p>
<p>HI 4 Non-domestic Building fires</p>  <p>Q2 – 13 YTD – 21 Annual Target – 53 Incidents</p>	<p>HI 5 Fatal Casualties in Non-Domestic Building Fires</p>  <p>Q2 – 0 YTD – 0 Annual Target – 0</p>	<p>HI 6 Non-Fatal Casualties in Non-Domestic Building Fires</p>  <p>Q2 – 0 YTD – 0 Annual Target – 6</p>
<p>HI 7 Road Traffic Collision (RTC) Incidents</p>  <p>Q2 – 16 YTD – 27 Annual Target – 83 Incidents</p>	<p>HI 8 Fatal RTC Casualties</p>  <p>Q2 – 2 YTD – 2 Annual Target – 4</p>	<p>HI 9 Non-Fatal RTC Casualties</p>  <p>Q2 – 10 YTD – 16 Annual Target – 70</p>
<p>HI 10 Unwanted Fire Alarm Signals</p>  <p>Q2 – 211 YTD – 343 Annual Target – 528 Incidents</p>	<p>HI 11 Deliberate Primary Fires</p>  <p>Q2 – 8 YTD – 16 Annual Target – 29 Incidents</p>	<p>HI 12 Deliberate Secondary Fires</p>  <p>Q2 – 15 YTD – 60 Annual Target – 80 Incidents</p>

Year-to-Date Legend

	Below headline target
	Less than 10% above headline target
	More than 10% above headline target

PERFORMANCE HIGHLIGHTS

During Quarter two (July - September) the SFRS attended a total of 603 incidents across Perth & Kinross.



Of the 12 headline indicators and targets, the following performance should be noted for Quarter two 2021/22:

- The number of **Accidental Dwelling Fires (ADF's)** (21) has decreased in comparison to quarter one 21/22 (30) and the three-year average (29). We are showing **amber** for our year-to-date figures against our annual target. This will be monitored closely going forward.
- There were no **ADF Fatal Casualties** during this reporting period where we are showing **green**. There were no **ADF Non-Fatal Casualties** during this reporting period where we are showing **green**.
- The number of **Non-Domestic Building fires** (13) is showing a decrease against the three-year average (15) and is currently on track for achieving our annual target where we are showing **green**. There were no fatalities or non-fatal casualties recorded in quarter two or year-to-date also showing **green**.
- The number of **Road Traffic Collisions** for quarter two (16) is reporting a decrease against the 3-year average for this quarter (19) and there is also a slight decrease on the same quarter last year (18) where we are showing **green**. There were two (2) **Fatal RTC Casualties** for quarter two where we are showing **amber** whilst **Non-Fatal RTC Casualties** are reporting 10 for this quarter which is below the three-year average (13) where we are showing **green**.
- The number of **Unwanted Fire Alarm Signals (UFAS)** caused by automatic fire alarms (AFAs) in non-domestic buildings reports an increase (211) against a three-year average of (185). Our year-to-date figures are showing **red** against the annual target.
- The number of **Deliberate Primary Fires** (8) is the same as our quarter one figures (8). We are also showing **amber** for our year-to-date figures against our annual target.
- The number of **Deliberate Secondary Fires** (15) is reporting a decrease against quarter one (45). We are showing **red** against our year-to-date figures against our annual target.

PRIORITY 1 - IMPROVING FIRE SAFETY IN THE HOME

HI 1 – Accidental Dwelling Fires (ADF)

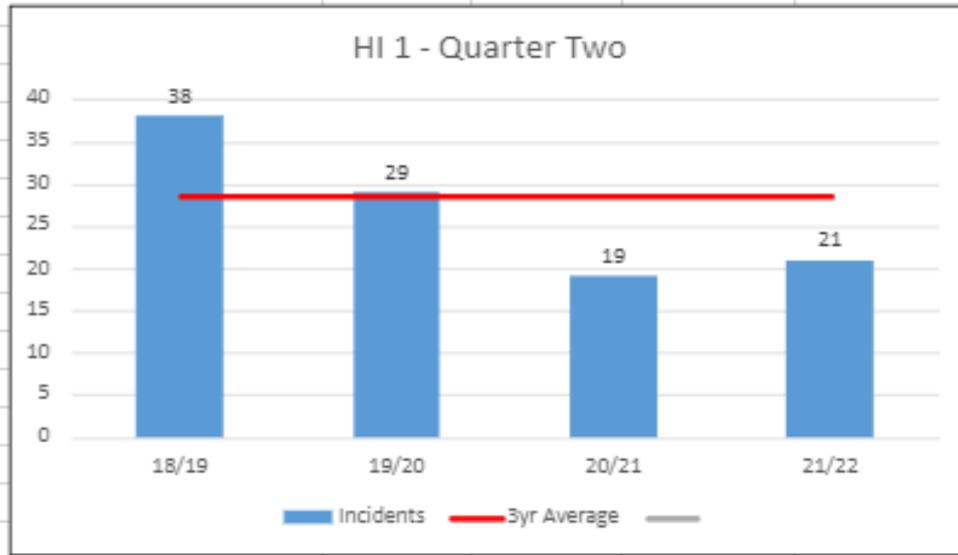


Table 1: Year to Date (April to September) Performance

	18/19	19/20	20/21	21/22	Annual Target
H1: ADF's	61	53	53	51	104

HI 2 - ADF Fatal Casualties & HI 3 - ADF Non-Fatal Casualties

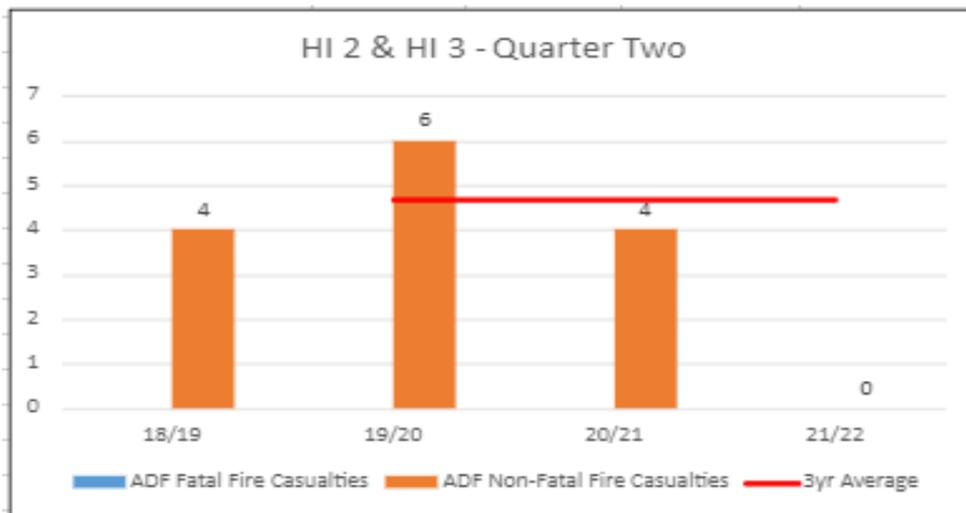


Table 2: Year to Date(April to September) Performance

	18/19	19/20	20/21	21/22	Annual Target
H2: ADF Fatal Casualties	0	0	0	0	0
H3: ADF Non-Fatal Casualties	4	6	4	3	18

Indicator Description

The largest single type of primary fire in Perth & Kinross is Accidental Dwelling Fires. The prevention of these are a key focus of the Service's community safety activity.

HI 1 – Accidental Dwelling Fires

As a headline target, the aim is to reduce the rate of ADF's, in a growing Perth & Kinross population, by keeping these fires **below 104**, each year.

HI 2 – ADF Fatal Casualties

This indicator counts those people for whom fire has been clearly identified as the cause of death, even if they die some-time after the actual fire. Those who die at, or after, the fire but where fire is **not** identified as the cause of death are not included in these figures. As a headline target, the aim is to have **Zero ADF Fatal Casualties**, in Perth & Kinross each year.

HI 3 – ADF Non-Fatal Casualties

This headline target counts all types of non-fatal fire injury in the home, including precautionary checks. As a headline target, the aim is to reduce the risk of injury from fire in the home, in an increasing Perth & Kinross population, by keeping fire injuries **below 18**, each year.

What we aim to Achieve

As well as helping to deliver Priority One: *Improving Fire Safety in the Home*, meeting the headline targets will also support a long-term Vision in the Perth & Kinross LOIP.

We also link this headline target to improving the following Perth & Kinross LOIP objectives:

- Developing educated, responsible and informed citizens
- Supporting people to lead independent, healthy and active lives
- Creating a safe and sustainable place for future generations

How Did We Perform

There were 21 ADF's reported during quarter two, which is comparable to the number of fires for the same quarter last year which was 19, and is below the 3-year average (29). The fire damage in 12 incidents was reported as low level, 7 medium and 2 sustained significant damage. Of the 21 fires 15 had previously been fitted with smoke detection, of which 13 operated and gave early warning to the occupiers. The total number of ADF's continues to decrease in the long term, currently we are reporting the equal lowest number of fires for the last five years, as a result of a number community safety initiatives delivered through partnership working. We are therefore showing **green** for achieving the HI 1 annual target.

There was no ADF Fatal Casualties and no Non-Fatal Casualties during quarter two. We are therefore showing **green** for achieving the HI 2 and HI 3 annual target.

Within Perth & Kinross we will continue to work with our partners to ensure we positively contribute to reducing the risk to our communities and staff by analysis of our operational activities and targeting those most at risk and vulnerable, particularly around unintentional harm in the home. Our targeted Home Fire Safety Visits and Post Domestic Incident Response Visits enable us to assess risks within householders provide tailored advice to householders and refer other identified safety concerns unrelated to fire, to specific community partners. This collaborative approach will ensure we continually improve and provide the most appropriate support for our communities regarding unintentional harm.

PRIORITY 2 – IMPROVING FIRE SAFETY AND RESILIENCE IN THE BUSINESS COMMUNITY

HI 4 - Non-Domestic Building Fires

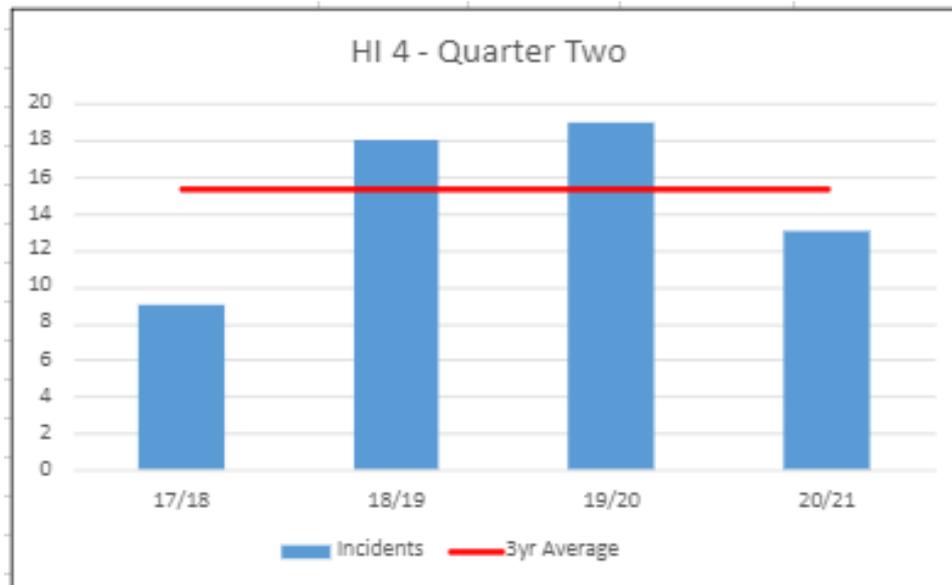


Table 3: Year to Date (July to September) Performance

	18/19	19/20	20/21	21/22	Annual Target
H4: Non-domestic Building Fires	23	30	28	25	52

HI 5 – Fatal Fire Casualties in Non-Domestic Buildings & HI 6 – Non-Fatal Fire Casualties in Non-Domestic Buildings

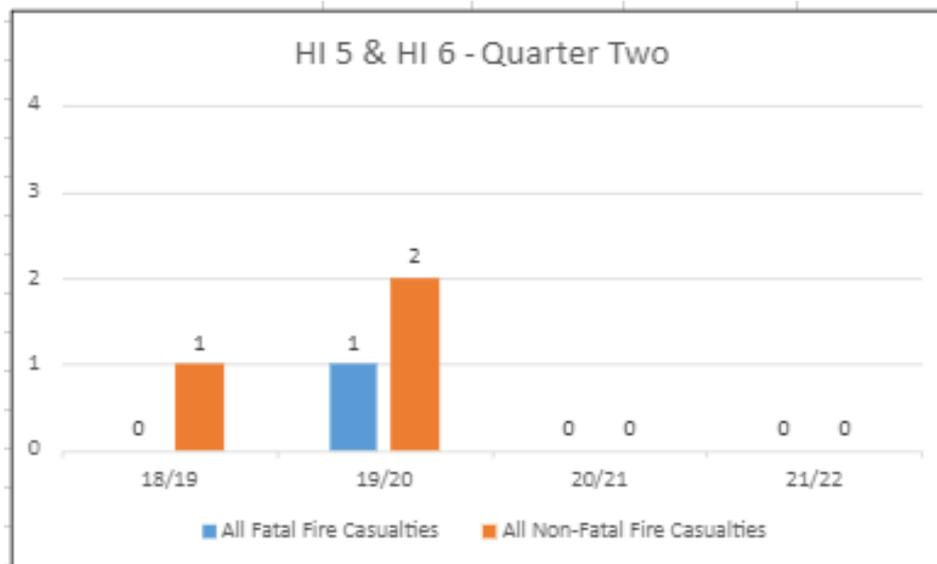


Table 4: Year to Date (July to September) Performance

	18/19	19/20	20/21	21/22	Annual Target
H5: Fatal Fire Casualties	0	1	0	0	0
H6: Non-Fatal Fire Casualties	1	2	0	0	6

Indicator Description

These headline indicators and targets cover the types of non-domestic buildings applicable to Part 3 of the Fire (Scotland) Act 2005 ('The Act') (e.g. care homes, hotels and hospitals etc.) and is designed to reflect the effectiveness of fire safety management in respect of these types of buildings.

HI 4 - Non-Domestic Building Fires Applicable to the Act

As a headline target, the aim is to reduce the rate of fires in non-domestic buildings (where The Act applies), by keeping these fires **below 53**, in Perth & Kinross each year.

HI 5 – Fatal Fire Casualties in Non-Domestic Building Fires Applicable to the Act

This indicator counts those people for whom fire has been clearly identified as the cause of death, even if they die sometime after the actual fire. Those who die at, or after, the fire but where fire is **not** identified as the cause of death are not included in these figures. As a headline target, the aim is to have **Zero Fatal Fire Casualties** in non-domestic buildings applicable to the Act, in Perth & Kinross each year.

HI 6 – Non-fatal Fire Casualties in Non-Domestic Building Fires Applicable to the Act

This headline target counts all types of non-fatal fire injury in non-domestic buildings, including precautionary checks. As a headline target, the aim is to reduce risk of injury from fire in non-domestic buildings, by keeping fire injuries **below 6**, in Perth & Kinross each year.

What we aim to Achieve

As well as helping to deliver Priority Two: *Improving Fire Safety and Resilience in the Business Community*, we also link this headline target to improving the following Perth & Kinross LOIP outcomes:

- Promoting a prosperous, inclusive and sustainable economy
- Supporting people to lead independent, healthy and active lives
- Creating a safe and sustainable place for future generations

How Did We Perform

There were 13 fires in non-domestic buildings during quarter two which reflects a decrease from the same quarter last year (19). Also, this reflects a decrease for the quarter against the three-year average (15). 10 incidents resulted in minor damage with 3 medium and damage. This therefore is showing **green** against the HI 4 annual target to date.

There were no Non-Domestic Fatal Casualties or Non-Fatal Casualties during quarter two. Year to-date we are showing **green** against the HI 6 annual target to date.

In total, 57 fire safety audits were targeted at high life risk non-domestic buildings for quarter two, which included 5 post fire audits. We are currently on track for achieving our target as part of the 21/22 annual audit programme. Fires within non-domestic premises can often have a serious impact on our local business sector and wider economy, as a fire within companies' premises often results in significant monetary loss and in the worst cases, loss of employment for staff. Our Fire Safety Enforcement Officers (FSEO's) will continue to provide the most appropriate level of support to local businesses to enable suitable and timely legislative fire safety guidance and enforcement to be undertaken. We also continue to engage with business forums to ensure the right level of information is given to the business community.

PRIORITY 3 – MINIMISING THE IMPACT OF UNINTENTIONAL HARM

HI 7 – Road Traffic Collision (RTC) Incidents

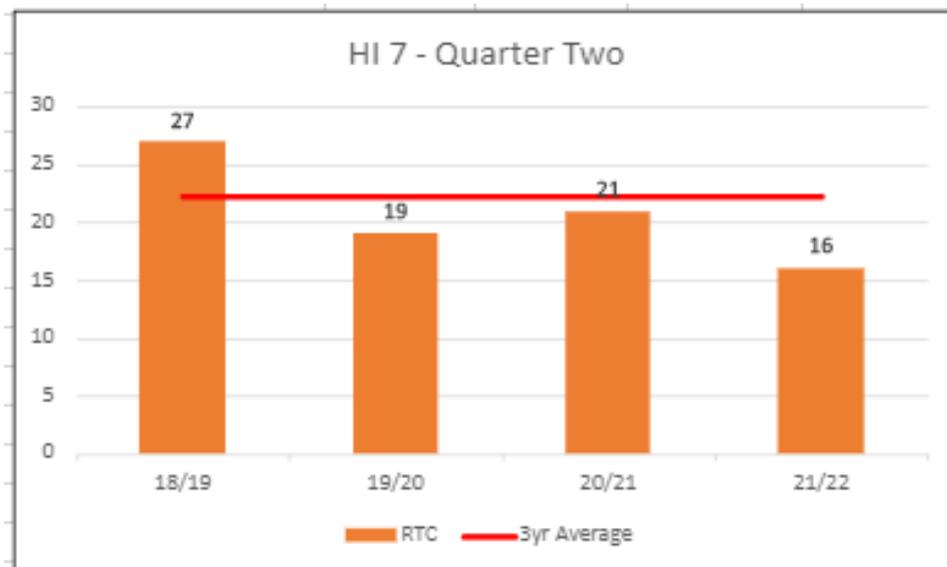
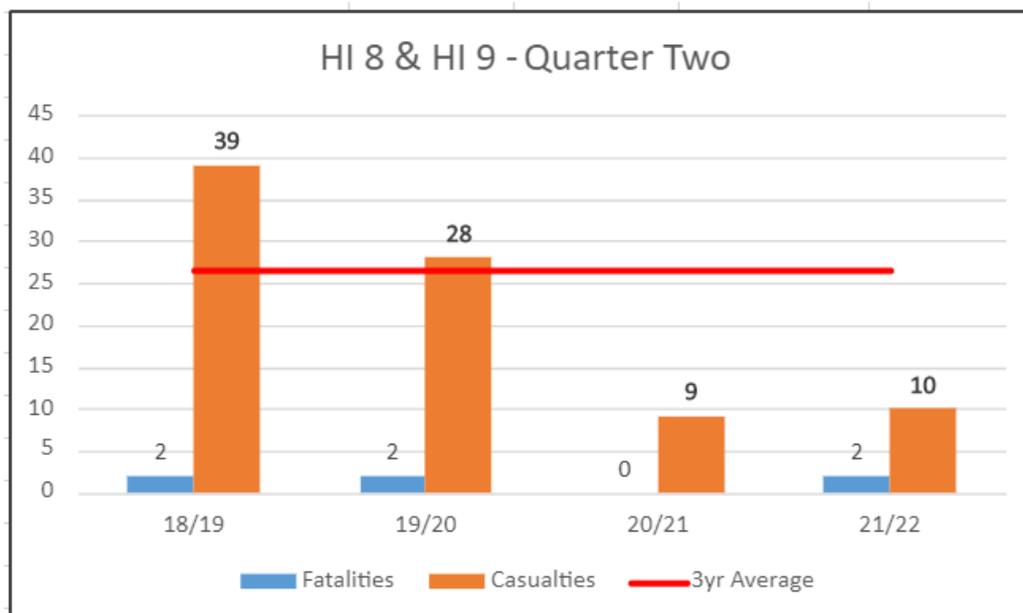


Table 5: Year to Date (April to September) Performance

	18/19	19/20	20/21	21/22	Annual Target
H7: RTC Incidents	40	39	31	27	83

HI 8 – Fatal RTC Casualties & H9 – Non-Fatal RTC Casualties



	18/19	19/20	20/21	21/22	Annual Target
H8: Fatal RTC Casualties	4	1	0	2	4
H9: Non-Fatal RTC Casualties	39	28	9	16	70

Indicator Description

The SFRS has become increasingly involved in more non-fire related prevention work, in support of its role in promoting the wider safety and well-being of its communities, including minimising the impact of unintentional harm. The headline indicators and targets reflect the fact that most of non-fire related incidents attended by the SFRS in Perth & Kinross are RTC Incidents.

HI 7 - RTC Incidents

As a headline target, the aim is to reduce the rate of RTC incidents, by keeping them **below 83** each year.

HI 8 – Fatal RTC Casualties

As a headline target, the aim is to reduce the risk of death from RTC's in Perth & Kinross, by keeping them **below 4** each year.

HI 9 - Non-fatal RTC Casualties

As a headline target, the aim is to reduce the risk of injury from RTC's in Perth & Kinross, by keeping non-fire injuries **below 70** each year.

What we aim to Achieve

As well as helping to deliver Priority Three: *Minimising the Impact of Unintentional Harm*, we also link these headline targets to improving the following Perth & Kinross LOIP outcomes:

- Developing educated, responsible and informed citizens
- Supporting people to lead independent, healthy and active lives
- Creating a safe and sustainable place for future generations

How Did We Perform

We attended 16 RTC Incidents, to assist with safety of the incident scene and release/extricate occupants trapped in the vehicles because of a collision. This is reporting a decrease on the same quarter last year (18), three-year average (23). Of the 16 incidents attended 8 required more technical extrication to release casualties. We are showing **green** for achieving the HI 7 annual target.

Of the RTC Incidents we attended during quarter two and year-to-date, there were two fatalities within two separate incidents, one in Strathmore and the other in Strathtay wards. There were 10 non-fatal casualties which is a reduction on the three-year average of 13. Therefore, we are showing **amber** for the HI 8 annual target and **green** for achieving HI 9 annual target.

This type of incident accounts for around 3% of all incidents and 24% of all special service incidents attended this quarter. However, these types of incidents account for a high number of casualties every year which requires a multi-agency partnership approach to reduce these risks to people on our roads. Road Safety within Perth & Kinross has established a Road Safety Partnership to ensure we review our current position. This multi-agency group is reviewing this area of work locally with a view to establishing priorities for the partnership moving forward which will influence the content of Perth and Kinross Road Safety plan and subsequent actions. The Road Safety Plan is now in place which is supported by an annual action plan. These actions will ensure we work, as a partnership, towards integrating Road Safety initiatives that will reduce the impact of this type of incident locally.

An example of a recent road safety initiative was undertaken in Pitlochry. Further details can be seen on page 20.

PRIORITY 4 - REDUCING UNWANTED FIRE ALARM SIGNALS

HI 10 – Unwanted Fire Alarm Signals

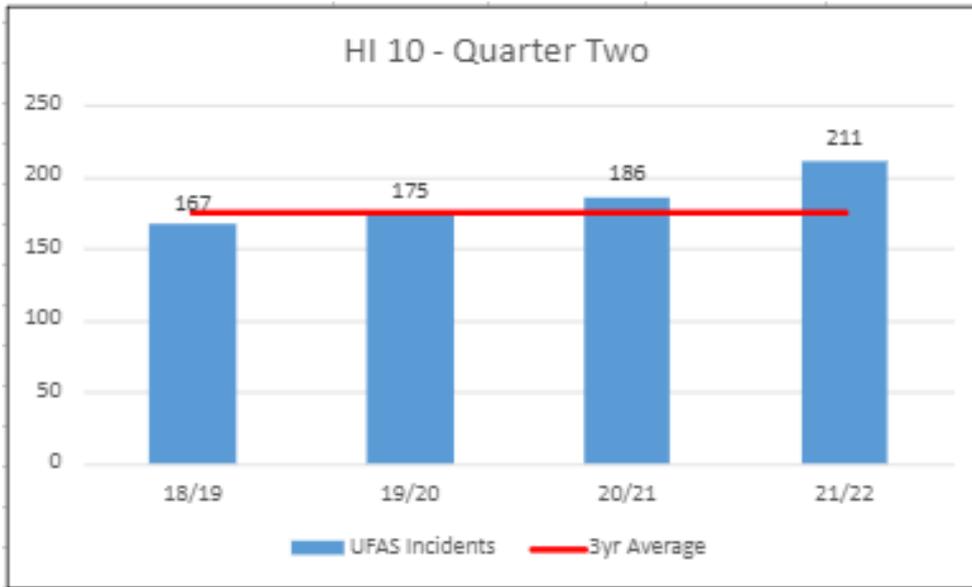
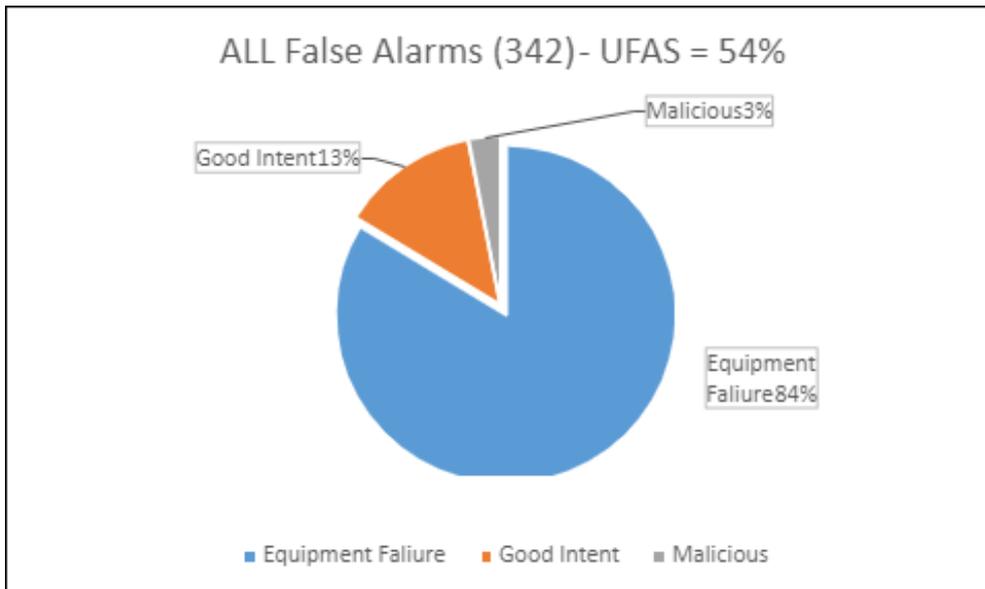


Table 7: Year to Date (April to September) Performance

	18/19	19/20	20/21	21/22	Annual Target
HI 10: UFAS Incidents	337	310	281	343	528

All False Alarms for Quarter two



Indicator Description

Automatic Fire alarms (AFA) are fundamental to providing early warning from fire, giving people the chance to evacuate safely. However, to be effective, they must be properly installed and maintained, and a good fire safety management regime must be in place by the duty holder, so they do not activate when there is no fire.

Every Unwanted Fire Alarm Signal (UFAS) from an AFA has an impact in terms of unnecessary blue light journeys, redirecting SFRS resources away from other activities such as community safety work and causing considerable disruption to businesses.

HI 10 – Unwanted Fire Alarm Signals (UFAS)

As a headline target, the aim is to improve fire safety management and awareness, by reducing the number of attendances to unwanted fire alarm signals (UFAS) from automatic systems in non-domestic buildings to **less than 528** each year.

What we aim to Achieve

As well as helping to deliver Priority Four: *Reducing Unwanted Fire Alarm Signals*, we also link this headline target to improving the following Perth & Kinross LOIP outcome:

- Promoting a prosperous, inclusive and sustainable economy

How Did We Perform

During quarter two 2020/21, SFRS were called out to 211 UFAS incidents from a total of 393 False Alarms. There is an increase in comparison to the same quarter last year when there were 179 UFAS and an increase on the 3-year average of 185. In total, UFAS accounted for 36% of our total operational demand.

All false alarms are continuing to report an upward trend which prompted the Scottish Fire and Rescue Service to undertake a full review of our processes and the reasons for actuations. This has resulted in the National UFAS Consultation of how we respond to unwanted fire alarm signals which closed on October 12th. As the consultation responses are being considered we will continue to work towards reducing this incident type within our current policies and processes.

The table below lists the 5 property types that had persistent call-outs due to UFAS during quarter two. It is the same property types that are causing UFAS in Perth & Kinross and nationally, the picture is very similar.

Property Types - UFAS	21/22 Q2	20/21 Q2	19/20 Q2
Residential Homes	26	16	20
Secondary Education	23	9	14
Primary Education	19	9	17
Sheltered Housing	12	5	6
Other residential	12	4	11

During quarter two our operational crews continued to investigate the cause of every UFAS event to ensure the appropriate level of engagement with the duty holder when in attendance at these call-outs. Every UFAS incident SFRS attends is used as an opportunity to educate the duty holder about the impact UFAS has on their businesses, the community and the Fire and Rescue Service.

We are currently showing **red** against the HI 10 annual target.

PRIORITY 5 – REDUCING DELIBERATE FIRES

HI 11 – Deliberate Primary Fires

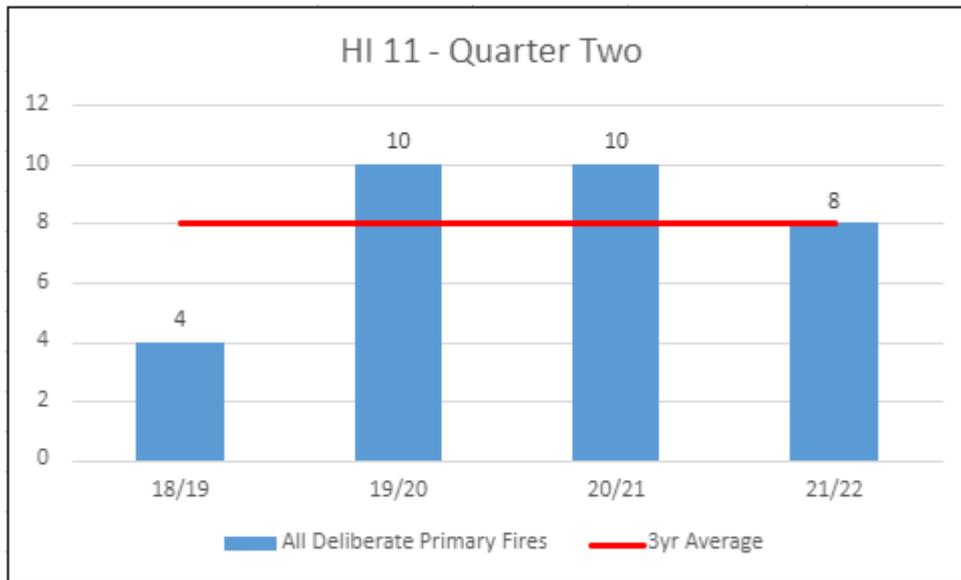


Table 8: Year to Date (April to September) Performance

	18/19	19/20	20/21	21/22	Annual Target
HI 11: Deliberate Primary Fires	11	16	19	16	29

HI 12 – Deliberate Secondary Fires

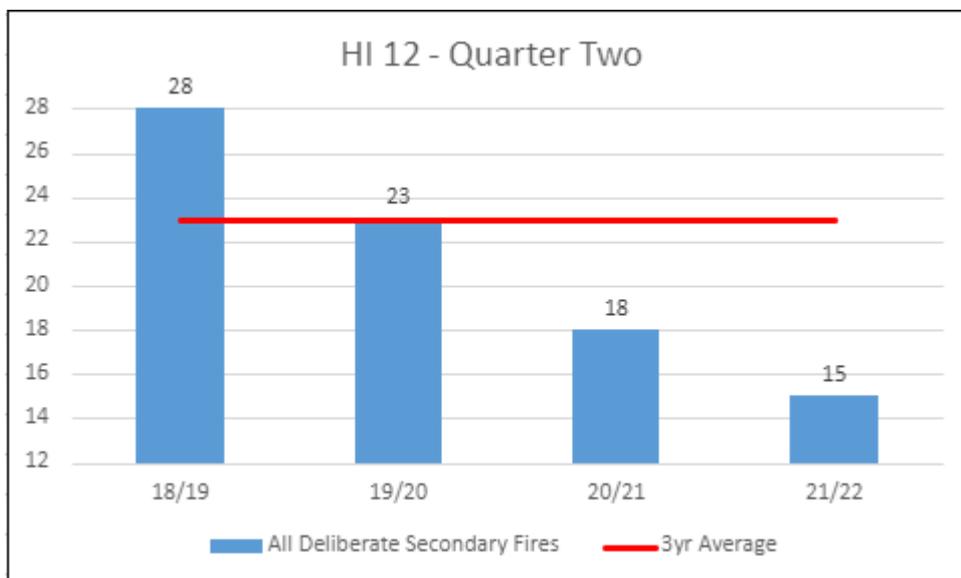


Table 9: Year to Date (July to September) Performance

	17/18	18/19	19/20	21/22	Annual Target
HI 12: Deliberate Secondary Fires	63	57	37	61	80

Indicator Description

These headline and indicators targets account for all types of fire that are believed to have been started intentionally, and are categorised as Deliberate Primary Fires and Deliberate Secondary Fires.

HI 11 – Deliberate Primary Fires

These deliberate fires cover the following types:

- Fires in the home
- Fires in non-domestic buildings
- Fires in motor vehicles

As a headline target, the aim is to reduce the rate of deliberate primary fires in Perth & Kinross by keeping these fires **below 29** each year.

HI 12 – Deliberate Secondary Fires

These deliberate fires cover the majority of outdoor fires including grassland and refuse fires and include fires in derelict buildings, but not chimney fires. As a headline target, the aim is to reduce the rate of deliberate secondary fires in Perth & Kinross by keeping these fires **below 80** each year.

What we aim to Achieve

As well as helping to deliver Priority Five: *Reducing Deliberate Fires*, we also link this headline target to improving the following Perth & Kinross LOIP outcomes:

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

How Did We Perform

There were 8 deliberate primary fires reported during quarter two, which is the lowest number reported for the last three years, and level with the three-year average (8) for this quarter. Perth and Kinross are in general reporting low numbers for this type of incident year on year. All the eight reported incidents were relatively low in severity, two required no action and the others were extinguished with a hose reel only. With these results we are showing **amber** against the HI 11 annual target.

There were 15 deliberate secondary fires reported during quarter two which represents the lowest number in the last three years for the same quarter. Due to this decrease we are below the three-year average of (23). Although the numbers are low the highest level of activity was in the Perth City Centre ward where there was six (6) incidents, mainly grassland and refuse. Due to the spike Perth and Kinross encountered during quarter one (45) we are showing **red** against the HI 12 annual target against year to date.

During the last few months we have continued to work with Police Scotland, Community Wardens and the High Schools to reduce the number of deliberate fire incidents. This proactive approach has reflected the decrease between quarter one and quarter two. Overall, it's part of a wider youth awareness education initiative. This involves working with local schools to reduce this type of unacceptable, anti-social behaviour along with national campaigns coming into the autumn season will help to reduce this risk locally.

PRIORITY 6 – EFFECTIVE RISK MANAGEMENT AND OPERATIONAL PREPAREDNESS

Description

Risk Management and operational preparedness is a key area of work for the SFRS. In Perth & Kinross, this means:

- Knowing what the risks are in Perth & Kinross and then making plans, so we are resilient to respond to any event.
- Being prepared to respond to national threats or major emergencies.
- Developing flexibility to deploy crews, to take on a broadening role within the community.
- Firefighters being quipped to deal with emergencies safely and effectively and our stations being in a constant state of readiness.
- Safe, secure, vibrant and sustainable communities
- An inclusive and sustainable economy
- An enhanced, protected and enjoyed natural and built environment
- Improved physical, mental and emotional health and well-being

What we aim to Achieve

As well as helping to deliver Priority Six: *Effective Risk Management and Operational Preparedness*, our activities also support improving the following Perth & Kinross LOIP objectives:

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

Activity

During quarter two we delivered our quarterly training commitment to operational firefighters, whereby we trained and confirmed their preparedness to deal with:

- Marine
- Health, Safety & Risk Management
- Secure Accommodation
- Fire Service Ladders
- Hazardous Materials
- Knots and Lines

Firefighters continue to visit sites within their station area so that they are familiar with the associated risks and hazards and, if required, can take effective actions in dealing with incidents at these sites. During the second quarter firefighters visited a range of sites to gather Operational Intelligence and review our response plans, these visits included Care Homes and High-Rise premises.

The service recently took ownership of “High Rise Guidance Plates” that were produced by a local printing company and will be installed on all High-Rise premises across Perth City in partnership with PKC. The guidance plates contain important information for our Commanders when initially attending incidents at High Rise Premises.

Crews also continue to conduct Home Fire Safety Visits to High-Risk residents and telephone contact made with all Medium and Low Risk residents.

On-going recruitment for RDS/VDS firefighters in the Perth & Kinross area continues to be a priority during this quarter. Point of Entry Selection Testing events have taken place at Perth Training Centre to identify and select candidates to undertake training to become whole-time, part time and volunteer firefighters. Successful RDS / VDS candidates will now attend basic induction, specific RTC and Breathing Apparatus training courses which will ensure stations are staffed appropriately to meet the needs of our communities.

Specific Incident Command, Breathing Apparatus & Compartment Fire Behaviour Training courses continue, ensuring stations are staffed appropriately to meet the needs of our communities. Our Trainee Firefighter yearly assessments are also continuing to ensure that they are developing their skills in line with their 3-year Modern Apprenticeship.

APPENDIX 1: COMMUNITY SAFETY ENGAGEMENT PROGRAMMES

This section provides details of Community Safety Engagement initiatives undertaken within Perth & Kinross during the second quarter of 2021/22, the safer Communities partnership work together to continue to provide various community safety messages, education, training and support which will continue to develop, whilst implementing risk reduction strategies to support our communities, particularly those most vulnerable. Some examples this quarter are;

Perth and Kinross Visitor Management



Camping, Water safety and wildfire, was at the forefront of our safety messaging, during the summer months. Using our social media platforms, we promoted our own and our partners messages, to ensure maximum impact

Deliberate Fire Reduction



As Perth & Kinross experienced a spike in deliberate Secondary Fires so the many areas throughout Scotland during quarter one. This was part of a national response to create awareness of the dangers of deliberate fire setting which is linked to anti-social behaviour.

Water Safety



We supported our colleagues and partners by promoting safety messages on Social Media. This included National Drowning Prevention day, Drink and Drown and the messages during the prolonged hot spell. Ongoing work continues from partners; Perth Harbour, PKC Safer Communities and PKC Greenspace and ourselves to create a Local P&K Water Code of Conduct. This was initially aimed at Jet Ski anti-social behaviour but escalated into an all water users code of conduct. It is in draft form at present awaiting release.

New Detection Standards



As we draw closer to Feb 2022 and where the new smoke and heat detection legislation becomes live, we are continually supporting the Scottish Government’s campaign by support their advertisement. We are currently fitting interlinked detection systems to HIGH Risk owner occupied household residents.

Project Edward



Project Edward - Every Day Without A Road Death we attended and promoted this in Highland Perthshire. A collaboration between SFRS, Police Scotland, PKC and the Highland Road Safety Group delivered driver awareness to those who haven’t driven or reduced their journeys during the Covid lockdown. Included Blue light awareness, winter safety and driving in adverse conditions.

Business Safety Week



As local business find their way through COVID and return to some degree of normality. Our community safety and legislative fire safety teams have actively engaged with local business forums to highlight their core responsibilities. This is to enable and secure staff and visitor/customer safety through the legal requirements of the fire Scotland Act.

APPENDIX 2: NOTABLE INCIDENTS / EVENTS

SFRS attended 603 incidents of which a number would undoubtedly have had a serious impact on members of our communities and their families, particularly from Road Traffic Collisions, Dwelling Fires and other Special Service Calls. Some of the more notable incidents and events are noted below:

RTC Woodside by Burrleton



25/07/21, Coupar Angus crews along with the Perth Heavy Rescue Unit were mobilised to a cattle float which had collided with the old railway bridge at Woodside. The float was full on both decks. Working in collaboration with Police Scotland, Scottish Ambulance Service and local vets the incident was brought to a safe conclusion. Unfortunately, due to the impact there were nine fallen stock. The remaining stock were moved to a supporting float assisted by fire crews.

Out Buildings of Taymouth Castle



01/08/21, Fire Crews from Aberfeldy, Pitlochry and Killin were mobilised to a confirmed fire within the outbuildings of Taymouth Castle. The early morning fire within one of the units quickly spread. This was a protracted incident where water supplies were drawn from the River Tay. Fortunately there was no damage to Taymouth Castle.

Kinross High Street



05/08/21, Fire crews from Lochgelly, Auchermuchty and Perth tackled the town centre fire which had spread within a roof space of the two-storey terraced building. Crews quickly created a fire stop which stopped the spread of fire and quickly brought the incident to a safe conclusion. Crews remained in attendance for some time cutting away charred embers ensuring there was no chance of reignition.

RTC A9-Horsebox and Cargo Lorry



24/08/21, Fire crews from Perth were mobilised to an RTC involving two heavy goods vehicles. One was a horse box containing four show jumping horses and the other was a cargo truck containing beds. The Cargo truck collided with the broken down stationary horsebox and knocked it to its side. The incident occurred North Bound on top of the Carnie Braes, A9. This was an extremely challenging protracted incident for Police Scotland, Scottish Ambulance Service, local vets and ourselves. The lorry passenger was extricated from the bed lorry cab and unfortunately all four horses were put down despite the rescue efforts of all partner agencies involved.

Round Bale Fires Crieff



31/08/ -1/9/21, Fire crews from Crieff were mobilised to round straw bales on fire over a two-night period, eight the first night and two the second. This incident is being treated as deliberate fire raising where colleagues within Police Scotland are currently investigating.

PERTH AND KINROSS COUNCIL

Scrutiny Committee – 15 September 2021
 Environment & Infrastructure Committee – 27 October 2021
 Housing and Communities Committee – 10 November 2021

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

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

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

1. BACKGROUND / MAIN ISSUES

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

2. PROPOSALS

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

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

3. CONCLUSION AND RECOMMENDATIONS

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

Author

Name	Designation	Contact Details
Fraser Crofts	Head of Business & Resources	01738 475000 ComCommitteeReports@pkc.gov.uk

Approved

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

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.

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

All Council Services can offer a telephone translation facility.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

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

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

2. Resource Implications

Financial

2.1 There are no financial implications.

Workforce

2.2 There are no workforce implications.

Asset Management (land, property, IT)

2.3 There are no asset management implications.

3. Assessments

Equality Impact Assessment

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

Strategic Environmental Assessment

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

Sustainability

- 3.4 None.

Legal and Governance

- 3.5 None.

Risk

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

4. Consultation

Internal

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

External

- 4.2 None.

2. BACKGROUND PAPERS

- 2.1 There are no background papers.

3. APPENDICES

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

Communities



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

Contents	Page
Introduction	3
Vision, Strategic Objectives and Local Outcomes	5
Strategic Objectives	
Giving Every Child the Best Start in Life and Developing Educated, Responsible and Informed Citizens	6
Promoting a Prosperous, Inclusive and Sustainable Economy	9
Supporting People to Lead Independent, Healthy and Active Lives	12
Creating a Safe and Sustainable Place for Future Generations	15
 Organised to Deliver	
Senior Management Structure of the Service	19
Customer Focus and Community Engagement	19
Preparing our People for the Future	20
Partnership Working	21
Financial and Resource Management	22
Performance, Self-Evaluation and Risk Management	23
Health and Safety	23
 Key Performance Indicators	
Performance Indicators for 2020/21	25-36
Changed/Deleted Indicators	37

1. INTRODUCTION

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

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

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

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

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

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

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

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

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

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

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

APPENDIX 1

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

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

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

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

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

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

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

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

Barbara Renton
Executive Director

Clare Mailer
Depute Director

2. VISION, STRATEGIC OBJECTIVES and SERVICE PRIORITIES

OUR VISION

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

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

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



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

Our contribution:

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

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

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

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

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

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

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

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

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

Performance Summary for 2020/21

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

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

APPENDIX 1

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

Our Focus for 2021/22

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

We will do this by:

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

PROMOTING A PROSPEROUS, SUSTAINABLE, AND INCLUSIVE ECONOMY

Our contribution:

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

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

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

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

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

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

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

Performance Summary for 2020/21

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

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

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

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

APPENDIX 1

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

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

APPENDIX 1

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

Our Focus for 2021/22

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

We will do this by:

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

SUPPORTING PEOPLE TO LIVE INDEPENDENT, HEALTHY AND ACTIVE LIVES

Our contribution:

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

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

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

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

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

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

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

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

Performance Summary for 2020/21

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

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

APPENDIX 1

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

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

Our Focus for 2021/22

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

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

CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

Our contribution:

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

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

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

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

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

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

Performance Summary for 2020/21

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

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

APPENDIX 1

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

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

APPENDIX 1

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

Our Focus for 2021/22

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

We will do this by:

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

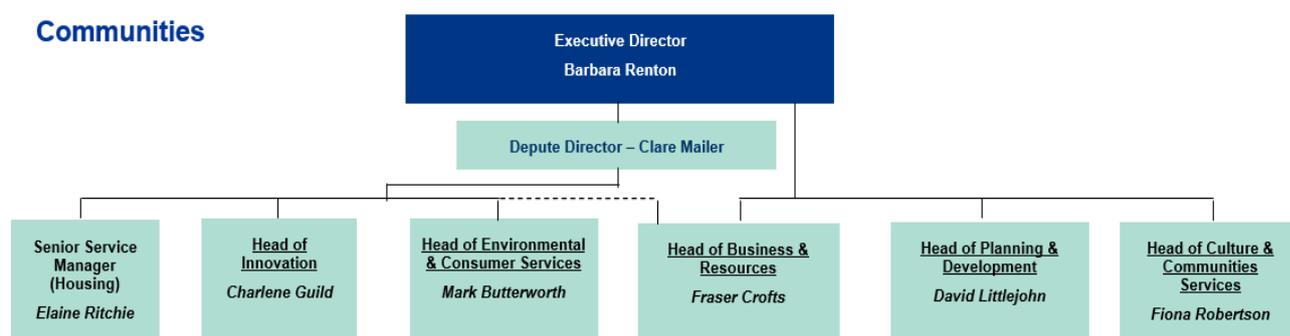
APPENDIX 1

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

3. ORGANISED TO DELIVER

Senior Management Structure of the Service

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



Customer Focus and Community Engagement

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

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

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

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

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

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

APPENDIX 1

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

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

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

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

Our priorities are to:

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

Preparing our People for the Future

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

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

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

APPENDIX 1

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

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

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

Our priorities are to:

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

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

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

Partnership Working

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

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

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

APPENDIX 1

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

Our priorities are to:

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

Financial and Resource Management

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

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

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

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

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

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

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

APPENDIX 1

Our priority is to:

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

Performance, Self-Evaluation and Risk Management

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

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

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

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

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

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

Our priority is to:

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

Health and Safety

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

APPENDIX 1

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

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

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

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

APPENDIX 1

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

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

Key Performance Indicators for 2020/21 (Data covering to year end unless otherwise stated)							
Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Number of families presenting as homeless (Housing and Communities Committee)	232	139	83	Regulatory guidance advises the setting of targets would not be appropriate			
Comments on performance during 2020/21 and targets: The number of families presenting as homeless was 83 representing a reduction of around 40%. Focussed work with families at risk of homelessness alongside restrictions around evictions from the private and social-rented sectors enabled this positive outcome.							
Number of overcrowded households (Housing and Communities)	109	122	116	110	100	100	100
Comments on performance during 2020/21 and targets: The number of overcrowded PKC tenants in Perth and Kinross has reduced to 116 in March 2021 against a target of 110. We make every effort to reduce overcrowding, however applicants prioritise other factors such as specific property types or areas of choice. Monitoring arrangements are in place; however, the number of overcrowded households can only reduce when there is appropriate housing available to allocate. There is no national average available for this indicator.							

Key Performance Indicators for 2020/21 (Data covering to year end unless otherwise stated)							
Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Percentage of residents satisfied with local libraries	82%	81%	78%	78%	82%	82%	82%
Number of library visits, in person and online	1,490k	1,508k	3,469k	N/A	350k	350k	350k
Comments on performance during 2020/21 and targets: Our satisfaction performance has declined marginally in the past year. This is against the backdrop of the Covid pandemic in 2021/22 which meant library buildings and some services were closed/suspended for significant periods with online services. Click and Collect etc taking their place. Comparisons for 2020/21 are not meaningful as different local authorities took different approaches to building closures and alternative service delivery methods during Covid. However, our performance is above the national average and has remained largely steady in comparison to national performance.							

APPENDIX 1

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

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Numbers of adult learners supported to achieve their outcomes <i>Note: Due to Covid restrictions no face to face or small group learning was possible until the service developed an on-line offer.</i>	N/A	1319	110	110	250	800	1350
New Indicator for 2021/22 Numbers of adult learners supported to improve their employability or digital skills <i>(this includes commissioned services via the Adult Learning Partnership)</i>	N/A	N/A	N/A	N/A	350	350	350
<p>Comments on performance during 2020/21 and targets:</p> <p>Communities Service adult learning switched to an on-line learning from September 2020 to March 2021 providing the following courses -</p> <ul style="list-style-type: none"> ▪ English for Speakers of Other Languages (ESOL) – City of Guilds certificated ▪ Food & Hygiene Training Level 2 – NCASS certificated ▪ Ways to Wellbeing – learning about mental health and effective ways to keep well. ▪ ASDAN certified short courses in Employability, Volunteering or Food & Cooking skills ▪ SQA in Communications & Numeracy <p>Targets for these activities from 2021/22 will remain under review as in-person services resumed after Covid restrictions eased in summer 2021.</p>							

PROMOTING A PROSPEROUS, INCLUSIVE AND SUSTAINABLE ECONOMY

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

APPENDIX 1

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Economic impact of events supported by the Council (Environment and Infrastructure Committee)	£11.6m	£19.4m	0	£12m	£13m	£14m	£15m
Number of new businesses started up with support from Business Gateway (Strategic Policy and Resources Committee)	241 (Feb)	262	267	300	300	300	300
No. of businesses supported by a growth programme (Strategic Policy and Resources Committee)	18 (Feb)	75	33	50	55	60	65
Perth City Centre Footfall (Nos) % above the national level (Strategic Policy and Resources Committee)	1.9%	-34.60%	16.4%	4%	4%	4%	4%
% of vacant retail units in Perth City Centre (Strategic Policy and Resources Committee)	7.9%	8.5%	11.7%	8.8%	8.5%	8.2%	7.9%
Area of available Serviced business land (Ha) (Strategic Policy and Resources, Committee)	30	30	32.05	14.9	14.9	14.9	14.9
% of working age population unemployed, based on the Job Seekers Allowance claimant count (Strategic Policy and Resources Committee)	0.8%	2.0%	4.6%	2%	1.0%	1.0%	1.0%
No. of unemployed people supported into work as a result of Employability programmes supported by the Housing & Environment service (Strategic Policy and Resources Committee)	394	269	246	460	475	500	525
% of residential and business premises with access to Next generation broadband (Environment and Infrastructure Committee)	83.90%	86.5%	87.4%	97%	100%	100%	100%

Comments on performance during 2020/21 and targets:

Despite the unprecedented challenges faced by the local economy as a whole, entrepreneurial activity remained healthy. This was reflected in more individuals than in the last two years, setting up new business with the help of Business Gateway.

Much of the support centred around mentoring clients to assist them through the uncertainty of starting their business. Notably, the Redundancy to Recovery workshop programme was designed for people who have been made redundant and focused on positive ideas for starting a business. The Tayside team also provided comprehensive advice and support to businesses accessing the grants available.

APPENDIX 1

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

Key Performance Indicators for 2020/21

(Data covering to year end unless otherwise stated)

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

Comments on performance during 2020/21 and targets:

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

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

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

APPENDIX 1

SUPPORTING PEOPLE TO LIVE INDEPENDENT, HEALTHY AND ACTIVE LIVES

Key Performance Indicators for 2020/21 (Data covering to year end unless otherwise stated)							
Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Number of housing options interviews completed (Housing and Communities Committee)	2,705	2,733	2,297	Regulatory guidance advises the setting of targets would not be appropriate			
Number of households presenting as homeless (Housing and Communities Committee)	938	758	670	Regulatory guidance advises the setting of targets would not be appropriate			
Number of applicants assessed as homeless (Housing and Communities Committee)	749	597	550	Regulatory guidance advises the setting of targets would not be appropriate			
Number of people who slept rough the night before their homeless application (Housing and Communities Committee)	16	34	24	Regulatory guidance advises the setting of targets would not be appropriate			
Average days in temporary accommodation (all types) (Housing and Communities Committee)	70.1	71.0	79	80	80	75	65
% of allocations to homeless households in permanent settled accommodation (Housing and Communities Committee)	51.8%	42.7%	46%	50%	50%	50%	50%
<p>Comments on performance during 2020/21 and targets:</p> <p>The target for allocations to homeless households is an indicative measure included in the Common Allocations Policy. We have reduced the backlog of homeless applicants waiting for an offer of housing to around 30 so it is not possible to meet this 'target' as there are so few homeless applicants on the waiting list. This is a positive outcome.</p> <p>The average days spent in temporary accommodation remains the lowest in Scotland at 79 days against a national average for 2020/21 of 199 days. We are on track to achieve the target of 65 days outlined in the Rapid Rehousing Transition Plan by 2023/24.</p>							

Key Performance Indicators for 2020/21

(Data covering to year end unless otherwise stated)

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

Comments on performance during 2020/21 and targets:

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

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

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

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

Comments on performance during 2020/21 and targets:

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

APPENDIX 1

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

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

Comments on performance during 2020/21 and targets:

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

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

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

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

Comments on performance during 2020/21 and targets:

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

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

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

CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

Key Performance Indicators for 2020/21 <i>(Data covering to year end unless otherwise stated)</i>							
Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Number of communities with local resilience plans (Environment and Infrastructure Committee)	24	34	35	28	35	35	35
Municipal waste collected that is recycled or composted (%) (Environment and Infrastructure Committee)	51.4%	52.5%	47.4%	60%	60%	65%	65%
Vacant residential / commercial premises brought back into use (Environment and Infrastructure Committee)	145	139	93	135	135	135	135
<p>Comments on performance during 2020/21 and targets:</p> <p>Despite the Covid-19 impact on commerce, 93 vacant/commercial properties were brought back into use.</p> <p>Despite the impact of the Covid-19 pandemic, we have increased the number of communities with community resilience plans to 35 during 2020/21.</p>							

Key Performance Indicators for 2020/21

(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
No of new publicly available social housing units including buy backs, conversions and empty homes conversions (Housing and Communities Committee)	246	250	246	200	200	200	200
<p>Comments on performance during 2020/21 and targets:</p> <p>Despite the impact of Covid-19, which closed down the building industry during the first quarter of 2020/21, there were still 246 completions during the year. PKC regularly reviews the Strategic Housing Investment Plan, both internally and with Registered Social Landlords and the Scottish Government's More Homes Team to ascertain progress towards delivery for completion.</p>							
Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Overall % of new tenancies sustained for more than a year (Housing and Communities Committee)	86.2%	87.6%	86%	89%	90%	91%	92%
<p>Comments on performance during 2020/21 and targets:</p> <p>We have had a slight dip in our tenancy sustainment rates in two areas for 2020/21. Analysis these cases, highlight that many of the tenancies ending within 12 months were as a result of positive factors such as the outgoing tenant purchasing their own accommodation, moving to larger accommodation following a change in their household size and moving out with the area for employment reasons. A key priority for the service is to ensure that all tenants are provided with the right support and assistance to enable them to sustain their tenancy. A new framework was been implemented in January 2021, to ensure there is more robust ownership and accountability for tenancy sustainment across the housing service.</p> <p><i>The Scottish average for the % of new tenancies sustained for more than one year was 89.1% in 2019/20</i></p>							
Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Average length of time taken (hours) to complete emergency repairs (Housing and Communities Committee)	3.54	3.04	2.76	4.0	4.0	4.0	4.0
% tenants satisfied with the repairs service (Housing and Communities Committee)	90.9%	98.6%	97.5%	92%	93%	94%	95%

Key Performance Indicators for 2020/21

(Data covering to year end unless otherwise stated)

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

Comments on performance during 2020/21 and targets:

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

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

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

Key Performance Indicators for 2020/21

(Data covering to year end unless otherwise stated)

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

Key Performance Indicators for 2020/21

(Data covering to year end unless otherwise stated)

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

Comments on performance during 2020/21 and targets:

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

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

Key Performance Indicators for 2020/21

(Data covering to year end unless otherwise stated)

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

Comments on performance during 2020/21 and targets:

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

CHANGED/DELETED PERFORMANCE INDICATORS

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

PERTH AND KINROSS COUNCIL

**Scrutiny Committee
15 September 2021**

**Lifelong Learning Committee
3 November 2021**

**Housing and Communities Committee
10 November 2021**

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

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

PURPOSE OF REPORT

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

1. BACKGROUND/MAIN ISSUES

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

2. PROPOSALS

- 2.1 The 2020/21 reporting year has been heavily influenced by the COVID-19 pandemic and this is reflected across the report as appropriate. However, the established strategic objectives of the Service remains unchanged and progress against these is positive in many areas.

The ongoing effects of the pandemic will bring additional challenges which influence both current and future priorities, and in some cases, our ability to monitor progress and performance.

3. CONCLUSION AND RECOMMENDATIONS

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

3.2 It is recommended that the Scrutiny Committee:

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

3.3 It is recommended that the Lifelong Learning Committee:

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

3.4 It is recommended that the Housing and Communities Committee:

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

Author

Name	Designation	Contact Details
James Chiles	Performance Officer	ECSCCommittee@pkc.gov.uk 01738 475000

Approved

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

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.

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

All Council Services can offer a telephone translation facility.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Community Plan/Single Outcome Agreement

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

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

This report relates to all Objectives.

Corporate Plan

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

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

This report relates to all Objectives.

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

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

This report relates to all priority areas.

2. Resource Implications

Financial

2.1 N/A

Workforce

2.2 N/A

Asset Management (land, property, IT)

2.3 N/A

3. Assessments

Equality Impact Assessment

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

The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

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

Strategic Environmental Assessment

3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

This report has been considered under the Act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

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

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

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

Legal and Governance

3.4 N/A

3.5 N/A

Risk

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

4. Consultation

Internal

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

External

4.2 N/A

5. Communication

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

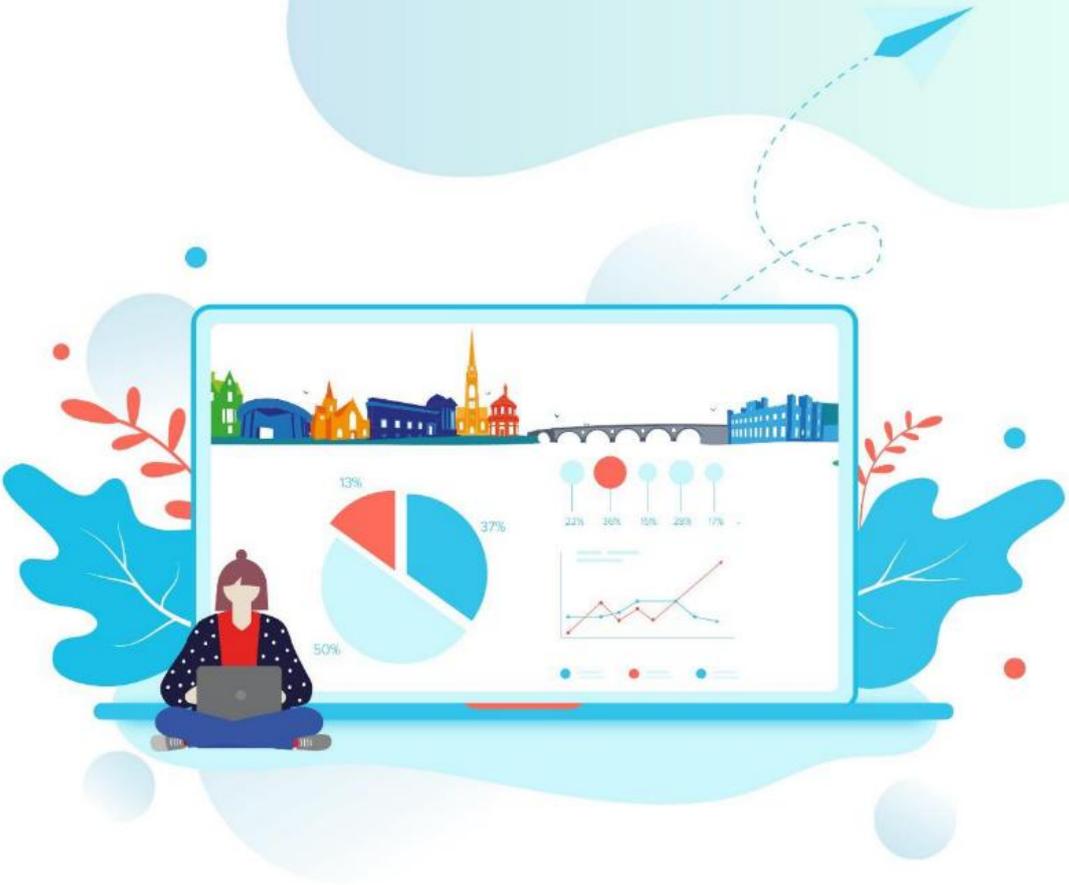
2. BACKGROUND PAPERS

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

3. APPENDICES

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

Education & Children's Services



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

Contents	Page
Introduction	3
Vision, Strategic Objectives and Service Priorities	4
Strategic Objectives	
Best Start	7
Learning and Achievement	9
Health and Wellbeing	12
Care and Equity	14
Safe and Protected	16
Organised to Deliver	
Governance and Management Structure of the Service	19
Customer Focus and Community Engagement	19
Preparing our People for the Future	20
Partnership Working	21
Performance, Self-Evaluation, and Risk Management	22
Performance Indicators	22
Glossary	30

1. INTRODUCTION

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

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

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

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

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

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

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

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

Jacquie Pepper
Depute Director and Chief Social Work Officer

2. VISION, STRATEGIC OBJECTIVES AND SERVICE PRIORITIES

Our Vision

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

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

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

Perth and Kinross Council’s (PKC) Strategic Objectives

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

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

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

Examples include:

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

Education and Children’s Services Strategic Framework

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

Our Vision:	Improving Lives Together		
Our Values:	Ambition	Compassion	Integrity

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

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

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

The Promise

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

The Morgan Review

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

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

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

Children (Scotland) Act 2020

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

Age of Criminal Responsibility (Scotland) Act 2019

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

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

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

Child Protection

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

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

Getting It Right for Every Child

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

Best Start

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

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

Performance Summary for 2020/21

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

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

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

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

Priorities for 2021/22

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

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

Learning and Achievement

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

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

Performance Summary for 2020/21

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

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

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

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

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

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

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

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

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

Priorities for 2021/22

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

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

Health and Wellbeing

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

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

Performance Summary for 2020/21

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

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

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

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

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

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

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

Priorities for 2021/22

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

Care and Equity

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

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

Performance Summary for 2020/21

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

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

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

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

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

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

Priorities for 2021/22

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

Safe and Protected

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

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

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

Performance Summary for 2020/21

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

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

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

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

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

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

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

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

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

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

Priorities for 2021/22

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

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

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

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

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

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

3. ORGANISED TO DELIVER

Governance and Management Structure of the Service

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

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

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

Customer Focus and Community Engagement

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

Some of the larger scale examples include:

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

We will:

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

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

Preparing our People for the Future

Staff wellbeing has been a focus and actions delivered include:

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

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

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

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

We will:

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

Partnership Working

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

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

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

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

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

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

We will:

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

Performance, Self-Evaluation and Risk Management

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

We will:

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

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

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

4. KEY PERFORMANCE INDICATORS

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

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

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

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

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

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

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

Learning and Attainment

Indicator	Performance			Targets			
	2017/18	2018/19	2019/20	2019/20	2020/21	2021/22	2022/23
Tariff scores:							
Lowest 20%	173	161	154	174	<i>Exceed virtual comparator</i>		
Middle 60%	892	853	968	949	<i>Exceed virtual comparator</i>		
Highest 20%	1921	1916	1974	1974	<i>Exceed virtual comparator</i>		
Overall the average tariff points have remained relatively steady, and are generally higher than the authority's virtual comparator, with the exception of the lowest 20% performers.							
School leavers achieving Literacy and Numeracy at SCQF Level 4 [#]	90%	89%	88%	91%	<i>Exceed virtual comparator</i>		
Looked After school leavers achieving Literacy and Numeracy at SCQF Level 4 [#]	75%	63%	50%	69%	<i>Exceed virtual comparator</i>		
Care should be taken when interpreting measures for Looked After Children due to the small numbers involved. Performance is lower than the whole leavers cohort, but in line with and slightly above the virtual comparator.							
% Attendance for primary school pupils	95%	95%	94%	95%	95%	95.5%	96%
% Attendance for secondary school pupils	91%	91%	90%	92%	92%	92.5%	93%
Exclusion incidents per 1,000 primary pupils	5.8	7.6	6.7	TBC	TBC	TBC	TBC
Exclusion incidents per 1,000 secondary pupils	44.9	55.4	41.0	TBC	TBC	TBC	TBC
Overall attendance in secondary is steady, although primary attendance has fallen slightly over recent years. As the Academic Session 2019/20 finished on 20 March 2020, the reported exclusions are based on an annualised estimate for comparison.							
% of school leavers moving onto positive destinations [#]	96.2%	97.5%	94.2%	97%	97%	97%	98%
The latest reported year has shown a slight decrease in positive initial destinations, although the PKC picture remains favourable compared to the national figure and of comparators.							
Participation measure for 16–19-year-olds (NOTE: FINANCIAL YEAR, NOT ACADEMIC)	94%	93%	95%	93.5%	94%	94.5%	95%
The participation measure reports on the activity of the wider 16–19-year-old cohort, including those at school. Once again, Perth and Kinross are performing above the national average (92%) and is doing so in every individual age group as well as overall.							
Condition, suitability and efficiency of the school estate	New indicator for 2021/22 which will monitor the provision of a quality, appropriate learning environment across the service. Baselining						

Learning and Attainment

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

Health and Wellbeing

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

Care and Equity

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

Care and Equity

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

Deleted Indicators

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

Safe and Protected

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

Safe and Protected

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

Safe and Protected

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

6. GLOSSARY

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

PERTH AND KINROSS COUNCIL

HOUSING & COMMUNITIES COMMITTEE

10 November 2021

COMMUNITY PLANNING PARTNERSHIP UPDATE

Report by Head of Culture and Community Services
(Report No. 21/206)

This report provides an update on Community Planning activity since September and the ongoing development of the new Local Outcomes Improvement Plan (LOIP) prior to CPP Board meetings in October and December. Committee is asked to note the key points in the report.

1. LOCAL OUTCOMES IMPROVEMENT PLAN

1.1 The Community Planning Partnership (CPP) Board is developing the new Local Outcomes Improvement Plan (LOIP) in line with new priorities identified in late 2020. Short Life Working Groups (SLWG) have been meeting this summer to develop the key actions required to deliver against the 5 new strategic priorities which are:

- Poverty;
- Mental and Physical Wellbeing;
- Digital Participation;
- Skills, Learning and Development; and
- Employability.

1.2 Each SLWG considered the following key questions:

1. What existing actions are underway in relation to this priority?
 - Is there an existing strategy or action plan?
2. What additional actions are required and can only be delivered via joint CPP working?
3. How will we know if that action has been delivered successfully?
4. How will that action contribute to delivering the overall priority and how will we measure impact?

1.3 In addition to the five strategic priorities (the 'what'), CPP Board had previously identified a number of enabling actions related to how it works and focused on improving joint working. These enabling actions include:

- **Community participation and co-production of services** – involving service users in the design and delivery of services
- **Locality partnership working** – moving from a model of service delivery which is more reflective of local contexts
- **Data sharing** – evidence led service design and delivery
- **Risk management** – improved risk mitigation and adaptation

- 1.4 Key priorities and actions for the revised LOIP were considered by CPP Board at their meeting on 22 October to inform the first draft of the new LOIP for consideration on 10 December. Alongside Executive Officer Team and formal Council consideration, it is proposed that the new LOIP should be approved by Council and the CPP Board in February 2022 and published thereafter along with a Delivery Plan for Year 1.

2. CONCLUSION AND RECOMMENDATIONS

It is recommended that Committee:

- I) notes the work carried out in the Local Outcomes Improvement Plan to date
- II) notes that following CPP Board in October, additional work will now take place to ensure resourcing and governance arrangements are in place

Author

Name	Designation	Contact Details
Lee Haxton	Community Planning Team Leader	Communityplanningpartnership@pkc.gov.uk 01738 475000

Approved

Name	Designation	Date
Fiona Robertson	Head of Culture and Community Services	18 October 2021

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.

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

All Council Services can offer a telephone translation facility.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION, AND COMMUNICATION

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

1. Strategic Implications

Community Plan/Single Outcome Agreement

1.1 The Improvement Actions identified in the report may impact all of the strategic objectives but are likely to be most relevant to:

- (ii) Developing educated, responsible and informed citizens
- (iii) Promoting a prosperous, inclusive, and sustainable economy
- (v) Creating a safe and sustainable place for future generations

2. Resource Implications

Financial

2.1 Not applicable.

Workforce

2.2 Not applicable.

Asset Management (land, property, IT)

2.3 Not applicable.

3. Assessments

Equality Impact Assessment

- 3.1 Proposals that have been considered under the Corporate Equalities Impact Assessment process (EqIA) are assessed as **not relevant** for EqIA.

Strategic Environmental Assessment

- 3.2 Proposals have been considered under the Act, and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

- 3.3 Not applicable.

Legal and Governance

- 3.4 Not applicable.

Risk

- 3.5 Not applicable.

4. Consultation

Internal

- 4.1 Communities Directorate has been consulted during the preparation of this report.

External

- 4.2 The Chief Executive of PKAVS/Co-Chair of the CPP Board has been consulted in the preparation of this report.

5. Communication

- 5.1 Not applicable.

2. BACKGROUND PAPERS

- 2.1 No additional documents have been relied on in preparing the report, other than those committee reports already referenced within the main body of the report.

3. APPENDICES

- 3.1 No Appendices attached

PERTH AND KINROSS COUNCIL

Housing & Communities Committee

10 November 2021

Strategic Housing Investment Plan 2022/23- 2026/27

**Report by Depute Director (Communities)
(Report No. 21/207)**

This report seeks Committee approval of the Perth and Kinross Council Strategic Housing Investment Plan (SHIP) for the period 2022/23 to 2026/27.

1. BACKGROUND / MAIN ISSUES

- 1.1 The purpose of the Strategic Housing Investment Plan (SHIP) 2022/23 – 2026/27 is to set out our investment priorities for affordable housing over the next five years which will assist us to achieve the outcomes that are set out in the Local Housing Strategy (LHS).
- 1.2 Good quality affordable homes can have a positive impact on quality of life. With demand for housing in Perth and Kinross continuing, and the housing needs of our communities becoming increasingly complex our commitment to providing a range of affordable housing options remains a key strategic priority. We therefore remain committed to building more homes and overseeing a long-term programme of new affordable housing development to meet local needs and to support the Scottish Government’s Housing to 2040 strategy.
- 1.3 During 2020/21 we continued to work with our partners to support the delivery of outcomes set out within our SHIP, investing just under £17 million on affordable housing across Perth and Kinross. Of the 124 homes completed during 2020/21 all were social rented homes, of which 24 were suitable for people with limited mobility.
- 1.4 The Council has a strong track record in delivering the priorities set out within the SHIP; during the period 2016/17 – 2020/21 963 affordable homes were delivered. This equated to an average of 193 affordable homes per year, 43 affordable homes per year over our annual target of 150.
- 1.5 The impact of new affordable housing supply has been to enable many people to access good quality housing of a type and in an area suitable for their current and future households needs, enabling them to live independently at home for longer.
- 1.6 The revised SHIP has been developed in partnership with Registered Social Landlords (RSLs), the Perth and Kinross Health and Social Care Partnership, Planning, and Housing Services.

- 1.7 The SHIP is designed to be a working tool which:
- improves longer-term strategic planning
 - provides a practical plan detailing how investment in affordable housing will be directed
 - provides an opportunity for Perth and Kinross Council (PKC) to set out key investment priorities for affordable housing, demonstrating how these will be delivered and the resources which will help deliver these priorities
 - forms the basis for more detailed programme planning
 - provides a focus for partnership working
 - informs, and is informed by, the preparation of Registered Social Landlord (RSL) development funding plans
 - informs the allocation of resources from a national to a local authority level.
- 1.8 Confirmation of our Resource Planning Assumption (RPA) was announced during July 2021 by the Scottish Government amounting to £19.298million for the 2021/22 Financial Year. Future years subsidy (2022/23 – 2026/27) amount to £83.708m funding, to assist new affordable housing within Perth and Kinross.
- 1.9 The Council aims to increase the scale and pace of delivery of affordable housing over the next five years.
- 1.10 All projects identified as priorities for funding over the 5-year period are identified in the Tables (Appendix 1) and formally recorded via the Scottish Governments Housing and Regeneration Programme.
- 1.11 Projects included within the SHIP include affordable housing supply through new build, replacement, renovation, and re-modelling. This information will be used by the Scottish Government to draft a Strategic Local Programme (SLP) agreement. Once agreed, the SLP will form the basis of the Councils and our partner RSL Programme Agreements.

2. PROPOSALS

The Strategic Context

- 2.1 The LHS 2016-2021 sets out how Perth and Kinross Council and its partner RSLs will continue to deliver our vision that:
- ‘we want to make Perth and Kinross a place where people will have access to good-quality, energy efficient housing which they can afford, that is in a safe and pleasant environment. People will have access to services that will enable them to live independently and participate in their communities’.*
- 2.2 This vision will be achieved through a set of outcomes which reflect local priorities, national policy objectives and provide a clear strategic direction for the SHIP 2022/23 – 2026/27. The outcomes are:

- **Supply of Housing and Sustainable Communities.** More affordable homes and well managed stock to ensure that homes are the size, type and location people want to live in with access to suitable services and facilities.
 - **Housing and Homelessness.** Communities are safe and secure for residents of Perth and Kinross with access to good-quality, affordable accommodation with the necessary support in place to sustain them in their homes and prevent them from becoming homeless.
 - **Independent Living.** People live independently at home for as long as possible with help from the community and local support networks.
 - **House Condition, Fuel Poverty and Climate Change.** Residents of Perth and Kinross live in warm, dry, energy efficient and low carbon.
- 2.3 A range of key strategic and planning documents including the Strategic Development Plan (SDP), the Local Development Plan (LDP), the Housing Land Audit and the Perth and Kinross Health and Social Care Partnership Strategic Investment Plan have also informed the SHIP.
- 2.4 The Child Poverty Action Plan influences investment priorities for affordable housing with a focus on ensuring housing costs are minimised and that we invest in areas where poverty is high. We will do this by:
- increasing the supply of affordable homes within Perth and Kinross by achieving as a minimum the Building Technical Silver Standard (Aspects 1 & 2) to address fuel poverty.
 - continuing to build on the success of Home First to reduce the potential impact of homelessness on families.
- 2.5 The strategic decision making also considers the wider impact of new development planning on poverty and how we can reduce inequalities caused by socio-economic disadvantage. The Council aspires to improve social cohesion and reduce child poverty via careful design layouts that considers transport, access to services, and aiding economic growth and opportunities for the future. As such, our investment priorities are reflected by significant regeneration investment in areas where levels of child poverty are the highest.

Housing Need and Demand

- 2.6 The Perth and Kinross Housing need and Demand Assessment (HNDA) was carried out across the Tayplan area which includes Angus, Dundee, Perth and Kinross and Northern Fife.
- 2.7 For development planning purposes the Perth and Kinross housing market is considered in terms of five Housing Market Areas (HMAs) (Appendix 2 provides a list of the HMAs) and the need for additional housing is reported at this level. The report on our most recent HNDA is due to be complete by the

end of October 2021 and this information will be used to inform Housing Supply Targets to be adopted in our revised LHS to be completed in 2022.

- 2.8 The LHS sets a Housing Supply Target for the period 2022-26 which determines the type of market and affordable housing required to meet housing need and demand throughout the LHS period. This includes the level of affordable housing required to meet need and a target for the delivery of affordable homes for households with particular needs.
- 2.9 The forecast from the 2022/23 – 2026/27 SHIP aims to deliver 1398 Affordable Homes, on average 280 affordable homes per year. Due to a number of factors and influences, such as land acquisition and planning processes this over planning approach provides greater opportunity to meet agreed targets.
- 2.10 Our Vacant Property Development Team provide advice and assistance to owners of long-term empty properties. Having empty homes as an integral part of affordable housing provision ensures a coordinated approach within Perth and Kinross. Through Vacant Property Feasibility Grants, funding of professional fees for owners enables them to undertake feasibility studies to enable repairing or re-purposing of their empty properties. Initiative grants also enable owners to upgrade or repair their properties in return for the properties being let through the Rent Bond Guarantee Scheme for a period of 5 years, not exceeding current Local Housing Allowance rent levels. PKC's aim is to bring back 130 privately owned empty properties back into use as housing each year.
- 2.11 The housing needs and accommodation requirements of Gypsy/Traveller communities continues to be a key priority. Although there are no plans in the current SHIP for affordable homes for Gypsy/Travellers, consultation with the Gypsy Traveller community is ongoing and the Local House Condition Survey will also inform future plans. Information obtained will be used to plan future investment and maintenance of existing sites. Recognising that needs may change, we will continue to monitor the position and be ready to embrace any required actions through new LHS guidance.

Wheelchair & Particular Needs Housing

- 2.12 The Council remains committed to increasing the supply of wheelchair accessible homes in accordance with requirements set out in the Scottish Government Guidance Note MHDGN 2019/02.
- 2.13 Work is underway with our RSL partners to deliver wheelchair accessible homes across urban and rural Perth and Kinross. Through our Strategic Local Plans, the aim is to ensure that where possible, 10% of all homes built are suitable for people with particular needs, such as wheelchair users, where this can be met within affordable housing development sites.
- 2.14 Improvements in information on the requirement for wheelchair accessible homes alongside demographic information has developed a clearer picture of

the future requirement for wheelchair accessible housing. This will be incorporated into the 2022-27 LHS to support developers to include specialist housing provision in private sector developments.

Rapid Rehousing Transition Plan Priorities (RRTP)

- 2.15 In order to address the key Homelessness and Rough Sleeping Action Group (HARSAG) recommendations, our strategic housing priorities are aligned with the RRTP, and ensure that the new supply of affordable housing is fully integrated within our Home First approach.
- 2.16 Home First was introduced in 2017 to assist homeless households move straight into settled accommodation, thus avoiding the use of temporary accommodation. Minimising the duration, impact, stigma, and cost of homelessness is the key objective as well as ensuring the best outcome for homeless households.

Partnership Working, Consultation and Collaboration

- 2.17 The SHIP has been developed and implemented through close partnership working with the Scottish Government, RSLs, Perth and Kinross Health and Social Care Partnership and the Councils Housing and Planning teams. A number of mechanisms are in place to ensure that a range of partners are involved in the ongoing delivery of the SHIP.
- 2.18 We have a strong history of partnership working with RSLs and internal and external partners to deliver the housing programme. Five of our RSL partners currently have active projects within the SHIP and an interest to continuing the partnership working to develop affordable housing within Perth and Kinross. These partner RSLs are also full members of our Common Housing Register and all homes completed in Perth and Kinross are let through the Common Allocation Policy.
- 2.19 We are working with other RSL's, not previously involved in the delivery of affordable housing within the Perth and Kinross area, that have expressed an interest to assist in delivering affordable housing within the HMAs during the period of the SHIP.
- 2.20 Regular liaison meetings take place with the RSL partners and they continue to engage with our Affordable Housing Enablers about possible future development opportunities. The monthly liaison meetings bring together all partners to discuss the wider programme and strategic issues including updates from the Scottish Government, Scottish Water and other partner agencies such as the Health and Social Care Partnership. Every two months the group meets with the Scottish Government to discuss the programme and key requirements throughout the programme year. The main focus is specific project issues relating to planning, public utilities and slippage impacting current/future year funding.

- 2.21 This structure provides a proactive approach to monitoring project progress and compliments discussions on strategic issues affecting the delivery of affordable housing in Perth and Kinross.
- 2.22 In developing the SHIP 2022/23 – 2026/27 all RSLs submitted project proposals which were assessed alongside Council projects by the New Build Project Board (NBPB) see Appendix 3. The NBPB assessed proposed projects through the SHIP Prioritisation Framework (See Appendix 4) and approved projects for inclusion within the SHIP.
- 2.23 The Perth and Kinross multi-agency Independent Living Panel are key to informing the development of the SHIP. They meet monthly and provide an integrated approach to meeting the housing, health and social care needs of people assessed as requiring support to enable them to live as independently as possible in their own home or within specialist provision. The Panel reviews, analyses and authorises the allocation of appropriate housing provision for individuals as requiring specialist housing, care, and support in order to live independently in Perth and Kinross.
- 2.24 The Independent Living Panel:
- ensures that an overview of demand and supply for independent living needs in Perth & Kinross is maintained and regularly reviewed.
 - provides a link between NHS, the Council, HSCP and third sector partners to ensure a joined-up approach and co-design of housing solutions for those with specialist housing, care, and support needs.
 - links with the New Build Programme to ensure gaps in service provision are met effectively to inform the future planning and development of services.
- 2.25 Frequent meetings take place with developers to discuss development sites and how housing developments can contribute to LHS priorities through inclusion of their proposed developments in the SHIP. The Council have procured housing through the Scottish Procurement Framework as well as through Section 75 agreements being made with Developers in fulfilling the requirements of the Affordable Housing Policy.
- 2.26 In taking forward the LHS and the SHIP, workshop events are organised to consult a wide audience of partners and community representatives on the objectives of the strategy and agree how objectives can best be addressed.
- 2.27 The SHIP document is widely circulated, and comments are invited ahead of finalisation.

Review Mechanism – Response & Resolution of Constraints

- 2.28 Regular reviews of affordable housing projects, both internally and with RSL Partners take place to ascertain progress through monthly meetings. Tripartite meetings with officers from the Council, RSLs and the Scottish Government take place every 2 months.

2.29 The frequent, formal review process assists identification of constraints and potential slippage in the programme at an early stage. Early contact and liaison with internal stakeholders such as Planning or external stakeholders such as Scottish Water has assisted in resolving constraints and achieving effective programme management outcomes.

Affordable Housing Supply Programme (AHSP)

2.30 The AHSP Resource Planning Assumption (RPA) for 2021/22 is £19.298m. Future years 2022/23 – 2025/26 RPA funding was agreed during July 2021

2.31 Scottish Government Guidance MHDGN 2019/04 advises to use the 2025/26 RPA as the basis for funding from April 2026 until the 2026/27 RPA is announced.

2.32 It is felt prudent to take a conservative approach for future years within the SHIP until further information on RPA levels post 2026 is known, in order to avoid abortive work or other cost risks.

2.33 The Affordable Housing Enablers continue to identify additional projects which could be brought into the programme.

2.34 The Scottish Government funding required to deliver the proposed affordable Housing projects as outlined within the SHIP 2022/23 – 2026/27 is detailed below:

Financial Year	Resource Planning Assumption
2022/23	£16,634,000.00
2023/24	£16,587,000.00
2024/25	£16,645,000.00
2025/26	£16,921,000.00
2026/27*	£16,921,000.00
5 Year RPA Funding	£83,708,000.00

*Used 2025/26 RPA as per Guidance

2.35 The Council alongside its RSL partners has sought to be as realistic as possible in detailing the likely programme. Projects that have been assessed as having completions by March 2022 have been programmed within the first year of this SHIP. Years 2 and 3 of the SHIP see the conclusion of large projects with a fewer number of projects detailed in later years. It should be noted that the SHIP is reviewed every year.

2.36 In consultation with the Scottish Government, we will continue to manage the AHSP in conjunction with its Housing Capital Plan, Housing Revenue Account investment, Council Tax 2nd Homes Funds and Commuted Sums to support and maximise delivery of affordable housing in priority areas during the SHIP period.

Funding Resources, Housing Revenue Account, Developer Contributions and Council Tax (Second Homes)

2.37 Funding Resources to support delivery of SHIP priorities are summarised:

Housing Revenue Account (HRA)

2.38 Prudential borrowing via the HRA is the key funding component used in addition to Scottish Government Housing Subsidy to support the delivery of new affordable homes for local authority affordable housing.

Developer Contributions

2.39 Applications, that meet published criteria, can be made to the Council to support the delivery of affordable homes from Developer Contributions (DCs). Information on applications received over the past year in respect of supporting the delivery of affordable homes are detailed below:

DEVELOPER	PROJECT	AFFORDABLE HOMES	HMA & Financial Year	DCS Used £
Caledonia Housing Association	Atholl Road, Pitlochry	12	Highland HMA 2020/21	£158,916.00
Hillcrest Homes	Muirton Off the Shelf Purchases	10	Perth HMA 2020/21	£150,000.00
Hillcrest Homes	Muirton Off the Shelf Purchases	12	Perth HMA 2020/21	£180,000.00
Feasibility / Consultation Initiatives	Various	N/A	Highland HMA 2020/21	£8,500.00

2.40 As of 01 April 2021 there is £2,413,515.00 available within Developer Contributions to assist in bringing forward affordable housing developments throughout Perth and Kinross. Policy requires these funds to be invested in the same Housing Market Area they were collected.

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

2.41 PKC have funding available through income raised each financial year from Council Tax (Empty Homes and 2nd Homes). This funding assists in supporting the delivery of all affordable homes delivered by PKC (new build and Empty Homes).

- 2.42 These funds are used to support the Vacant Property Development Team bring empty homes back into use for housing. The following empty properties have been brought back into use as housing through assistance of these funds:

Financial Year	Empty Homes Brought Back into Use
2015/16	149
2016/17	138
2017/18	146
2018/19	145
2019/20	139
2020/21	93
TOTAL	810

- 2.44 As of 01 April 2021 the balance of funds remaining from Council Tax for the delivery of affordable housing was £3,416,000.00. Since 2015/16 PKC through the delivery of New Build affordable housing and Empty homes, PKC have enabled funding of £6,253,000.00 from this fund to assist with the delivery of affordable homes.

Affordable Housing Policy

- 2.45 The Developer Contributions and Affordable Housing Supplementary Guidance (2020) sets out the contribution that developers must make towards the delivery of affordable housing as a condition of securing planning approval for a new build development. The Supplementary Guidance requires new housing developments within Perth and Kinross to provide a 25% Affordable Housing Contribution.
- 2.46 Affordable Housing can include a variety of forms, such as social rent, shared equity, housing for discounted sale, mid-market/intermediate rent, and self build plots. Sites delivered through the Supplementary Guidance make a significant contribution to the SHIP.
- 2.47 The Council considers the contribution that developer contributions (commuted Sums) make to the delivery of affordable housing in Perth and Kinross. We continue to utilise contributions resulting from the Supplementary Guidance to support the delivery of affordable homes within its own programme and with RSL partners where appropriate.
- 2.48 The Supplementary Guidance was adopted during 2020. Whilst not an Affordable Housing Policy requirement, it does highlight the significant demand for smaller properties suitable for applicants who have medical, disability or support needs. Where there is evidence for particular needs housing, appropriate provision will be sought from new affordable housing under the Supplementary Guidance.

SHIP Prioritisation Framework

- 2.49 The SHIP Prioritisation Framework (See APPENDIX 4) is a tool for prioritising investment that assesses potential affordable housing proposals across PKCs strategic aims and objectives, deliverability, and community benefits.
- 2.50 All proposals are assessed against the Prioritisation Framework and recommendations are made to the New Build Project Board for a decision whether to include in the SHIP.
- 2.51 The assessment of projects considers the following:-
- whether the development assists with the delivery of LHS Outcomes
 - strategic priority
 - the extent to which the development addresses housing need
 - site attributes
 - whether planning approval is in place
 - funding requirements
 - deliverability
- 2.52 The Prioritisation Framework is not intended to provide the only assessment of priority and we will continue to balance its investment decisions through a mixture of Council, RSL and developer delivery and by considering a range of affordable housing tenures to meet housing need across all the HMAs
- 2.53 In recognising the need for housing to address particular needs, including wheelchair accessible homes, projects which provide this type of housing will attract extra points under the scoring criteria (see details of Scoring Framework in Appendix 4).
- 2.54 As part of the SHIP approval process, the Scottish Government advises that local authority officials should, where possible, seek delegated authority to assign other projects into the programme, replacing those which fail to progress within the anticipated timescale. Any potential replacement projects are prioritised under the system set out in the SHIP and agreed through the New Build Project Board.

Energy Efficiency

- 2.55 We seek to maximise the opportunities for energy efficiency and reduction of fuel poverty through achieving the 'Greener' energy efficiency standard in new builds where practical. In order to meet this standard, homes must meet Section 7 (Aspect 1 & 2) of the 2011 Building Regulations in relation to Carbon Dioxide emissions and energy for space heating.
- 2.56 The standard may not be attainable in all projects, particularly where an existing building is to be redeveloped or where homes form part of a larger development for market provision or through the PKC Buyback scheme.

- 2.57 We support RSL partners to develop to Silver Standards as a minimum and to provide enhanced levels as set out within the Scottish governments Housing to 2040 vision.
- 2.58 The Design Guide is currently being reviewed. It is anticipated by 2022/23 all PKC future affordable homes will meet the 'Gold Standard' as a minimum.

Strategic Environmental Assessment

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

Monitoring

- 2.61 The SHIP is closely monitored, and funding is claimed as promptly as possible to promote and maximise the funding invested within Perth and Kinross. Annual reviews of progress in increasing the supply of housing are reported to the Council's Housing and Communities Committee, as part of the review of progress in implementing the LHS.
- 2.62 New build projects included in the Strategic Housing Investment Plan 2022 are detailed in the tables attached as Appendix 1.

3. CONCLUSION AND RECOMMENDATIONS

- 3.1 This report outlines the Perth and Kinross Strategic Housing Investment Plan 2022/23 – 2026/27 (Appendix 1). The Council and its partners delivered 963 Affordable Homes during the period 2016/17 - 2020/21, assisting in meeting housing demand in all the Housing Market Areas within Perth and Kinross. Through continued investment, the SHIP 2022/23 - 2026/27 aims to deliver 1398 affordable homes, which will seek to address key aims set out in Housing to 2040, in all the Housing Market Areas over the 5-year period which will make an invaluable contribution to meeting housing need throughout Perth and Kinross.
- 3.2 It is recommended that the Committee:-
- (i) approves the Strategic Housing Investment Plan 2021/22 – 2025/26
 - (ii) gives delegated authority to the New Build Project Board to ensure that where projects fall out of the plan, alternative projects, prioritised in the same way, are substituted for them.

Author

Name	Designation	Contact details
Norma Robson	Team Leader Planning and Policy	ComCommitteeReeports@pkc.gov.uk 01738 475000

Approved

Name	Designation	Date
Clare Mailer	Depute Director (Communities)	19 October 2021

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.

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

All Council Services can offer a telephone translation facility.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Community Plan

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

- Promoting a prosperous, inclusive and sustainable economy
- Supporting people to lead independent, healthy and active lives
- Creating a safe and sustainable place for future generations

2. Resource Implications

Financial

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

2.2 The Head of Finance was consulted on these proposals as part of the Capital Budget and HRA Capital Plan budget setting process.

Workforce

- 2.3 There are no direct workforce implications regarding this report

Asset Management (land, property, IT)

- 2.4 There are no asset management implications arising from this report.

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 We are fully committed to equalities and diversity. The General Equality Duty has three main aspects:
- eliminate Discrimination
 - advance equality of opportunity
 - foster good relations between communities.
- 3.3 PKC will respond to the different needs and service requirements of people regardless of sex, race, colour, disability, age, nationality, marital status, ethnic origin, religion or belief, sexual orientation, or gender re-assignment. The planning and delivery of good quality housing and appropriate information, advice and support services in Perth and Kinross embraces the principle of equal opportunities and the equality outcomes.
- 3.4 The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:
- (i) Assessed as **not relevant** for the purposes of EqIA

Strategic Environmental Assessment

- 3.5 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. However, no action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

- 3.6 These proposals meet the following sustainability criteria:-
- Where possible, using materials from sustainable sources
 - Energy conservation through improved insulation measures
 - More efficient heating systems
 - More efficient lighting systems

Legal and Governance

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

Risk

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

4. Consultation

Internal

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

External

- 4.2 The SHIP has been developed through joint work with individual Registered Social Landlords and the Scottish Government. They have been consulted on this report.
- 4.3 Tenant Committee Report Panel commented “ This is a good document with details and figures on how we are moving forward. It is reassuring to see quite a few references to improving green spaces and climate change.”

5. Communication

- 5.1 There are no direct communication issues regarding this report.

6. BACKGROUND PAPERS

- 6.1 None

7. APPENDICES

The appendices to this report are listed below:-

APPENDIX 1 - Strategic Housing Investment Plan (2022/23+)

APPENDIX 2 - HOUSING MARKET AREAS (HMAs)

APPENDIX 3 - List of New Build Project Board Members

APPENDIX 4 - SHIP Project Prioritisation Framework/ Scoring

APPENDIX 1 - Strategic Housing Investment Plan (2022/23+)

Affordable Housing Site Starts (2022/23 – 2026/27)

AH Site Starts Breakdown	22/23	%	23/24	%	24/25	%	25/26	%	26/27	%	TOTAL	%age of Programme Completions
PKC	70	30%	139	35%	178	65%	143	94%	30	17%	560	45%
CHA	0	0%	73	18%	21	8%	0	0%	0	0%	94	8%
KHA	122	53%	102	26%	76	28%	9	6%	0	0%	309	25%
HH	39	17%	42	11%	0	0%	0	0%	150	83%	231	19%
Ark HA	0	0%	40	10%	0	0%	0	0%	0	0%	40	3%
TOTAL	231		396		275		152		180		1234	

PKC – Perth & Kinross Council

KHA – Kingdom Housing Association

HH – Hillcrest Homes

CHA – Caledonia Housing Association

ARK – Ark Housing Association

Affordable Housing Completions (2022/23 – 2026/27)

AH Site Completions Breakdown	22/23	%	23/24	%	24/25	%	25/26	%	26/27	%	TOTAL	%age of Programme Site Completions
PKC	72	31%	114	23%	95	53%	180	65%	143	67%	604	43%
CHA	43	19%	30	6%	43	24%	21	8%	0	0%	137	10%
KHA	55	24%	205	41%	0	0%	76	27%	69	33%	405	29%
HH	60	26%	152	30%	0	0%	0	0%	0	0%	212	15%
Ark HA	0	0%	0	0%	40	22%	0	0%	0	0%	40	3%
TOTAL	230		501		178		277		212		1398	

PKC – Perth & Kinross Council

KHA – Kingdom Housing Association

HH – Hillcrest Homes

CHA – Caledonia Housing Association

ARK – Ark Housing Association

Pre 2022/23 including 2022/23 site starts with completions 2021/22+

Project Address	Area	Project Reference	Developer	Total Units	Site Start Pre 22/23	Site Start 22/23	Completion 22/23	Completion 23/24	Completion 24/25
Buybacks	Various	TBC	PKC	30	0	30	30	0	0
Former Fairfield NC, Perth	Perth	P43756	PKC	18	18	0	18	0	0
Lynedoch Rd, Methven	Perth	P44746	PKC	24	24	0	24	0	0
Rossie Place (Ph1 & 2), Auchterarder	Strathearn	P42212	PKC	40	0	40	0	40	0
Guildtown	Perth	T36401	CHA	43	43	0	43	0	0
Broich Rd Ph1 Crieff	Strathearn	P42186	KHA	20	20	0	20	0	0
Broich Rd Ph2 Crieff	Strathearn	P42217	KHA	14	0	14	0	14	0
Broich Rd, Ph3 Crieff	Strathearn	P44834	KHA	18	0	18	0	18	0

Project Address	Area	Project Reference	Developer	Total Units	Site Start Pre 22/23	Site Start 22/23	Completion 22/23	Completion 23/24	Completion 24/25
Bertha Park Ph2A, Perth	Perth	P44490	KHA	28	28	0	28	0	0
Bertha Park Ph2B, Perth	Perth	P44623	KHA	7	7	0	7	0	0
Bertha Park Phase 3, Perth	Perth	P44491	KHA	41	41	0	0	41	0
Inchture	Perth	P42168	KHA	39	0	39	0	39	0
Milnathort	Kinross	P43762	KHA	16	0	16	0	16	0
**LATHRO FARM Ph3	Kinross	P45490	KHA	35	0	35	0	35	0
Goodlyburn, Perth	Perth	P43879	HH	39	39	0	39	0	0
Westpark, Blairgowrie	Strathmore	P44842	HH	71	71	0	0	71	0

Project Address	Area	Project Reference	Developer	Total Units	Site Start Pre 22/23	Site Start 22/23	Completion 22/23	Completion 23/24	Completion 24/25
Old Causeway, Kinross	Kinross	P44839	HH	8	8	0	8	0	0
Abbeyfield, Crieff	Strathearn	P44843	HH	9	9	0	9	0	0
Airlee Green, Alyth	Strathmore	P44250	HH	4	4	0	4	0	0
St Andrews St	Perth	P44824	HH	39	0	39	0	39	0
TOTAL				543	313	231	230	313	0

2023/24 site starts with completions 2023/24+

Project Address	Area	Project Reference	Developer	Total Units	Site Start 23/24	Completion 23/24	Completion 24/25	Completion 25/26
Buybacks	Various	TBC	PKC	30	30	30	0	0
Rossie Place (Ph3), Auchterarder	Strathearn	P42226	PKC	20	20	20	0	0
Bertha Park (Ph4)	Perth	P44820	PKC	54	54	24	30	0
Perth (2)	Perth	P42225	PKC	35	35	0	35	0
Alyth (Strathmore)	Strathmore	P44828	CHA	43	43	0	43	0
Scone	Perth	P42206	CHA	10	10	10	0	0
Luncarty	Perth	P42216	CHA	20	20	20	0	0
Broich Rd (Ph4), Crieff	Strathearn	P44836	KHA	12	12	12	0	0
Bertha Park, (Ph5)	Perth	P42228	KHA	60	60	0	0	60

Project Address	Area	Project Reference	Developer	Total Units	Site Start 23/24	Completion 23/24	Completion 24/25	Completion 25/26
Bridge of Earn	Perth	TBC	KHA	30	30	30	0	0
Oudenarde (Ph2A)	Perth	P42329	HH	42	42	42	0	0
Grewar Farm, Coupar Angus	Strathmore	P42189	Ark HA	40	40	0	40	0
TOTAL				396	396	188	148	60

2024/25 Site Starts with Completions 2024/25+

Project Address	Area	Project Reference	Developer	Total Units	Site Start 24/25	Completion 24/25	Completion 25/26	Completion 26/27
Buybacks	Various	TBC	PKC	30	30	30	0	0
Rossie Place (Ph4), Auchterarder	Strathearn	P42231	PKC	20	20	0	20	0
Borlick, Aberfeldy	Highland	P42208, P42221, P42227	PKC	63	63	0	65	0
Perth West	Perth	P44832	PKC	65	65	0	65	0
Stanley H30	Perth	P42215	KHA	16	16	0	16	0
Bertha Park (Ph6)	Perth	P43764	KHA	60	60	0	0	60
Pitlochry	Highland	P44832	CHA	21	21	0	21	0
TOTAL				275	275	30	187	60

2025/26 Site Starts with Completions 2025/26+

Project Address	Area	Project Reference	Developer	Total Units	Site Start 25/26	Completion 25/26	Completion 26/27	Completion 27/28
Buybacks	Various	P45485	PKC	30	30	30	0	0
Rossie Place (Ph5) Auchterarder	Strathearn	P44825	PKC	20	20	0	20	0
Stanley H30 (Ph2)	Perth	P42214	PKC	22	22	0	22	0
Perth 3	Perth	TBC	PKC	30	30	0	30	0
Perth 4	Perth	TBC	PKC	21	21	0	21	0
Perth 5	Perth	TBC	PKC	20	20	0	20	0
Stanley H30 (Ph2)	Perth	P44826	KHA	9	9	0	9	0
TOTAL				152	152	30	122	0

2026/27 Site Starts with Completions 2026/27+

Project Address	Area	Project Reference	Developer	Total Units	Site Start 26/27	Completion 26/27	Completion 27/28	Completion 28/29
Buybacks	Various	TBC	PKC	30	30	30	0	0
Oudenarde (Remainder)	Perth	TBC	HH	150	150	0	150	0
TOTAL				180	180	30	150	0

Perth and Kinross Settlements by HMA

HMA	PKC Settlements
Greater Perth	Abernethy, Abernyte, Almondbank, Balbeggie, Bankfoot, Bridge of Earn, Dunning, Errol, Forgandenny, Glencarse, Glenfarg, Guildtown, Inchtute, Invergowrie, Longforan, Luncarty, Methven, Murthly, Perth, Scone, Stanley, St Madoes, Wolfhill
Highland	Aberfeldy, Ballinluig, Blair Atholl, Dunkeld, Fearnan, Kenmore, Kinloch Rannoch, Pitlochry
Kinross	Blairingone, Crook of Devon, Glendevon, Keltybridge, Kinnesswood, Kinross, Milnathort, Powmill, Scotlandwell
Strathearn	Aberuthven, Auchterarder, Blackford, Braco, Comrie, Crieff, Gilmerton, Gleneagles, Greenloaning, Muthill, St Fillans
Strathmore and Glens (formerly Eastern Perthshire)	Alyth, Ardler, Blairgowrie, Bridge of Cally, Burrelton, Caputh, Coupar Angus, Kettins, Kirkmichael, Meigle, Meikleour, New Alyth, Spittalfield, Woodside

Appendix 3

List of New Build Project Board Members

Name	Position within PKC
Elaine Ritchie	Senior Service Manager (Housing)
Peter Marshall	Service Manager – Planning and Housing Strategy
Nicola Lennon	Service Manager - Housing
Norma Robson	Team Leader – Planning and Policy
Steven Coyle	Finance and Governance Team Leader
Norman Ballantine	Capital Programme Manager

SHIP Prioritisation

Methodology Prioritisation Framework Scoring

Introduction

The Prioritisation Framework provides a tool to prioritise investment which balances the Council's strategic objectives, deliverability, and community benefits. It is used to assess projects for inclusion in the SHIP, which will assist in deciding whether we bring projects forward to SHIP inclusion.

The framework does not provide the only assessment of priority and Perth and Kinross Council will continue to balance its investment decisions through a mixture of Council, Registered Social Landlord and Developer delivery by considering a range of affordable housing tenures to meet housing needs across its Housing Market Area.

As projects develop there may be a need to adjust to the scoring output as, for example, planning permission is granted, or wider community benefits are realised. This may cause the priority of a project to be revised during the life of the SHIP.

Scoring Criteria

1. Contribution to general unmet Housing Need:

What level of demand can we evidence for a project? How much need is there in the area for affordable housing? What are the waiting lists like? What are we predicting for future trends? The scoring structure for demand:

- High - between 7 and 10
- Medium - between 4 and 6
- Low - between 0 and 3

2. Inclusion, Equality and Meeting Particular Needs

If a project is planned to make additional provision for particular needs (such as wheelchair accessible housing) and/or meets a particular needs demand in an area it should score more highly.

- High - between 7 and 10
- Medium - between 4 and 6
- Low - between 0 and 3

3. Wider Community benefit and Regeneration:

If a project delivers wider community amenities or benefits that make a significant contribution to the regeneration of an area it should score more highly. Points should also be awarded if the project secures the future of a historic or listed building or re-uses a brownfield site.

- High - between 7 and 10
- Medium - between 4 and 6
- Low - between 0 and 3

4. Meets agreed strategic priority (Contribution to SOA and LHS Objectives)

Project is assessed in terms of the overall contribution it would make to achieve the strategic objectives of the Single Outcome Agreement and the Local Housing Strategy. The project is assessed depending upon how many objectives the project was assessed as contributing towards. The scoring structure:

- High - between 7 and 10
- Medium - between 4 and 6
- Low - between 0 and 3

5. Project Deliverability

This assesses whether or not a project is likely to be deliverable within the SHIP timescale. Factors that are considered are whether or not the site is in the ownership of Perth and Kinross or the RSL, and the progress anticipated to be achievable. The scoring structure:

- High - between 7 and 10
- Medium - between 4 and 6
- Low - between 0 and 3

Weighting of scores

Whilst all these measures are important considerations when deciding whether a project goes on to the SHIP, it's felt that the importance of criteria 1 should give it extra weighting relative to the other criteria.

Thus, the scoring will be out of a possible 60, with each of the 5 criteria scored out of 10 but with the score for criteria 1 doubled to reflect its importance.

The RAG rating for projects would be.

Low priority	Medium priority	High priority
1 – 20	20 - 40	40 +

Reds should be presented to the project board with a recommendation not to add to the SHIP, Ambers would be considered for inclusion after reviewing any other pertinent factors, Greens would be strong recommendation for inclusion and progression as a priority.

