



17/18

Annual Public Performance Report

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Introduction

Welcome to our Annual Performance Report 2017/18

Our Annual Performance Report provides information on how Perth & Kinross Council has delivered on our strategic objectives during 2017/18. It also provides an update on how the Council has delivered against a number of best value characteristics.

We are delighted to present the Council's Annual Performance Report for 2017/18. The report demonstrates the many achievements made by committed individuals and teams across services to meet our five strategic priorities. It highlights excellent areas of performance and provides evidence of positive outcomes for people, often achieved in collaboration with local people and our community planning partners. The report also includes case studies of the many services and projects that have been recognised with local awards.

The annual report identifies some key areas in which we need to make improvements. Our priorities include raising the attainment levels of our young people, developing and growing the local economy, increasing our affordable housing to help those with greatest housing need, and reducing those who experience homelessness. Three of our main areas for improvement relate to these areas. We also want to promote a fair and equal Perth and Kinross, reducing the inequalities that exist in our local communities and giving people opportunities to reach their potential and to be valued members of our communities. There are many examples throughout the report of initiatives to support this work.

This report looks back at our performance in 2017/18, and as we look forward we know we will be continuing to deliver services in times of unprecedented change and challenge for public services: our demography is changing as we live longer, we continue to have increased demand for services across many areas, and public expectations are high. This is all within a context of diminishing funding for public services, which is set to continue.

This means we need to be innovative and creative in how we plan and deliver future services, adapting, reforming and changing the way we work. We want to pass more control to local communities for them to decide their priorities and think of creative ways of supporting and engaging local people. We need to be more entrepreneurial in our approach, being honest about what we can and should deliver, and working together with local people, community planning partners, the 3rd and private sectors, as well as academia, to plan and deliver for the future.

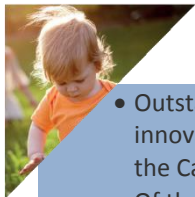


Cllr Murray Lyle, Leader
Perth and Kinross
Council



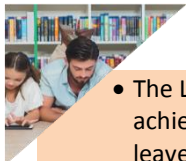
Karen Reid, Chief
Executive, Perth and
Kinross Council

Performance Summary 2017/18



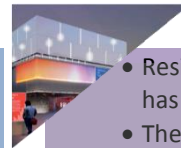
Best Start in Life

- Outstanding staff and leadership, delivering high quality services, and innovative practice for children and young people were recognised by the Care Inspectorate following a joint inspection last year.
- Of the children entering primary school 81% are meeting their developmental milestones, a 2% increase from 2016/17.
- Support for children with additional support needs has seen 17 additional Pupil Support Assistants recruited.
- Looked After Children and young people are increasingly being accommodated in community placements.
- There has been a 9% reduction in the number of families presenting as homeless since 2015 and our Home First model is enabling us to assist families to move straight into permanent accommodation.



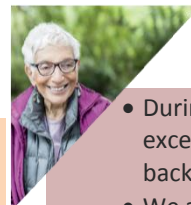
Educated, Responsible and Informed Citizens

- The Literacy and Numeracy of school leavers is increasing; 92% of leavers achieved level 4 literacy and 88% achieved level 4 numeracy; 77% of leavers achieved level 5 literacy and 62% achieved level 5 numeracy.
- Young people have achieved well in their exams in 2018, early indications show high performance has been sustained as seen over previous years.
- There has been a 25% increase in the number of people involved in family learning and parenting programmes over the past four years.
- The first cohort of “Learn to Teach” candidates have successfully completed their first year as probationer teachers, increasing our school workforce with 11 new teachers.
- The proportion of 16-19 year-olds in education, training or employment (93%) has remained higher than the national average (91%).
- In 2017/18 94% of adults aged between 16-64 had qualifications above SCQF level 4, which places Perth and Kinross amongst the top authorities and higher than the national average (89%).



Prosperous, Sustainable and Inclusive Economy

- Residential and business premises with access to next generation broadband has increased over the last three years from 63% to 83.9%.
- The estimated economic impact generated from our winter festival was £1.8m.
- The Non-Domestic Rates collection rate of 98.4% has been achieved in an ongoing difficult economic environment by supporting ratepayers through rating relief. Over the past two years we have also brought back into use 285 vacant residential and commercial properties.
- There was a 24% increase last year in the number of unemployed people participating in employability and skills programmes (81% of claimants) and as a result 63% (594 people) were assisted into work, a 23% increase on last year.



Independent, Healthy and Active Lives

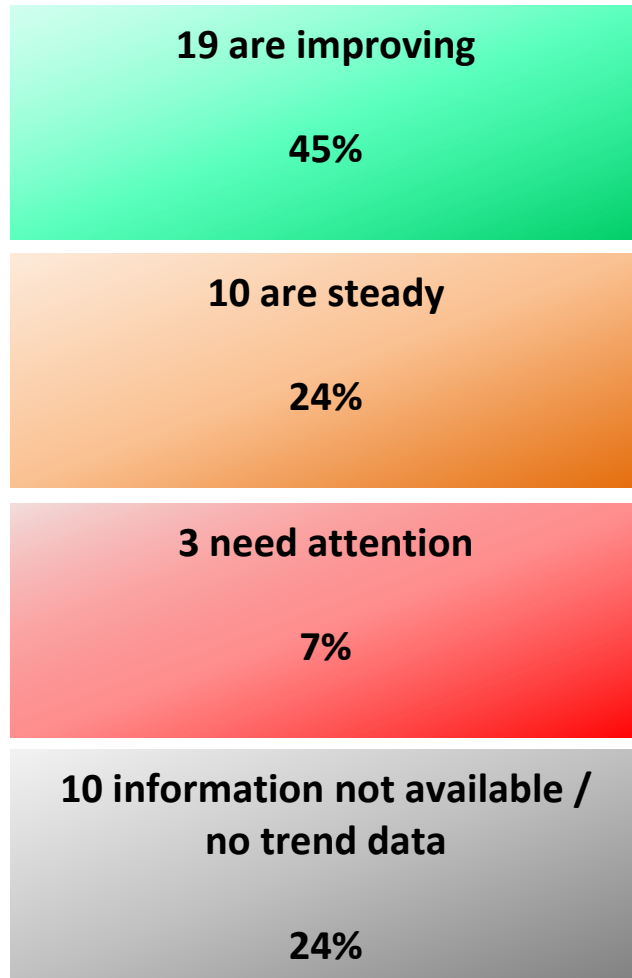
- During 2017/18, a total of 159 new housing units were built for social housing exceeding the target of 150. The Council built 42 of these units and bought back 41 properties from the open market.
- We adapted 306 council houses and commissioned the Care and Repair Service to deliver 241 adaptations to other housing providers and private home owners, allowing people to remain in their own home.
- There has been a 6% decrease in households in fuel poverty since 2015/16.



Safe and Sustainable Place for Future Generation

- There has been a steady increase of 6.5% of waste recycled or composted since 2015/16, with 55.5% of all household waste collected recycled.
- There has been a decrease of £135,000 in our energy consumption costs.
- Through our Estate Based Initiatives in 2017/18, over 50 projects were completed throughout the area with a spend of £200k.
- There has been a significant increase in the number of houses built including affordable homes over the past five years.

Overview of our Key Performance Indicators



Improvement Priorities 2018/19

1. *Securing* sustainable, inclusive economic growth.
2. *Addressing* our changing demographics.
3. *Reducing* the impact of poverty in families and communities and *supporting* those most vulnerable.
4. *Evolving* the way we work with communities.
5. *Working* more collaboratively and further *transforming* our services.



Best Start in Life

Improving outcomes for children and young people is one of our key priorities. A key focus for our work is early intervention and prevention, embedding the principles of [Evidence2Success](#) and [Getting It Right For Every Child](#) (GIRFEC) and meeting the responsibilities of the [Children and Young People \(Scotland\) Act 2014](#). The recent [Joint Inspection of Services for children and young people in Perth and Kinross](#) identified that “Partners shared a commitment to ensuring children have the best start in life.”

We aim to improve outcomes for children from the earliest stage in life. We have worked in partnership with NHS Tayside and the Centre for Excellence for Looked After Children in Scotland to promote earlier and more effective interventions with women and their partners during pregnancy and the first year of their child’s life through the Addressing Neglect and Enhancing Wellbeing Team. This was in response to locally identified need. The team aims to better enable midwives, health visitors and the community as a whole to ensure women and their families get the right help they need at the right time. An initial transformation zone has been identified which is in the south west quarter of Perth and Kinross.

The Scottish Government is committed to expanding the provision of funded [Early Learning and Childcare](#) (ELC) from 600 to 1,140 hours by 2020.

The Perth and Kinross ELC Expansion Plan which will achieve this has been approved by the Scottish Government and early phasing is underway. This includes the introduction of extended hours for eligible families in the two settings within Perth City; [City of Perth Early Childhood Centre](#) and the newly-established Early Childhood Centre at Inch View Primary School. In addition, three new [Strong Start 2](#) provisions were established in Errol, Alyth and Tulloch, and three Partner Providers now have Strong Start 2 places available. The uptake of places has been steadily increasing, and as a result, 89% of two-year-olds with an additional eligibility had a nursery place.

[Play](#) is key to children having the best start in life and helps them to learn and reach their potential. Over the past year, a Play Framework for Perth and Kinross has been developed to enhance the availability of accessible, inclusive play within homes, schools, early learning and childcare settings and communities for all children including those with additional support needs. The integration of play, including outdoor play, in the curriculum of schools is increasing, with several schools introducing opportunities such as freely chosen extended play, den building or Play Rangers in the playground.

Last year, a key action taken to improve play opportunities for children with complex needs has been the introduction of sensory play sessions “Little Explorers”.

[Family Learning](#) provides an opportunity for families, parents, carers and children, to participate in a range of learning experiences, either together or separately, to improve learning outcomes for children and young people. To support this, 17 additional Early Childhood Practitioner posts have been developed to expand family learning and parental engagement in early years settings.

Widespread, flexible and evidence-based approaches have helped to improve parents’ skills and confidence. Parents and children completing structured programmes such as [Incredible Years](#) have reported that they have impacted positively on family life. For instance, almost 100 children had a parent or carer who completed the Incredible Years programme in 2017, and 72% of these children had improved behaviour. Targeted use of other parenting and family learning, such as the [Peep Learning Together Programme](#), have improved levels of social and emotional development and early literacy and numeracy skills for children.

The proportion of children who reach all of their developmental milestones on entry to primary school is increasing. The aim is for 85% of all children to achieve all of their developmental milestones by 2020.

Most primary schools (95%) have now been trained by the Educational Psychology Service in Bounce Back, a programme to promote resilience levels of children. Training and support has also continued to embed restorative approaches across the authority. In addition, around 600 staff working with children and young people in Perth and Kinross, have completed training delivered by Child and Adolescent Mental Health Services. This is to increase their skills and confidence to address emotional wellbeing issues raised by children and young people as quickly as possible before they develop and require specialist intervention.

Looked After Children and young people are increasingly being accommodated in community placements, with reducing numbers in residential placements and external fostering arrangements, and a 50% increase in the number of children and young people in [Kinship Care](#) placements. The expansion of family based care has seen an increase in its first year of six new foster carers and is on target to recruit a further six in its second year. This will ensure that every child has a stable and nurturing placement.

The [Strengthening Families Programme](#) has engaged with 30 families including 35 young people and 45 parents/carers to improve their resilience by enhancing: family communication; their awareness and skills to manage or reduce peer pressure and risk taking behaviour; and future thinking and health and wellbeing.

External Inspections and Awards

- The Care Inspectorate lead a joint inspection of Services for Children and Young People in Perth and Kinross during 2017. Their report was overwhelmingly positive, including several Excellent ratings, which are considered exemplary or sector-leading. The report found that staff and leaders are committed to driving improvement and delivering positive outcomes to support the health, safety and wellbeing of children and young people at all stages of their lives, from prenatal care, right through to adulthood.
- Inspection results for services providing day care for children, such as nurseries, playgroups, wrap-around care and afterschool clubs, have remained high, with 95% of services being rated as 'Good' or better for the quality of care and support they provide, and 100% being rated as 'Good' or better for the quality of staffing and quality of environment.
- Our Men in Childcare project, which aims to address the inequality within the early years and childcare workforce, won Gold at the Scottish Public Service Awards in 2017 in the Championing Gender Equality Category. This project, involving a free bespoke night class specifically for men, gives an introduction to working with children in a professional capacity. As a result our male workforce in childcare has increased and is above the Scottish average.
- Our Incredible Years Pre-School Parenting Programme won Bronze in the COSLA Excellence Awards in 2017 in the Tackling Inequalities and Improving Health Category. It is an evidence-based, skills-focused early behavioural intervention for parents of children aged between 3 and 6 years, who are demonstrating behavioural problems. A significant improvement in the behaviour of the children of the families involved in the groups has been measured. Feedback from the parents described a significant, positive impact on their approach to parenting, their child's behaviour and relationships within their family.

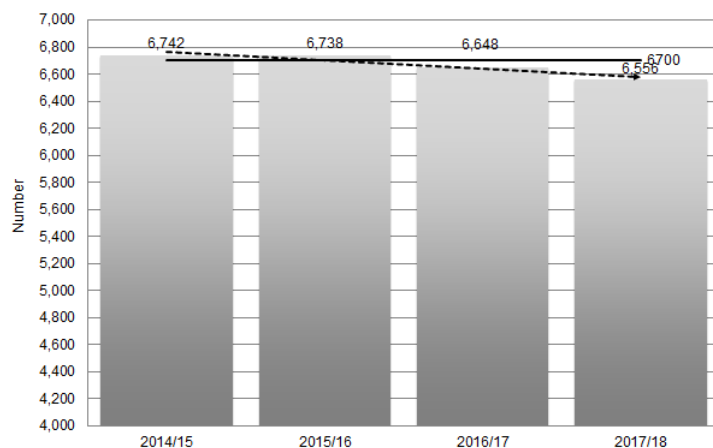
Community Engagement and Customer Feedback

- The Parenting Strategy 2015-2019 was informed by a range of consultation. This included the Voices and Views consultation and a range of focus groups where parents and carers were invited to share their views and support needs relating to family life. Almost 700 parents and carers took part, including those of children with additional support needs, parents with problematic alcohol and/or drug use, parents of teenagers, parents from the Gypsy Traveller community, parents of very young children and kinship carers.
- As part of the review and remodelling of Residential Care for Children and Young People, we commissioned an independent consultation with young people who had experience of care. We asked their views about what had been the most helpful to them and what they felt young people in care needed most. This has informed our plan for transforming residential care.
- We tested a model for joint planning and delivery with the community in the North Perth City ward as part of our Evidence2Success (E2S). Community members, providers of local services and local elected members collectively reviewed information and data gathered through the E2S surveys, and then built community capacity to deliver improvements that increased positive outcomes for children and young people in their area. This led to: early introduction of programmes to their area; two events for parents and community members involving national speakers presenting on topical areas of parenting; and parents getting together to organise activities for families in the community. Consequently parents felt empowered to influence service planning and went on to be involved in the local Tenants and Residents Group, their children's school, other community groups and the development of the Letham Hub.

2017/18 key performance indicators

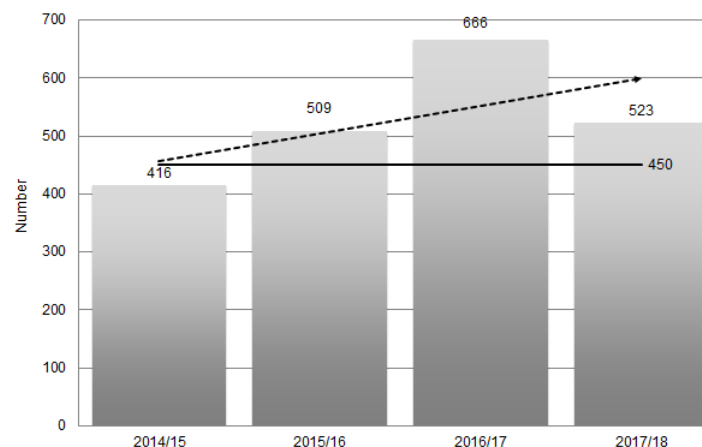
Data available for 2017/18 has been included in the charts below. Data will be published for all other key performance indicators as it becomes available via [pkperforms](#). Where the trend over the time period presented requires attention we have provided a comment.

Number of Childcare places



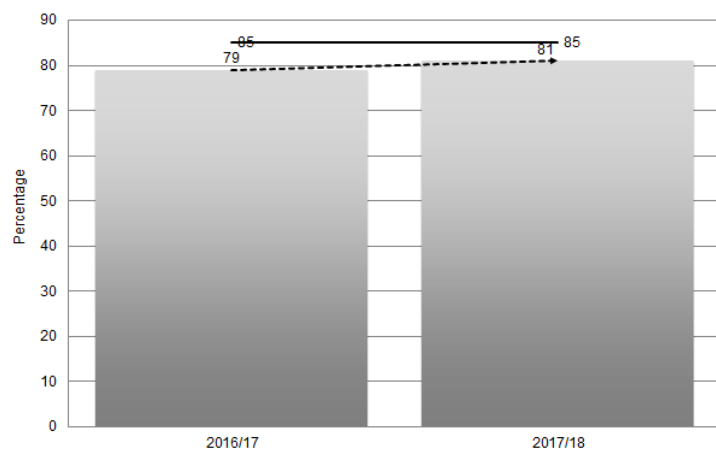
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Number of people involved in family learning and parenting programmes



PKC

% of children meeting expected developmental milestones when entering primary school



PKC

Case Study: [Supporting Kinship Carers](#)

(Local Matters)

When children are no longer able to live with their birth parents, Kinship Carers provide secure and nurturing homes within their own families and communities. Our kinship pathway goes beyond statute. It provides consistent practical, emotional and financial support for carers and delivers better outcomes for families in Perth and Kinross.



Case Study: [PK Child Protection Committee](#)

(Achieving better outcomes in partnership)

This multi-agency partnership is creating a child protection community and securing a culture where the protection of children and young people is at the heart of everyone's job. The Child Protection Committee's business model will be published this year, as an example of outstanding practice which is sector leading.



Case Study: [Play on Pedals](#)

(Tackling inequalities and improving health)

This nursery project aims to close the attainment gap between children who come from the most disadvantaged backgrounds whilst also helping them meet their developmental milestones and improve their health and wellbeing. In partnership with Cycling Scotland, Play on Pedals training provides the learning, skills and resources to promote cycling in a fun and interactive way.



Please click on the links to access our case study videos.

Service developments and Improvement priorities 2018/19

Implement the 1,140 hours expansion plan for the delivery of Early Learning and Childcare (ELC) provision.

Further develop learning environments in ELC and embed approaches in nursery settings to enhance communication in early literacy skills.

Build capacity in ELC settings in understanding and responding to the needs of children requiring additional support.

Lead implementation of the Play Framework for Perth and Kinross and further develop and support schools to deliver early level curriculum through play in Primary 1.

Implement the Health and Wellbeing Strategy and continue to develop the Emotional Wellbeing Collaborative with a focus on Resilience.

Implement the Corporate Parenting Strategy 2017-2020 to close outcomes gaps and to achieve significant improvements in the life chances for care experienced children and young people.

Develop a Tayside Parenting Strategy that supports delivery of the aspirations of the Tayside Plan for Children, Young People and Families.

Establish REACH, a multi-disciplinary team working with young people on the edge of care and their families and continue to improve timescales in Permanence Planning for looked after children.

Links to further information

[Education and Children's Services Annual Performance Report 2017/18](#)

[Education and Children's Services Improvement Plan 2018/19](#)



Educated, responsible and informed citizens

The achievement of Curriculum for Excellence levels shows a generally improving trend in literacy and numeracy. To strengthen this and address areas where less steady progress is being made, a wide range of staff and partners have collaborated to shape the direction of both a Literacy and a Numeracy Strategy.

For the senior phase (S4-S6), the literacy and numeracy of school leavers is generally increasing: 92% of leavers achieved level 4 literacy and 88% achieved level 4 numeracy; 77% of leavers achieved level 5 literacy and 62% achieved level 5 numeracy. However, there is a need for continued focus to achieve steady improvement.

The Pan Tayside 1+2 Collaboration is supporting the 1+2 approach to language learning, giving every child the opportunity to learn two languages in addition to their first language. All primary schools are now providing French as a second language from P1 to P7, exceeding the expected milestones. Collaborative work is now in place between primary and secondary schools to support languages transition and to plan for Language3. Perth Grammar School Cluster have been successful in their approach to language learning and are finalists in the Education Scotland 1+2 Award.

Early indications from the 2018 exam results show that S4 pupils in Perth and Kinross were awarded 4,575 national 5 passes, achieving an 83% pass rate and 2,220 national 4 awards were gained, achieving an 87% pass rate. At higher grade, S5 and S6 pupils in Perth and Kinross were awarded 3,547 passes achieving a 77% pass rate, while at advanced higher there were 560 passes across our schools, with a pass rate of 80%. Early indications from the results are that candidates have sustained the high performances seen consistently over previous years.

Around 80 staff working in primary schools and early years settings were involved in music training sessions delivered by the [National Youth Choir of Scotland](#) (NYCOS). Through singing games and rhymes, based on the Kodály music principles, staff were introduced to a variety of materials that engage children in a musical experience, while skills in literacy, numeracy and health and wellbeing are continually developing.

[Pupil Equity Funding](#) - additional funding allocated directly to schools by the Scottish Government, is targeted at closing the poverty related attainment gap. To support schools in their planning and use of the funding, they have had access to evidence-based action research, informed by key demographic data such as [ACORN](#). This has been particularly effective in achieving improvements.

This action research has been supported by the [Educational Psychology Service](#) who have taken a central role in determining the effectiveness of universal and targeted approaches. Work has also been undertaken in schools to deliver interventions in health and wellbeing, such as self-regulation. Schools have also targeted gaps in attainment through the use of additional staff, funded by the Pupil Equity Fund, to support the delivery of interventions within schools

Participation in the [Duke of Edinburgh Award](#) scheme continues to be high in Perth and Kinross, with 1,382 young people from across the area involved in the scheme during 2017/18, which resulted in participants achieving 528 awards. Last year saw several young people at [Navigate](#) achieving the Bronze award, with two young people progressing on to the silver award in 2018. There were also awards across the authority in other areas such as [Youth Achievement](#), [Dynamic Youth](#) and [ASDAN](#). Five schools worked with the [Children's University](#), to enhance wider achievement opportunities and reduce inequity. This aided schools to increase the number of partners providing wider achievement opportunities for their pupils.

Construction is progressing extremely well at [Bertha Park High School](#), the first new secondary school in Scotland for a generation. Building began in August 2017 and the doors will open to pupils in August 2019. The Head Teacher is now in post and has set about involving the local community in establishing the school's identity and planning the learning experiences for the young people. Jointly funded by The Scottish Government's Schools for the Future Programme, Bertha Park High will boast fabulous learning facilities for pupils and staff alike.

In 2017/18, 558 young people received support from Services for Young People focusing on reducing youth offending and addressing levels of vulnerability and harmful risk taking behaviours. This has ranged from 1:1 individual support, thematic group work and support to foster and kinship placements. Many of the young people receiving support were able to stay within their own communities, re-engage with education, identify improvements with their behaviour, receive achievements or move on to more positive outcomes.

A more robust referral and recording process is in place to evidence the more targeted and focussed work of the service, with the service more channelled toward working with young people exhibiting risk taking behaviour, and therefore previous trend data is not comparable.

The annual [Participation Measure](#) from Skills Development Scotland shows the proportion of 16-19 year-olds participating in education, training or employment. Results show that Perth and Kinross remains 2% higher than the national average for young people aged 16-19.

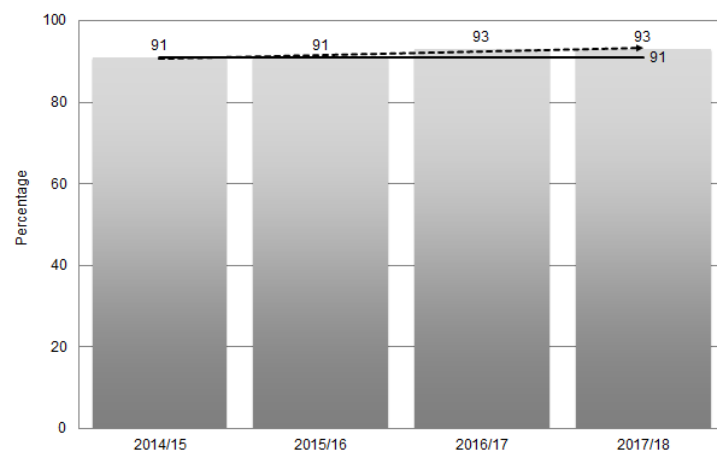
The proportion of school leavers in Perth and Kinross who go on to positive destinations, such as employment or training, remains high (94.5%) and higher than the national average (93.7%).

We also continue to support and enable adults to recognise, develop and celebrate their talents through our literacies and language classes, reaching people affected by homelessness, mental ill health, language barriers and disability, as well as those not yet confident about their skills. Feedback has been positive and highlights the positive impact the classes have on people's lives. A quote from one of our participants demonstrates this below:
"I have gaps in my education due to many absences from school. I also have a slight speech impediment which impacts on my spelling. I've joined the library to continue with my love of reading while doing the SQA Level 3 in Communications. My plan is to move to Level 4 next year".

2017/18 key performance indicators

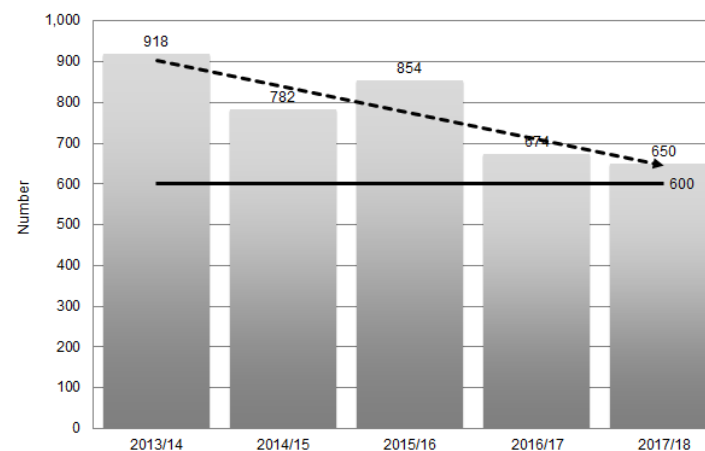
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Participation measure for 16-19 year olds



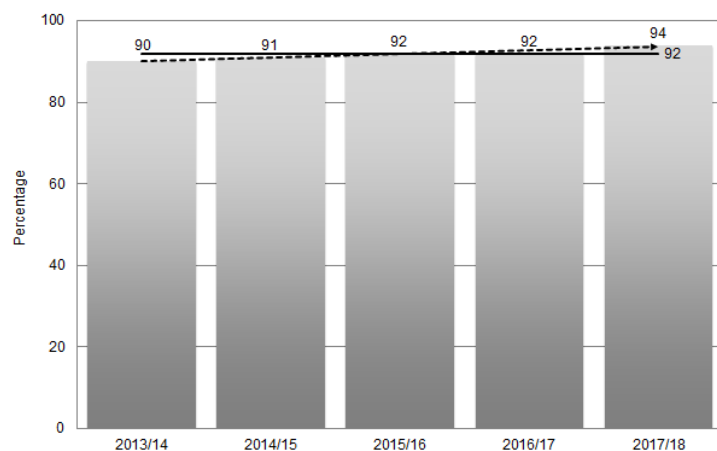
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Number of young people gaining achievement awards



PKC

% of adults 16-64 with qualifications above SCQF level 4



PKC

Since 2016, several organisations have set up their own licensing agreement with the Duke of Edinburgh Awards scheme. Additional support for participants registered with us has minimised any reduction in the numbers of awards being completed. The completion of other awards has reduced, with the service now being more focussed and targeted towards identified individuals rather than large groups. Services for young people are working closely with schools to support the delivery of awards within schools. In particular, we will be promoting the Saltire award to accredit volunteering opportunities.

External Inspections and Customer Feedback

- Inspection results from Primary Schools and pre-school centres within Perth and Kinross inspected by Education Scotland continue to be very positive. During the academic session 2017/18, four primary schools and two pre-school centres were inspected. Of the 12 primary school quality indicators inspected, five have received 'Very Good' evaluations and two received the highest possible evaluation of 'Excellent'. Any areas for improvement identified during an inspection are addressed through a school action plan, developed in consultation with parents and elected members.
- In 2017/18, 90% of adults were satisfied with local schools. Performance in Perth and Kinross exceeds the family group median performance and is consistently above the national average. Satisfaction with our schools remains high, and we use a variety of techniques to gather views and actively engage with the parents of children in schools. These results are from the Scottish Household Survey and offer no context to the expression of satisfaction.

Community Engagement

- Children and young people have contributed to a consultation on their health and wellbeing priorities which has informed our Health and Wellbeing Strategy. The strategy sets out the expectations for all to work in partnership to maintain or improve the mental, emotional, social and physical wellbeing of children and young people. The extent of participation of children, young people, families and other stakeholders was very good. There was clear commitment to meaningful community engagement and building community capacity and confidence.
- As part of the development of Perth's bid to become UK City of Culture 2021, an extensive engagement programme was delivered in schools across the region. Over 2,400 children and young people discussed and shared their views through workshops and creative engagement activities on: what was important to them about their local area; what they would like to see more of; ideas for new developments; and what they didn't like. Whilst the bid itself was ultimately unsuccessful the views, comments and feedback from young people is helping to inform the further development of learning and public programming within Culture Perth and Kinross, including through the Young Heritage Ambassadors' programme, and is supporting the development of further cultural planning within Perth and Kinross Council.

Case Study: [Perth Academy Inclusion Programme](#)

(Tackling inequalities and improving health)



This Programme is a targeted approach to wellbeing and engagement, which along with other school interventions, aims to tackle the poverty related attainment gap at Perth Academy. The Programme offers individualised support for young people and families at risk of exclusion and disengagement.

Case Study: [Self-regulation in Action](#)

(Delivering better services)



Self-regulation skills are more predictive of life outcomes than IQ and underpin effective learning. Schools were supported to develop these skills for children potentially affected by the poverty-related attainment gap. The significant impact achieved is recognised locally and nationally.

Please click on the links to access our case study videos.

Service developments and Improvement priorities 2018/19

Continue to implement the Raising Attainment Strategy 2016-2019, and the National Improvement Framework (NIF).

Implement further evidence-based interventions for learners supported by the Pupil Equity Fund and PKC attainment fund.

Implement Literacy and Numeracy Strategies and associated interventions to close the poverty related attainment gap.

Develop a key focus on excellent learning and teaching through inclusive practice in all educational establishments.

Implement the Digital Strategy to ensure that learning and teaching is fully supported by the effective and appropriate use of technology.

Through the Tayside Regional Improvement Collaborative, develop a shared leadership strategy to improve management of schools.

Develop one strategy to incorporate parental involvement, parental engagement and family learning.

Work towards achieving 2020 readiness for the 1+2 approach to language learning; giving every child the opportunity to learn two languages in addition to their first language.

Work in collaboration with partners to update the Perth and Kinross strategy for Developing the Young Workforce (DYW).

Implement the inclusion review to deliver equitable and excellent education which meets the needs of all learners.

Links to further information

[Education and Children's Services Annual Performance Report 2017/18](#)

[Education and Children's Services Improvement Plan 2018/19](#)



Prosperous, sustainable and inclusive economy

A thriving economy is essential to achieving a vibrant, socially inclusive Perth and Kinross. Through the Tay Cities Regional Economic Strategy, we are delivering inclusive growth by addressing inequality of economic opportunity, improving productivity by supporting the creation of higher value, better paid jobs, and delivering a more prosperous and fairer future for people in our area.

In November 2017, approval was given by Council on the proposed Perth and Kinross Local Development Plan 2 (LDP2). This represented a major stage in the Development Plan process and supports the Council's vision for the future development of Perth and Kinross. The finalised plan will promote sustainable economic growth, ensuring that our area continues to be an attractive place to live, and to ensure a good supply of serviced employment land to identify development opportunities for business, whilst recognising the importance of 'place making' and protecting our most valuable assets.

Tourism generated revenue has continued to grow over the past five years. A significant contribution is our Winter Festival. The total number of visitors to Perth on the day of the Christmas Lights event was estimated to be 80,000 with 45,000 in attendance at the time of the lights switch on (an increase on 2016). In addition, it was estimated that attendances at the

other events as part of the Winter Festival in the pre-Christmas period, totalled 37,000 giving a combined total of 117,000. The total net additional economic impact generated was estimated to be approximately £1.8m.

The Council is committed to supporting the growth of existing business and attracting new business into the area. Together with other public and academic partners, and the private sector, we are investing in physical and digital infrastructure, digital, business and skills development, cultural and sporting events and festivals, to sustain and grow our vibrant economy. We also enhance the resilience of the rural economy through enterprise growth support, and work with industry to ensure that all households can access superfast broadband.

We agreed targeted non-domestic rates relief assistance to further support business expansion or new business investment in certain vacant properties and currently provide a range of targeted support and action to encourage the re-use of vacant property as part of the vacant property initiative, primarily via grants for development advice, housing and heritage repair. Over the past two years we have brought back into use 285 vacant residential and commercial properties.

We have had good success in generating leads and converting them into investments and jobs such as: LTZ (8 jobs), Porsche (29 jobs), Sue Ryder (20 jobs), PS Administration (30 jobs), Bella & Duke, Purvis Group (10 jobs), Persimmon Homes (40 jobs) and five British Retail Consortium standard food grade units complete with four leased tenants in various food and drink based businesses.

Our unemployment level remains low and steady at 1.1% and below the national average. Wages are still below the Scottish average but are increasing. We positively influence employment rates and average earnings by supporting business and targeting support for high wage businesses. The number of jobs created in SMEs with public sector support has decreased in recent years. However, we try to ensure that those most in need of employment are not excluded from our investment through using community benefit clauses in our contracts whenever possible and encouraging payment of the Scottish living wage.

There was an increase of 24% since last year in the number of unemployed people participating in employability and skills programmes (947 out of 1,170 people who were claimants). As a result of the employability and skills programmes 594 people were assisted into work, an increase of 23% since last year.

Along with colleagues from Dundee City and Angus Councils, we were awarded £275k additional funding as a region under the Scottish Government Innovation and Integration Fund to deliver an integrated employability programme, together with specialist partners. Our effective approach to employer engagement has seen a number of employer led events in the Employment Connections Hub, most notably the recruitment and selection of Beale's Department Store employees, with 300+ callers and 70 jobs.

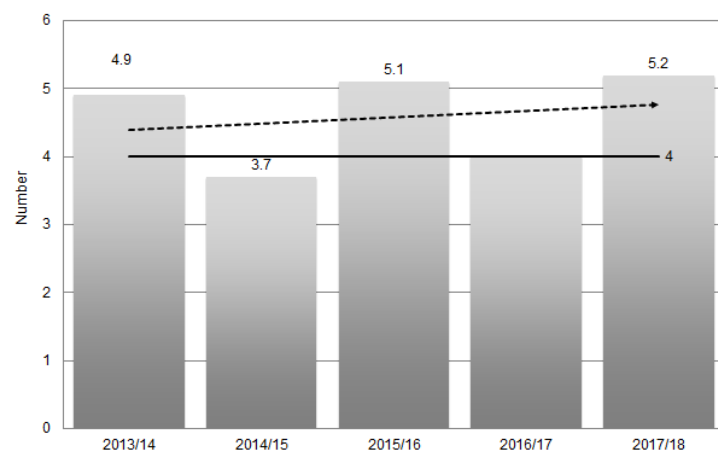
Community Engagement

- We ran a consultation on the proposed plan between December 2017 and February 2018 for the Local Development Plan 2 (LDP2). There was an emphasis on online engagement and working with Community Councils, resulting in over 700 responses. The Council's database of public who had opted in to being informed of changes to the LDP resulted in 2,565 letters and emails being sent out. Press releases, advertisements and a radio interview were supplemented by ongoing Facebook and twitter posts and notifications sent out through Planning and Development News. Community Councils were engaged through an initial introduction to the proposed plan and a workshop to assist with representations. Both workshops were run by independent planners from PAS (formerly Planning Aid Scotland). 10 public events attended by 463 individuals, and one staff event, were held.
- A dedicated webpage was regularly updated and supplemented with an online storymap setting out the main proposals and allowing users to explore proposals in their area. This fed into an online comments form which was also available through the website. Some users found this difficult to use although there was a good response through this forum, with 2,996 views being received during the consultation period. A pdf form, emails and letters were also available to provide a wide range of options for people to contribute. In addition, a video was available on YouTube to assist with using storymap and to provide a general introduction to the development planning process

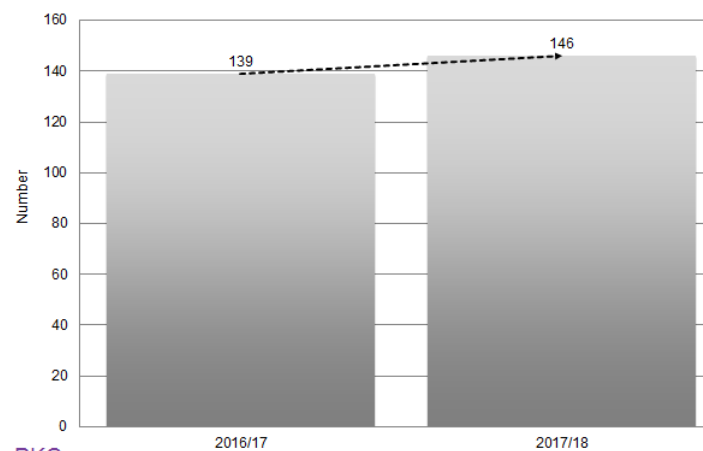
2017/18 key performance indicators

Data available for 2017/18 has been included in the charts below. Data will be published for all other key performance indicators as it becomes available via [pkperforms](#). Where the trend over the time period presented requires attention we have provided a comment.

Number of new business accounts as a % of the business stock

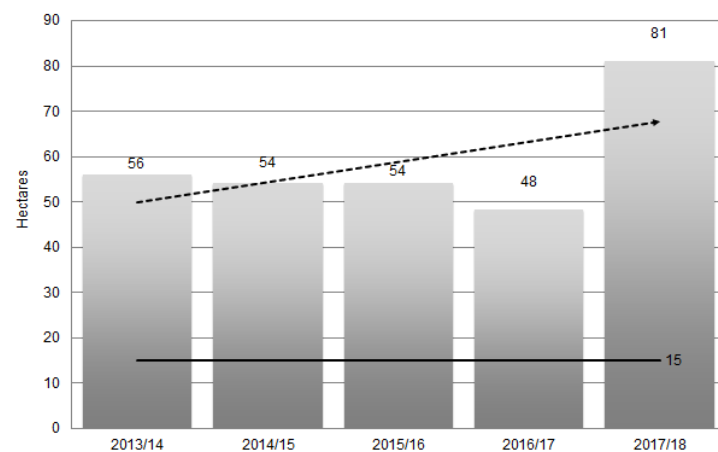


Vacant residential/commercial premises brought into use



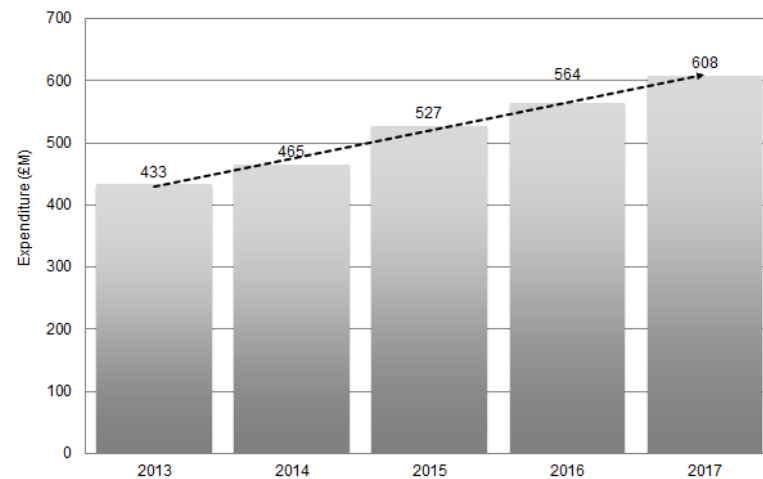
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Area of available Serviced Business Land



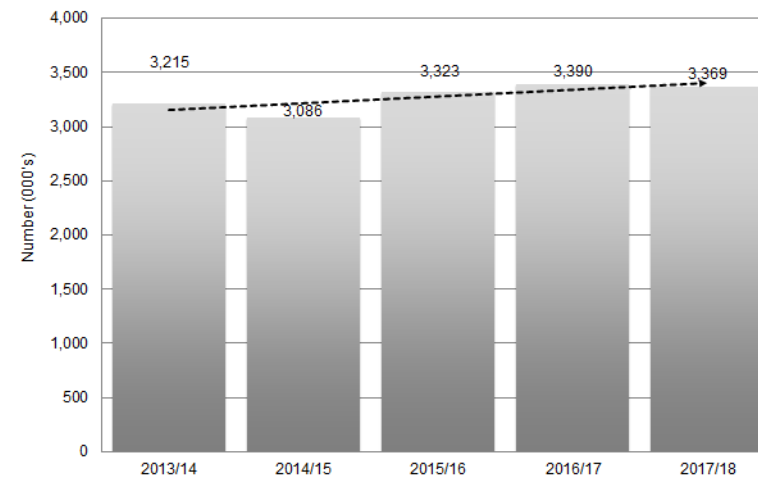
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Tourism generated revenue



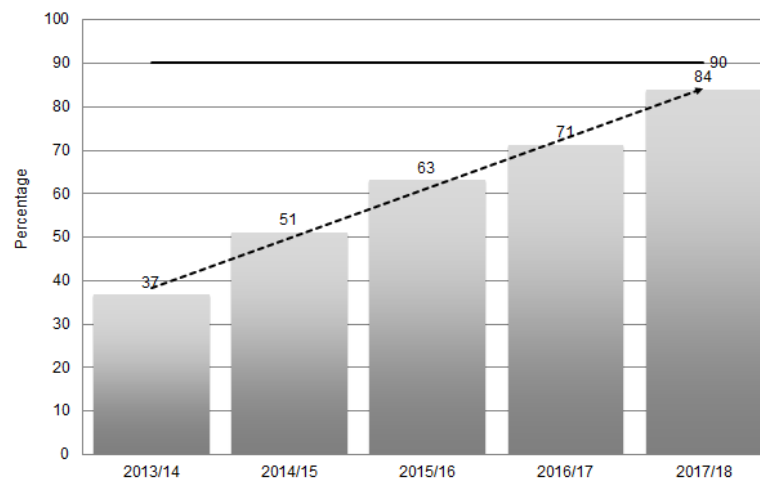
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Number of participants in cultural, sporting and active recreation sessions



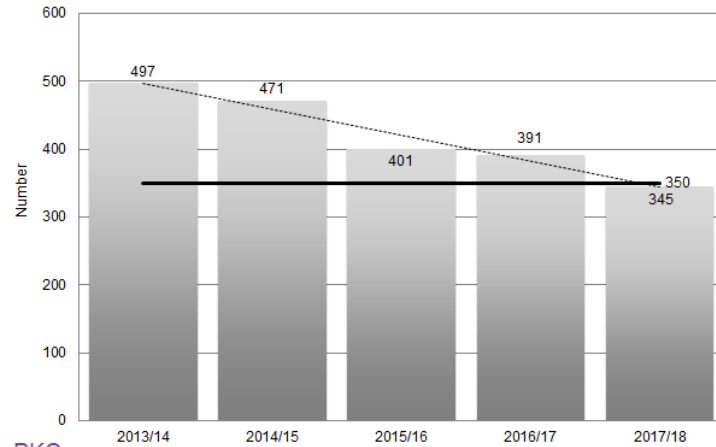
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% of residential and business premises with access to Next Generation Broadband



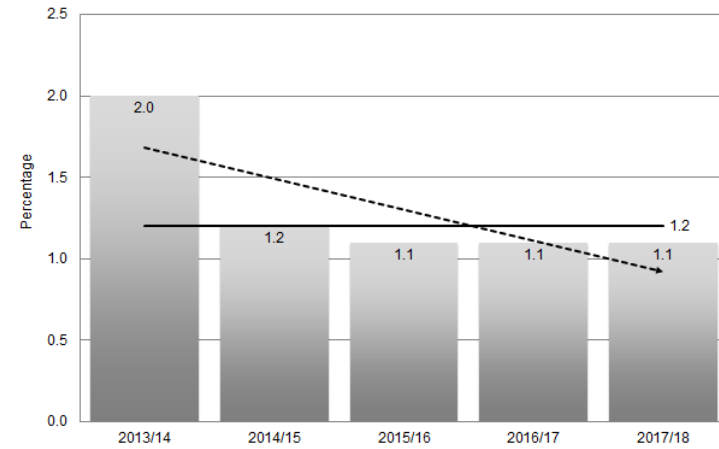
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Number of jobs created in small and medium enterprises
per annum with public sector support



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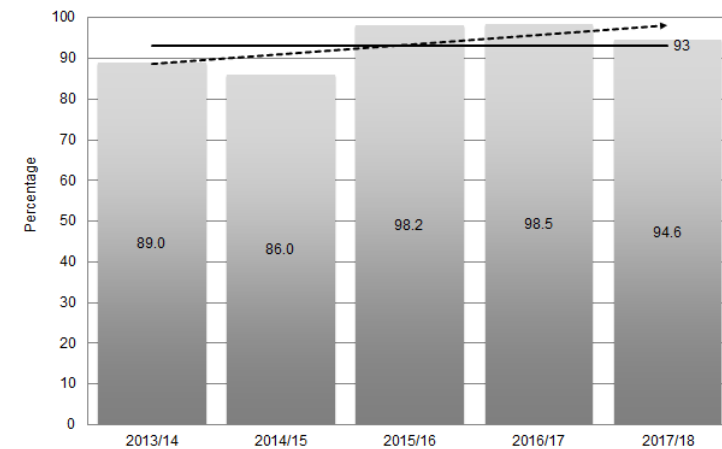
% of working age population unemployed



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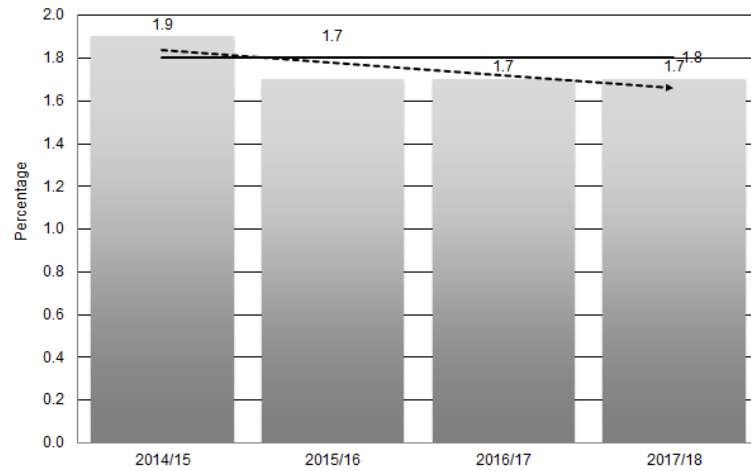
One the main reasons for the decline is the changing support available from Scottish Government. Previously we had funding allocated via the Youth Employment Scotland scheme, which is no longer available. There was also less places/funding available via the Scottish Employer Recruitment Incentive. However, in comparison to other areas we have been fairly successful in attracting funding.

% of Scottish average monthly earning



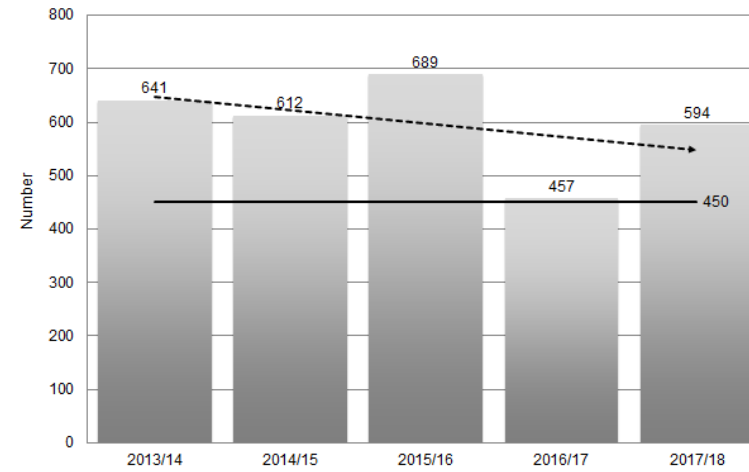
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Narrow the gap between unemployment levels in the best and worst wards across Perth & Kinross



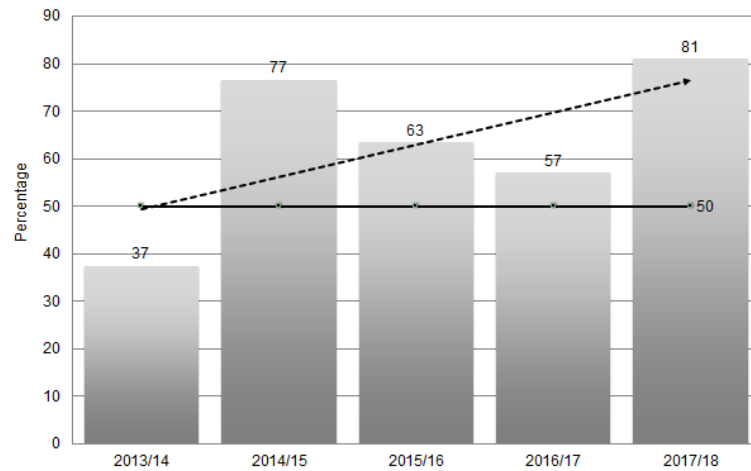
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Number of unemployed people assisted into work annually as a result of Council funded employability and skills programmes



PKC

Unemployed people participating in employability and skills programmes (as a % of those out of work)



PKC

Case Study: [Perth Theatre and Mill Street Redevelopment](#)

(Strong and sustainable communities)



The redeveloped Perth Theatre opened in December 2017, showcasing the refurbished Edwardian Auditorium, new community arts spaces, studio theatre and bar restaurant. It forms part of the “Cultural Quarter” Mill Street regeneration scheme which will service large scale events for generations to come.

Please click on the link to access our case study video.

Service developments and Improvement priorities 2018/19

Ensure that the planned capital investment of £0.6 billion in infrastructure, to attract new business and employment is delivered.

Ensure that business cases for all major Tay Cities Deal funded projects in Perth and Kinross are approved, maximising the economic gain to Perth and Kinross through collaborative working.

Encourage and promote international, national and local events, maximising our outstanding natural assets.

Support the delivery of the Perth City Plan.

Continue the Commercial Property Investment Programme.

Complete the A9/A85 link road, and continue to develop the Cross Tay Link Road to reduce significantly traffic congestion and open up land for economic development.

Complete and publish the updated Local Development Plan.

Facilitate high value skilled employment support and encourage upcoming businesses, particularly in digital and professional services.

Work with partners and the private sector to sustain high rates of employment, maximise enterprise opportunities for all our residents - both urban and rural and deliver three sector skills academies in Construction, Tourism and Care and secure entry level employment opportunities for young people in culture, heritage and tourism.

Links to further information

[Housing and Community Safety Annual Performance Report 2017/18](#)

[The Environment Service Annual Performance Report 2017/18](#)

[Housing and Environment Business Management and Improvement Plan 2018/19](#)



Independent, healthy and active lives

We aim to support communities to be safe and secure, with access to good quality, affordable accommodation with the necessary support in place to sustain people in their homes for as long as possible.

As with other councils, we have seen a rise in the number of households presenting as homeless. Through working with individuals to help respond effectively to their homelessness and by continually reviewing their housing options, 792 (79%) of those who presented as homeless required permanent housing. There has however, been a reduction in families with children presenting as homeless from 2015. As well as supporting individuals to consider the range of suitable housing options, we also worked with a range of other services such as employability, mental health, money advice and family mediation to ensure that households had the necessary support to help alleviate their housing issues and sustain their tenancy. We have also been a key influencer in the development of the national Housing Options Training Toolkit.

For households identified as homeless, we have significantly reduced the reliance on temporary accommodation by delivering immediate, permanent and affordable housing wherever possible. In addition, by changing the way we work, we reduced the number of homeless households waiting for settled accommodation from 550 to approximately

218. This was, in part achieved due to our Home First project (see case study video below). The Homelessness Rough Sleeping Action Group (HRSAG) was established by the Scottish Government to identify the actions and changes needed to end rough sleeping and transform the use of temporary accommodation in Scotland. Following a meeting with the HRSAG the chair commented on our approach as follows:

- *"This is the best example I have seen so far of a systems-change approach to moving the dial on homelessness and the use of traditional temporary accommodation models."*

- Where Universal Credit has been rolled out, some councils have experienced increased rent arrears levels and we are anticipating a similar impact. We will continue to monitor and work with our partners, such as Citizens Advice Bureau (CAB) and Welfare Rights, to ensure tenants maximise their income and manage their money. We will also intervene early to prevent homelessness. Across all localities, a small test of change is underway to determine if a specialist and dedicated team approach will support further improvements in relation to our rent collection and arrears recovery.

- The condition of a property, its surrounding environment and the availability of support can have a huge impact on the health and wellbeing of an individual and their ability to live independently. We continue to

work with the Health and Social Care Partnership to ensure that suitable housing and housing support is available to prevent increased admissions and/or prolonged stays in hospital. We continue to ensure early engagement with partners to deliver a seamless service for people discharged from hospital. Housing adaptations is a key activity in achieving this goal. These can range from minor installations (installation of safety rails) or more major adaptations (alteration of doors to whole house adaptations to accommodate mobility issues). During 2017/18, we adapted 306 council houses and commissioned the Care and Repair Service which delivered 241 adaptations to other housing providers and private home owners.

Our Sheltered Housing Service provides a valuable service to support older people to live as independently as possible. Following an unannounced inspection of the Housing Support Service by the Care Inspectorate in February 2018, the service received very good grades for both the quality of care and support and the quality of staffing and leadership. Households should be able to live in quality homes that meet the relevant standards in safe and secure communities. Ensuring our tenants live in good quality well maintained properties is a key objective and one of our priorities over the past year has been the continuation of the Repairs Transformation project. This project aims to deliver a more responsive and customer focused service that improves efficiency and delivers greater value for money.

Energy efficiency and reducing fuel poverty continues to be one of our main improvement priorities. During 2017/18 there were: 694 upgraded central heating systems installed; 526 houses received new triple glazed windows and insulated exterior doors; 75 council houses, and 123 privately owned or privately rented houses, have been fitted with externally applied wall insulation; 367 council houses have had cavity wall insulation extractions and re-fills; 82 houses have been fitted with new gas main connections; and 28 houses have been fitted with renewable energy measures such as air source heat pumps or solar panels.

Our first Technology Enabled Care (TEC) Conference was held in the Concert Hall in September 2017. The event highlighted some of the important work and new developments within TEC. Guest speakers included representatives from the Scottish Government TEC workstreams, Blackwood Care, Scottish Fire and Rescue and NHS Tayside. An exhibition was run in the foyer with 12 different suppliers/providers showcasing some of the latest technology and related services. This was open to the public in the afternoon. A series of workshops on video conferencing, apps and digital platforms and Alzheimer's rounded off the day. These were attended by over 100 staff, stakeholders and members of the public. Feedback on the day was overwhelmingly positive.

The Council is a statutory partner with NHS Tayside in respect of the health and social care functions delegated under the Public Bodies (Joint Working)(S) 2014 to Perth & Kinross Integrated Joint Board (the IJB). The IJB is responsible for the strategic planning and design of integrated health and social care services. It ensures operational delivery of these services by, in effect, commissioning each partner through statutory directions, to deliver services in accordance with the approved Perth and Kinross Strategic Commissioning Plan. The strategic plan shows how integrated services will meet the needs of individuals and local communities, as well as the local and national outcomes.

The 2017/18 annual audit and performance report for the Perth and Kinross Health and Social Care Partnership (HSCP) was reported to the Audit and Performance Committee of the Perth and Kinross Integration Joint Board in July 2018 and sets out how the HSCP performed against both local and national outcomes.

The population of Perth and Kinross is changing. The latest projections show lower growth in our overall population than previously predicted, with a slight fall in the working age population. Overall growth is predicted at 8% over the 25 years to 2041. This projection reflects a reduction of 7% natural change (births and deaths) and an increase of 15% net migration. Growth is mainly in the older age groups with an increase of over 7,000 in

the 65-79 year group by 2041 and an increase of over 9,000 in the 80+ age group.

We are already seeing that those who are using our services are increasingly older and living at home with complex needs. We have seen yearly increases in the numbers of people receiving intensive care at home. Although the number of people who require no further services following reablement has dropped since last year, this is because we are supporting a very elderly population with increased frailty. It is less likely for us to reable these people to full independence. However, this is a crucial service that continues to demonstrate good outcomes for service users with almost a third of people leaving the service and able to live independently in the community.

Reducing delays for people discharged from hospital remains a priority for the partnership and we will work with the third and independent sectors to achieve sustained reductions in this area. During 2017/18 the number of people delayed more than 14 days in hospital increased to 239 from 198 in 2016/17. The percentage of adults receiving any care or support who rate it as excellent or good is 81%. Results of the annual social work survey are contained within the full [HSCP report](#). The rise in the number of people using Self-Directed Support (SDS) continues to expand and enable people to choose the way their care and support is provided; promoting choice and control. The number of people using self-direct spend (SDS) options 1 and 2 as a percentage of all people accessing services with SDS has steadily increased over the past three years from 11.7% to 18.6%.

Our 10 week Woodland Activity Sessions have helped improve the quality of life of people with dementia who are able to attend safely on their own or accompanied by someone to support them who want to take part in an innovative, exciting and fun ranger-led activities. We have also offered weekly North Inch Golf Course Golf Memories project which enables people with dementia who love golf to make a record of their playing days, swinging a club or putting some balls. We have assisted participants in the project to make a golf memory book with photos and personal

commentary relating to their experience with the game as players and spectators.

We know many people who provide an unpaid caring role may be unaware of the support they could receive, so we want to radically improve support for carers, particularly access to flexible respite. We have focused on delivering a much more tailored approach to support and care for each individual and/or carers so that they are better supported to maintain or improve their quality of life.

The number of young carers who are identified and provided with support by partner services has gradually increased year on year. PKAVS Young Carers Hub noted an increase in the number of children and young people whose caring responsibilities mean that they need high levels of support.

Sheltered Housing/Care Home residents, who were not engaging in activities/isolated, undertook a 20 week, structured programme aimed at improving flexibility/strength/balance and confidence. Just over 40 care staff were trained to deliver these exercises and UK Active will complete a case study and review this example of best practice.

Go4Gold is held annually with 120 care home residents taking part in a range of competitive physical activity challenges. All have trained with other residents and on the day, there is a warm up activity and an opportunity to sing and dance.

In response to a national awareness campaign highlighting the impact of social isolation, particularly in older adults with multiple morbidities, Perth and Kinross is responding with a particular focus on developing the social aspects of walking, cycling, swimming, gardening and walking football. As set out in the recommendations from the Fairness Commission, we continue to look for opportunities for all people at all ages and abilities to participate in physical activity with a priority of reducing inequalities.

Community Engagement and Customer Feedback

- Our rent restructure project provided the opportunity to work with our tenants to create a rent charging system which addressed previous inequalities and was fair, transparent and influenced by tenants. The policy was developed by taking account of what our tenants told us was important to them when calculating the level of rent they would pay. A rent affordability model was also developed to assess the affordability of our housing rents compared with other local housing options. The outcomes of this exercise demonstrated that our rent levels remain affordable; nationally we are the 9th lowest in Scotland and continue to be the most affordable option locally. Just under 90% of our tenants told us that they felt their rent represented good value.
- SURE (Service Users Review and Evaluation) Team is a key mechanism for tenant led scrutiny in Perth and Kinross. The Team is made up of tenants and supported by an independent advisor to take an objective view of the council's housing performance, helping shape decisions on issues like rent levels, and how rent money is spent on improving homes. An extensive programme of tenant participation has taken place over the last year, covering training, explanation of key processes, work with independent consultant and relationship building with the Customer and Community Engagement Team.
- Through our capital investment programme we invested over £23m to deliver further improvements to our housing stock. Overall 96.2% of our stock meets the Scottish Housing Quality Standard against a national average of 93.6%. Projects included: energy efficient measures; kitchen and bathroom replacements; controlled door entry/secure common access; and environmental improvements. Our satisfaction survey evidenced the impact of these improvements with 95.83% of tenants surveyed indicating that they are satisfied with their home. This is an improvement from 84.6% in 2016/17.

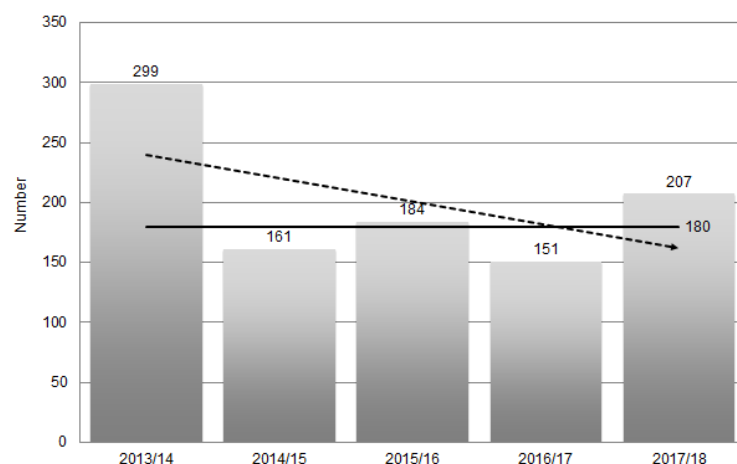
External Inspections

- The Homeless Housing Support Service received an unannounced inspection by the Care Inspectorate in January 2018. The Inspectors focused on two themes: Quality of Care and Support; and Quality of Staffing. Both received an Excellent grading (Level 6), the highest rating possible. This follows an inspection in 2016 where the Service again received an Excellent grading. The inspectors have stated we are a sector leading local authority in the services we provide for homeless people and people who are at threat of becoming homeless. Key findings included: the service is forward thinking and has a real commitment to improvement; staff are proactive and involve service users effectively within the development and improvement of the service; staff are approachable, positive, caring and friendly and took a real pride in their work, were knowledgeable, professional and, above all, fully committed to supporting people; the team have excellent signposting and partnership working arrangements in place; and people using the service were very positive about the support they had received and, in particular, praised the staff team for their efforts and commitment.
- Following an unannounced inspection by the Care Inspectorate, our Sheltered Housing Support Service were evaluated under two themes: Quality of Care and Support and Quality of Leadership and Management. Both areas received a grade of Very Good. During the inspection service users expressed a high level of satisfaction with the service provided and some of the comments included: "very friendly, caring and professional"; "Staff always go the extra mile"; and "You couldn't get any better".

2017/18 key performance indicators

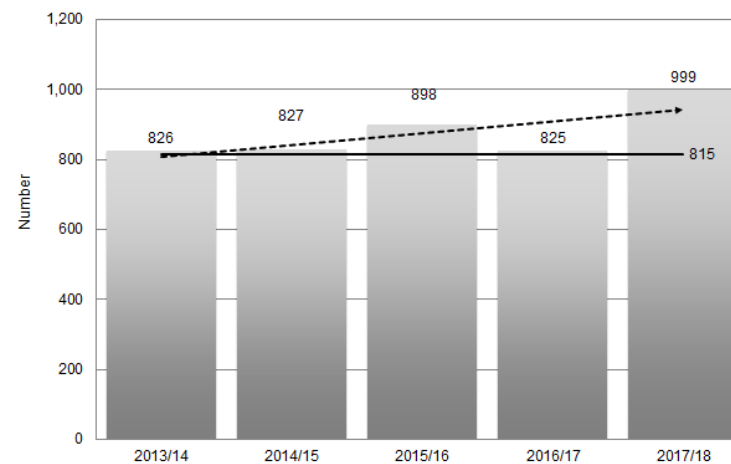
Data available for 2017/18 has been included in the charts below. Data will be published for all other key performance indicators as it becomes available via [pkperforms](#). Where the trend over the time period presented requires attention we have provided a comment.

Number of single young people aged 16-25 presenting as homeless



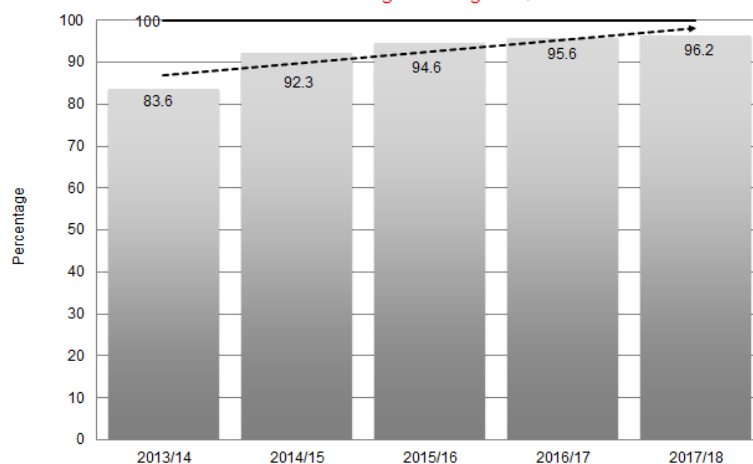
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The total number of households who have presented to the Council as homeless



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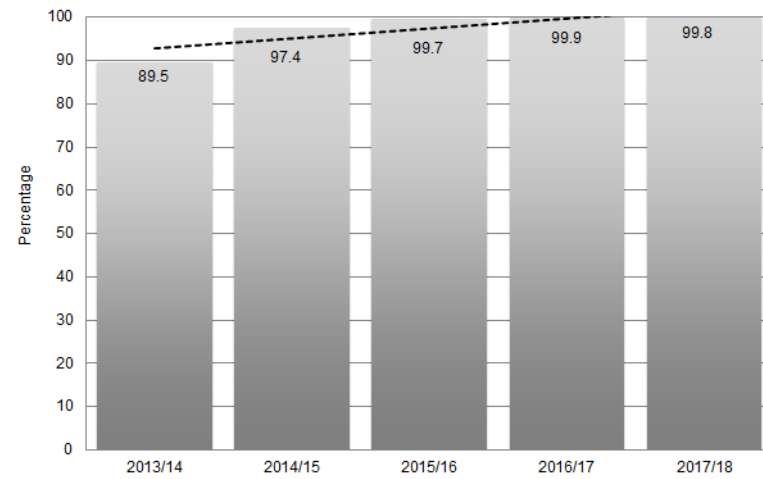
% of dwellings meeting SHQS



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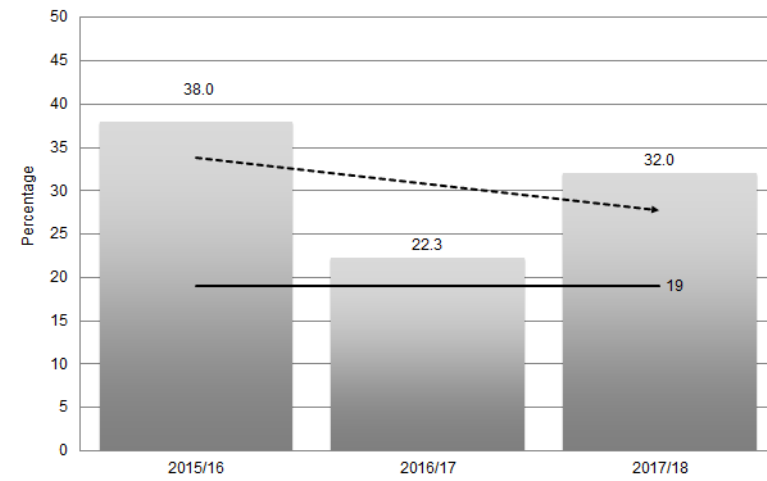
The increase in households presenting as homeless reflects a national trend and the introduction of new arrangements, improving access to homeless services. Our extensive homeless prevention activity with schools and families ensures that homelessness is prevented wherever possible and through the delivery of housing options, we continue to talk to people about their housing options and work to alleviate the main causes of homelessness: family breakdown, having to leave private sector accommodation and domestic abuse. Our new Home First approach helps us respond more effectively, providing settled accommodation quickly and minimising the duration of homelessness.

% of council dwellings that are energy efficient



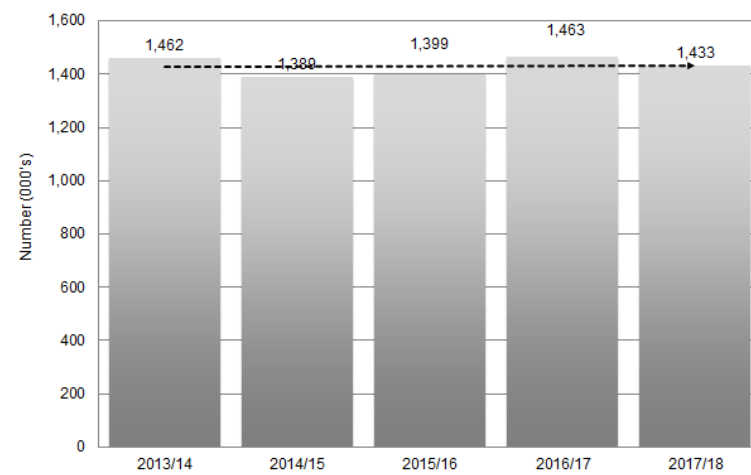
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% of households in fuel poverty



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Number of attendances at sport and active recreation activities



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Case Study: Bridging the Gap
(Tacking inequalities and improving health)



Bridging the Gap is a Health and Social Care project available to all members of minority ethnic communities who are aged over 50. The project tackles inequalities in health and social care provision, improving awareness of and access to services, building up a better understanding of services available to black minority ethnic communities and supporting them to access those services more easily.

Case Study: Home First
(Delivering Better Services)



Transforming the way the Council assists homeless people, the Home First project is a new model of service delivery that supports people to move directly to settled accommodation and has built-in flexibility to respond to the multiple and often complex needs of some of the most vulnerable individuals.

Case Study: Rent Restructure Project
(Achieving better outcomes in partnerships)



This project provided opportunities for engagement and partnership working, enabling tenants to drive and influence the rent restructure process. The project reflects the ethos of Fairer Futures for all.

Please click on the links to access our case study videos.

Service developments and Improvement priorities 2018/19

Ensure we are supporting the implementation of Full Service Universal Credit.

Deliver the key priority areas outlined within the Local Housing Strategy.

Deliver a range of Estate Based Initiative projects identified and prioritised in consultation with tenants across Perth and Kinross.

Produce a Rapid Rehousing Transition Plan.

Support the delivery of the Fairness Commission's Fairer Futures report.

Links to further information

[Housing and Environment Business Management and Improvement Plan 2018/19](#)

[Housing and Community Safety Annual Performance Report 2017/18](#)



Safe and sustainable place for future generations

The quality of our environment is one of our area's greatest assets, both for the wellbeing of residents and communities and as a catalyst for economic growth.

Our indicators show that we are making progress to protect the natural environment. Last year we reduced emissions from Council buildings by 24.5% and reduced our energy consumption which has resulted in cost savings of £135,000 despite a rise in energy prices. We also increased our recycling rate to 55.5%.

This has been achieved by adopting a more pro-active role in controlling heating and adopting energy reduction measures across the property estate, and providing technical engineering support for new build and refurbishment projects. Key waste management actions include: the roll-out of the new household waste and recycling service, delivering savings of £220k pa; Year 2 of the volunteer and community advocate programme which was successful in increasing recycling participation in Highland Perthshire and included activities and community workshops such as love food, hate waste families, bike maintenance, up-cycling and home composting; Year 2 of the glass recycling communications campaign 'Give your glass for CHAS' was completed.

Householders are incentivised to participate, as a charity will financially benefit from any increase in glass diverted from landfill. So far, in its second year, CHAS received £2,017 from the Council. To support local residents to reduce the 1.75kg/household/week of food currently being disposed of to landfill, we worked with NHS cook it and local community groups to deliver a £46,739 Sainsbury's waste less, save more project across Perth and Kinross.

We had the opportunity to apply for grant funding to make necessary improvements to the road network affected by timber extraction. The Rannoch area is a popular tourist destination, providing access to Highland Perthshire and serving a number of small, remote rural communities. Communities in rural Highland Perthshire were already affected and this grant facilitated improvements to the network to mitigate further impacts. A grant bid for four of the five roads was successful equating to £1,479,000 and work has been successfully completed, following extensive community consultation.

Community Greenspace was again very active. Examples include: supporting 17 paths groups; generating 984 volunteer hours within Blairgowrie and Rattray access network with an in kind value of £13,150; assisting in raising £1.5 million towards the Loch Earn railway path project, creating safe access from St Fillans towards Lochearnhead.

The 'Beast from the East' brought snow and challenges to Perth and Kinross. However, our incident planning approach, which includes supporting community resilience, helped Perth and Kinross respond quickly to the snowstorm, ensuring the public were kept informed and kept safe through a particularly severe period of weather which impacted across the whole of Perth and Kinross. This was possible because of positive existing connections between services of the Council and partners.

The total number of houses built is similar to 2016/17 with 578 houses built last year. During 2017/18, a total of 159 new housing units were built for social housing. The Council built 42 of these units and in addition to this; we bought back 41 properties from the open market through the Buy Back scheme. As a result, fewer people are waiting for affordable housing and fewer families are living in overcrowded accommodation.

Home Safety visits are carried out jointly by Scottish Fire and Rescue and Community Wardens. These visits are undertaken when elderly and other vulnerable people have been identified and referred. They are essential in helping people stay in their own homes.

We now have a fully integrated Safer Communities Team. The team is vital to information sharing and tasking in respect of: environmental risk assessment; anti-social behaviour; management of offenders; preventative measures and event; safe drive stay alive; safetyaiders; and missing and vulnerable people.

The Unpaid Work Team is now integrated into the Safer Communities Team and examples include: snow clearing during extreme weather; dedicated resources used to maintain and enhance the appearance of Perth City Centre; tackling graffiti; the Westbank site has now adopted a Trust-like approach to become a community asset while developing and supporting vulnerable and disadvantaged people.

Case Study: Participatory Budgeting – PK Decides

(Achieving better outcomes in partnership)

This approach marks a fundamental shift in the relationship between public bodies and communities, involving people in decisions on spending and priorities. In 2017, £180k was allocated to 139 groups with 4,000 people participating. In 2018, we built on this success allocating £225k of funding which was allocated via nine local events.



Case Study: Community Path Group Development

(Strong and sustainable communities)

Community Greenspace work with local groups to maintain, improve and promote our shared open spaces for all to enjoy. A key part of this is keeping our path networks in good shape. A growing network of volunteer paths groups are engaged with us carrying out practical work and fundraising to take forward larger projects.



Case Study: Improved Collection of Quality

Recyclable Materials

(Strong and sustainable communities)

To achieve a financial year savings target of £200k and contribute to a Scottish Government 60% recycling target, awareness activities were introduced to change recycling behaviours. This has resulted in a bigger volume and wider range of materials being recycled and less landfill waste.



Case Study: Sainsbury's Waste Less, Save More

Food Waste Reduction

(Achieving better outcomes in partnership)

A partnership between Waste Services, Housing & Community Safety, NHS Cook It and local community groups developed a range of engaging approaches supporting long-term behaviour change around food waste.



Please click on the links to access our case study videos.

Community Engagement and Customer Feedback

- We have continued to build on our previous successes with our Estate Based Initiatives (EBI) projects, which aim to involve and empower tenants at a local level within their communities to identify and prioritise environmental improvements that will benefit the wider community. During 2017/18, over 50 projects were completed throughout Perth and Kinross with a spend of £200k. Our [Estate Based Initiatives](#) won silver at our Securing The Future Awards in the Local Matters category. One example was the work in Gilmerton, in which 96 participants who took part in EBI discussions. An interest was generated in forming a community group. They successfully applied for Participatory Budgeting funds. The 'Gilmerton Park and Gardens' Group will be working alongside the Resident Participation team, the Crieff office Housing team, and the East Strathearn Community Council, to develop a joint programme of events, projects and activities for the village that celebrates their community. As well as customer feedback we have received from those directly affected by EBIs, we have also recorded a rise in relation to satisfaction with the opportunities given to participate in Perth & Kinross Council's decision making process rising from 62.2% in 2013 to 74.4% in 2017.
- The results from the annual Keeping Children and Young People Safe Survey continue to show that children and young people have a good understanding about keeping themselves and others safe from harm, abuse and exploitation and have a high level of confidence in our services. Within our schools, 3,342 primary pupils and 2,298 secondary pupils completed the survey. This information was well used by schools to make necessary changes identified within the survey.
- We also supported the establishment of the Young People's Child Sexual Exploitation Advisory Group. In December 2017, they developed and implemented a Young People's Child Sexual Abuse Awareness Survey which was rolled-out to all PKC Secondary Schools. Just under 600 young people responded to this survey. The work of this Group is now informing our policy and practice approaches to CSA/CSE.

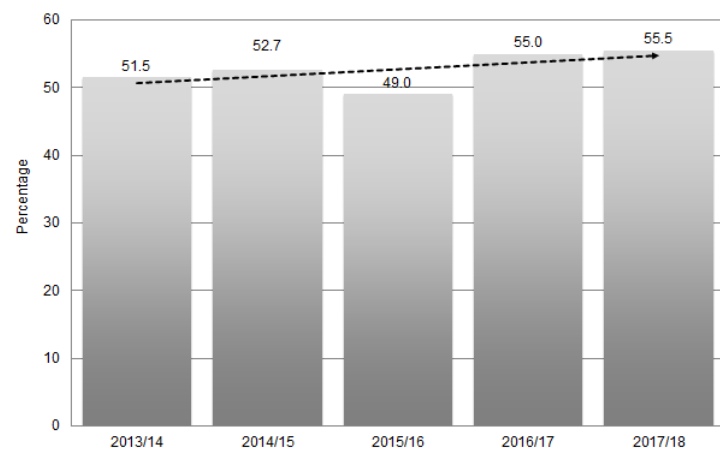
External Inspection and Awards

- In February 2018, the Inspector of Crematoria Scotland carried out an inspection of Perth Crematorium. Findings from the inspection have all been extremely positive, with the Inspector noting that: *'It is with great credit to all staff at Perth Crematorium that they have been able to maintain their high level of commitment and standards throughout the period of major refurbishment and alteration.'* The inspection found no shortcomings in any area of procedure, with good practice observed throughout the process. The Inspector also commented in the findings that the processes in place regarding all related documentation were of an extremely high standard.
- Our Zero Waste Highland Perthshire project won the bronze award in 2017 at the COSLA Excellence Awards in the Strong and Sustainable Communities Category. This project has successfully inspired a rural population with limited access to reuse and recycling facilities to reduce waste and gain new skills in areas such as repair. With the help of local volunteers, a sustainable legacy has been left behind and a great many social benefits have arisen.

2017/18 key performance indicators

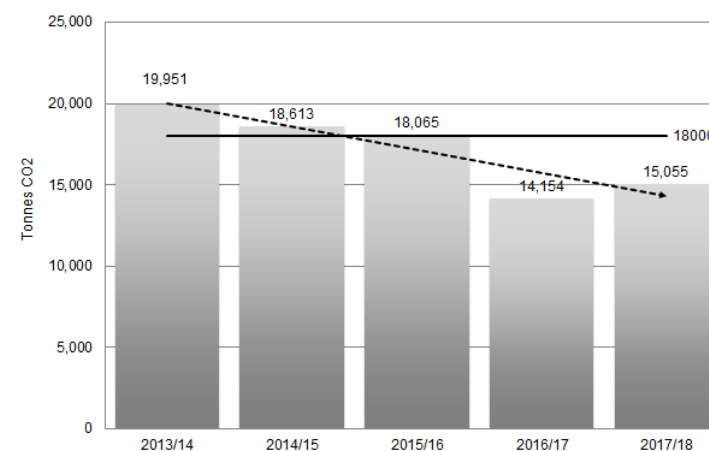
Data available for 2017/18 has been included in the charts below. Data will be published for all other key performance indicators as it becomes available via [pkperforms](#). Where the trend over the time period presented requires attention we have provided a comment.

% of municipal waste collected that is recycled or composted



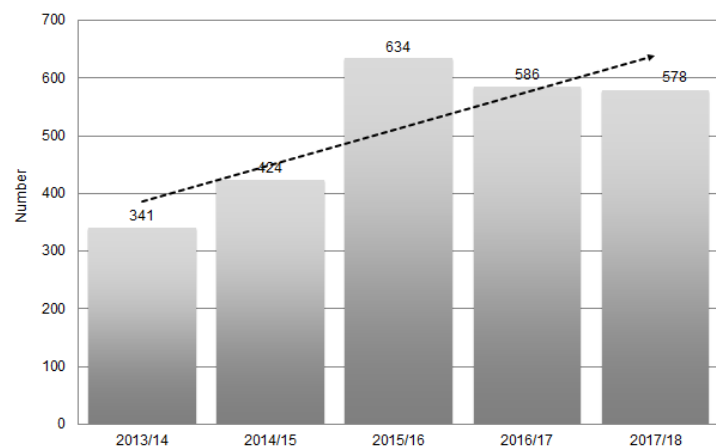
PKC

Emissions from Council buildings (tonnes CO2)



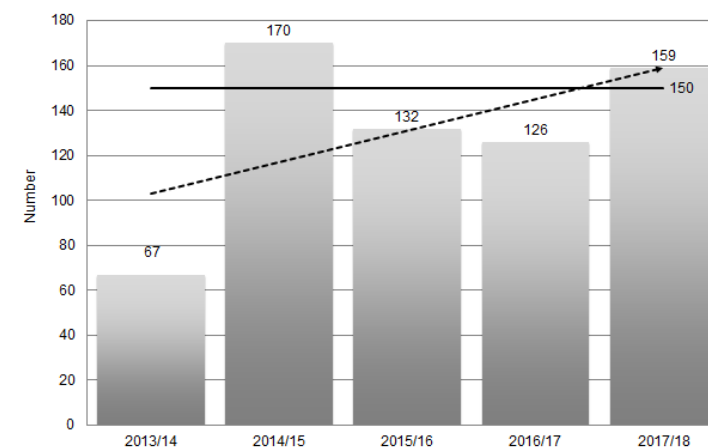
PKC

Total number of houses built in Perth and Kinross



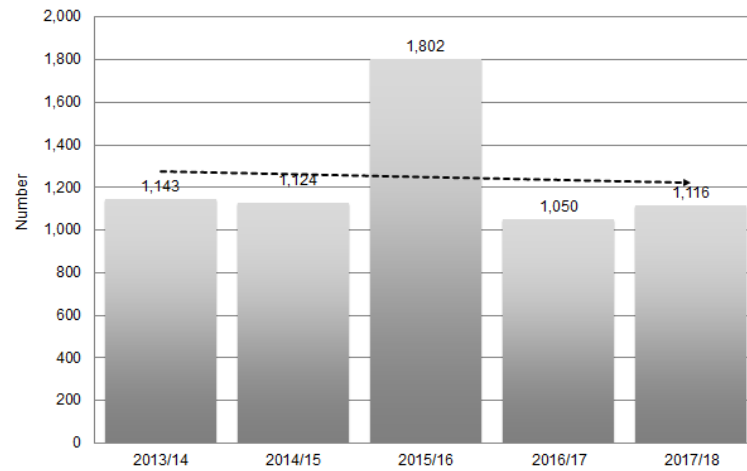
PKC

Number of affordable houses built



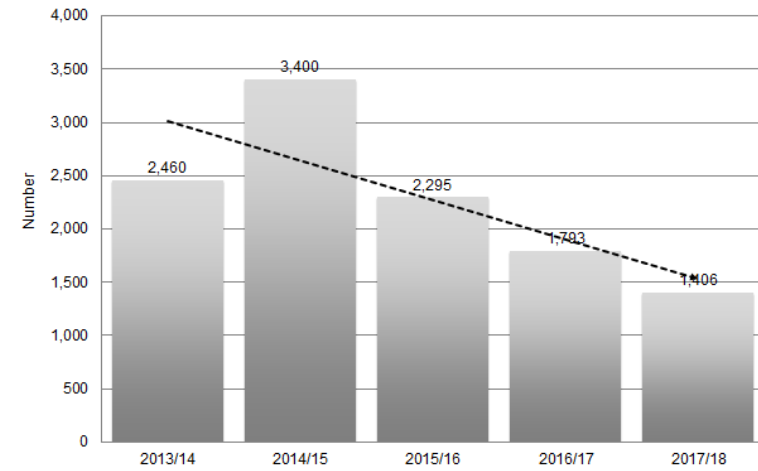
PKC

Number of attendees at "Show Racism the Red Card" events



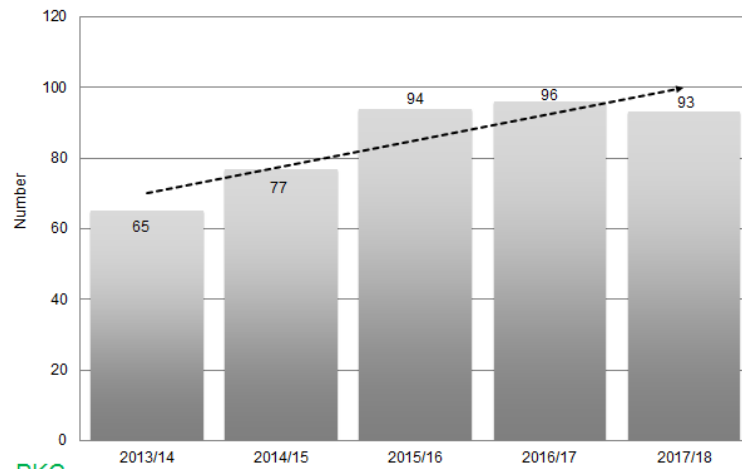
PKC

Number of complaints of antisocial behaviour received by the Council



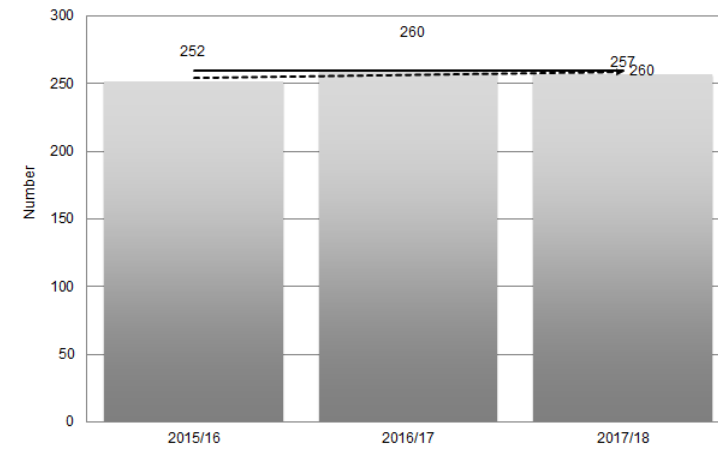
PKC

Cases of adult protection screened within 24 hours of notification



PKC

Number of businesses participating in the PK Better Business Partnership



PKC

Service developments and Improvement priorities 2018/19
Complete the Crieff Air Quality Action Plan.
Create a new `Transport in the Community` group with local community groups, and expert support, to develop new community transport initiatives.
Produce a revised Road Safety Plan.
Deliver the outcomes identified in the Community Justice Outcome Improvement Plan 2017 – 2020.
Deliver effective interventions to prevent and reduce further offending.

Links to further information

[Housing and Environment Business Management and Improvement Plan 2018/19](#)

[The Environment Service Annual Performance Report 2017/18](#)

[Housing and Community Safety Annual Performance Report 2017/18](#)

[Education and Children's Services Annual Performance Report 2017/18](#)

[Education and Children's Services Improvement Plan 2018-19](#)

Organised to Deliver

Councils have a duty to deliver Best Value, working in partnership to deliver positive outcomes for their local communities. The Accounts Commission holds local authorities to account to achieve the highest standards of governance, financial stewardship and value for money and expects councils to have clear priorities and continuously improve their services and make best use of their resources.

Strategic Leadership and Direction

Our vision '*Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here*' and our five strategic objectives in our [Community Plan \(Local Outcomes Improvement Plan\) 2017-2027](#) and [Corporate Plan 2018-2022](#), were developed following engagement with elected members, community planning partners and feedback from local people. Progress on these plans is reported to Council committees and to community planning partners and Outcome Delivery Groups. Service committees also receive regular updates on progress against commitments, improvements and transformation.

Regular scheduled meetings with elected members and officers, member officer working groups, as well as working groups and short life working groups, form part of our political management arrangements and give political guidance on policy development and scrutiny to service developments and improvements.

Transformation and Innovation

The dynamic and challenging environment in which we operate requires the Council to design and deliver public services in more innovative and cost effective ways.

Our [Transformation Strategy 2015-2020](#) includes a programme of major projects to 2020, which is changing the way we work, supporting and encouraging staff to think differently about what we need to do.

The programme is led by service transformational boards and the Corporate Board, supporting achievements, managing risks and ensuring delivery.

This work is regularly scrutinised by the Council's Strategic Policy and Resources Committee and Member Officer Working Group. They, and the joint boards, the [Community Planning Partnership Board](#), [Integrated Joint Board](#) (IJB) and [Outcome Delivery Groups](#), receive regular reports on progress.

We are seeing changes in service models and organisational culture with, for example, a change to digital service delivery, services to homeless people, and a move to seven day working for some operational services. We also have a programme of collaborative reviews to support transformation and change with neighbouring councils, with successful work around joint planning for children's services.

People and Organisational Development

Perth & Kinross Council has a successful track record of delivering high quality services, modernising and transforming services as we focus on prevention, performance, place and people. Our positive people practices ensure that we have a skilled and dedicated workforce who are committed to making a positive difference to people's lives.

The Council's approach to supporting change and transformation is articulated around the Learn, Innovate, Grow [Organisational Development Framework](#) which sets out our ethos for thinking, working and future growth.

Corporately, wide ranging dynamic and progressive people and business strategies support leadership development, promote organisational and individual learning and growth, and celebrate the successful delivery of positive outcomes for the communities of Perth and Kinross. Some successful outcomes of our approach can be seen in the [Securing the Future Awards](#) and [Angel's Share](#) projects.

Each year, in our Annual Workforce Report we review progress in developing our workforce: preparing our people for an emerging future, creating a learning ethos and a growth mind-set, developing leadership at all levels, creating a healthy and resilient workforce and reshaping the workforce.

Looking ahead, our [Building Ambition – Developing Talent Workforce Plan 2018-2021](#) sets out the priorities we will progress to continue to attract and retain the best people in ever changing labour market conditions. We remain committed to evolving the right cultural conditions for all employees to learn, adapt and flourish in uncertain and complex times.

Effective Partnerships and Stakeholder Engagement

The public service reform agenda seeks to create efficiencies and better meet the needs of communities through the design and delivery of more integrated public services, enabling more localised decision-making and community empowerment. Partnership and collaboration with other public bodies, the private sector, the third sector and our communities presents opportunities to make better and more efficient use of our respective property, infrastructure and information to deliver services in new and innovative ways.

Our [Community Plan \(Local Outcomes Improvement Plan\) 2017-2027](#) was developed with community planning partners and feedback from local people and identifies key priorities to meet our strategic outcomes and those of the Action Partnerships.

[Local Action Partnerships](#) continue to engage and work with communities to support participation and local decision-making. All have action plans to address local inequalities and have carried out extensive Participatory Budgeting events which involved local people selecting projects for funding to

address inequalities (see case study). Our employees work in local areas identifying the needs of individuals as well as supporting collaboration with services and community groups to develop their own solutions to local needs.

As we implement our transformation programme and budget savings, we need to further evidence our improvement and the effect decisions are expected to have on services and communities and see the impact of community empowerment.

Equalities and Diversity

We are committed to equality of opportunity and celebrating diversity in our communities, reducing inequality gaps that exist across different groups and communities. The Council actively promotes equality and diversity and recognises our legal duties and responsibilities for the nine protected characteristics (age, disability, gender reassignment, pregnancy and maternity, marriage/civil partnership, race, religion or belief, sex, sexual orientation). We also recognise the impact on people's life chances of other factors such as health, income, gender identity, employment status and housing circumstances.

This is reflected in the work we do collaboratively to implement the recommendations of the [Fairness Commission](#) and the work of Local Action Partnerships to reduce inequalities in local communities, as well as initiatives and mainstream activities undertaken across services.

We are committed to equality of opportunity as public service providers and as employers. This ethos is reflected in and evidenced through our plans, strategies, policies, processes and procedures.

Finance and Efficiency

The Council's financial position is currently sustainable. The [Medium Term Financial Plan](#), which is robustly managed, is set between September and February each year and identifies the challenges for the next five years. The impact of pressures and savings are measured and highlighted, including on customers and performance. Our level of reserves is reviewed annually and our [capital programme](#) was agreed by Council in June 2018. The [revenue and capital budgets](#) are reported quarterly to the Strategic Policy and Resources Committee.

The Council budget consultation for 2018/19 was an opportunity for people to tell us what services are important to them and this provided evidence to support elected members in setting the 2018/19 budget. Overall, there were 777 completed surveys. This shows a significant increase on the last two years and indicates a growing public interest in how the Council budgets for services. There are plans to build on the budget consultation next year which will help ensure our budget is directed to delivering the services that people value the most.

As part of our continuous improvement, we will continue to support greater alignment of financial asset and human resource priorities to maximise improvement and set the agenda for further transformation. Through our revised service planning process for 2019/20, we will work to further align our finances and workforce priorities into our overall business planning activities.

Procurement

Public sector reform of procurement has led to a number of collaborative arrangements across Scotland. These include [Scottish Procurement](#) having let a number of [national contracts](#) open to all public bodies; [Scotland Excel](#) the Centre of Procurement Expertise for Scotland's local government sector; and The Tayside Procurement Consortium which is a local collaboration across the Tayside placing contracts on behalf of Angus Council, Dundee City Council and Perth & Kinross Council. Our [Procurement Annual Report 2017/2018](#) details progress made during 2017/18 and reports on how we met our aims and objectives and achieved value through our purchasing decisions.

Our [Procurement Strategy](#) takes into account local and national drivers for change and reflects our aims to: improve supplier access to public contracts; deliver savings and benefits; maximise efficiency and collaboration; and embed sustainability in all we do. During 2017/18 we achieved the following: 80% of our procurement activity is conducted electronically, we use the national advertising portal, [Public Contracts Scotland](#) to ensure that opportunities to participate in contracting for the public sector are visible to all companies that may wish to consider them; 182 new contracts were agreed, and 73% of businesses awarded contracts were SMEs and 375 community benefits were agreed; our collaborative spend has increased from 18% to 33% and we have a strong focus on enhancing the capability of businesses and third sector providers to participate in collaborative contracting.

Case Study: [Transport Contracts e-Tendering](#) (*Delivering Better Services*)



The Council's Public Transport Unit transformed the procurement of subsidised local bus services and school bus contracts, from paper based to a completely electronic process. A dynamic purchasing system was successfully established which resulted in efficiencies in both staff time and contract costs. As a result there have been savings for school transport and local bus service contracts.

Performance Management and Risk

The delivery of strategic priorities and outcomes is facilitated through supporting the development and implementation of our Corporate Plan and Community Plan (Local Outcomes Improvement Plan) and Business Management and Improvement Plans.

How we perform in key areas compared to other local authorities is reported through the [Local Government Benchmarking Framework 2016/17](#). We also report the performance of Council services through our online performance dashboard, [PKPerforms](#).

As part of our commitment to transparency, we are developing an open data portal to give citizens access to non-personal and non-restricted data.

We want to embed systematic performance challenge using partners and stakeholders in challenge and peer reviews. As part of our transformation programme, we will be applying options appraisal in a more systematic way across all parts of the Council and engaging with partners and wider stakeholders to understand the operating environment and to identify effective and sustainable options.

As we work to empower communities and promote inclusion, we need to find new ways to shift the balance from control to influence and empowerment, working alongside a range of stakeholders (public, third sector, local people, private sector and academia). Our engagement with stakeholders needs to be comprehensive and meaningful; our decision-making must be open and transparent. We need to provide feedback on the quality of our performance and be able to evaluate the impact that our decisions and actions have had in terms of outcomes of our communities.

Asset Management

The Community Empowerment (Scotland) Act 2015 allows for a community group to make an [asset transfer](#) request to the Council - or another public body. Ownership or control of local land and buildings can bring a range of benefits to communities, helping them to address issues that are important to them and to bring about positive change.

For example, communities are better able to: bring activities and services closer to local people; provide training and create jobs; generate income and boost the local economy; and involve more people in their local communities.

In March 2018, staff worked with eight Community Transfer Bodies who submitted expressions of interest in an Asset Transfer, and had initial enquiries from an additional eight community groups. We would expect some of these submitted expressions of interest to progress.

Information Technology

IT plays a crucial role in maximising opportunities for service redesign, innovation and automation through the exploitation of new and enhanced IT/digital capabilities. On a day-to-day basis, our IT Service delivers secure, responsive, cost-effective and reliable information, communication and telephony services across the organisation, to support the delivery of front line services.

Our digital and IT programme is one of our biggest corporate transformation projects and continues to be rolled out. Key activities include development of the Corporate Digital Platform, Online Digital Services, Mobile Working and Open Data. There is an ongoing corporate rollout of mobile working and the Council is making use of the opportunities [mygov.scot](#) brings to deliver and apply for services online. We have digital champions who support this process, linking with individual members of staff to support learning and organising staff briefings and awareness sessions.

‘MyPKC’ citizens can now report road and street lighting issues, as well as report missed bin collections and our tenants can report a housing repair online. Our plan is to increase the list of services available for customers on an expanded portal.

Scrutiny and Accountability

Good governance is essential to the success of any organisation, private, public or third sector. Such governance arrangements ensure our elected members and employees are doing the right things, at the right time, for the right people, in the right way and that we are open, honest and held to account.

Good governance supports the Council to make the best use of its corporate assets: its people, finance, information, property and infrastructure, to achieve its defined outcomes.

The Council has three Arm's Length External Organisations (ALEOs); [Culture Perth and Kinross](#), [Horsecross Arts Limited](#) and [Live Active Leisure](#). On a rolling basis ALEOs are invited to the Scrutiny Committee to account for their performance and a programme is in place – [Scrutiny Committee Forward Planner 2018/19](#) and [Appendix](#). A review is underway of our arrangements for ALEOs to ensure the scrutiny and assurance functions are developed and refined.

A [review of local decision making](#) was commissioned in December 2017 from *What Works Scotland*. ([Background to the report](#)). Work is underway with Action Partnerships to develop an improvement plan incorporating their recommendations and this will be presented to the Community Planning Partnership Board.

Links to further information

[Corporate and Democratic Services Business and Management Improvement Plan 2018-2021](#)

[Annual Governance Statement](#)

[Fairer Futures Report](#)

[Employee Engagement Survey 2017](#)

[Summary of Findings from Best Value Assurance Reports: Inverclyde Council and Renfrewshire Council](#) and [Appendix to the Report](#)

[Summary of Findings from Best Value Assurance Reports](#)

[Local Government in Scotland – Challenges and Performance 2018 and Financial Overview 2016/17](#)

Information on the involvement of Council staff in Trade Union activity can be found at the following [link](#).

<i>Service developments and Improvement priorities 2018/19</i>	
Strategic Direction	Continue to implement our Transformation Programme achieving significant changes in service delivery and realising savings, revising our governance arrangements to make sure we deliver best value and that this work is fully aligned to our key objectives.
	Continue to work to clearly link budget, service and workforce planning and outcomes and produce clear evidence to support this.
	Continue to evaluate the impact of significant budget cuts on services and on services/service users.
Partnership Working	Prepare an improvement plan in line with recommendations from the 2018 review of local decision making from <i>What Works Scotland</i> and deliver the next phase of Participatory Budgeting and implement the Community Investment Fund.
	Refine the scrutiny and assurance functions of ALEOs and continue to work with the IJB and Health and Social Care Partnership to refine our governance arrangements.
	Support the implementation of the Community Plan and Local Action Plans to address inequalities, and continue to apply consistent standards for community engagement and participation.
	Demonstrate work on cross party relationships to work together and make the sometimes difficult decisions needed to achieve priorities.

Performance, Improvement and Public Reporting	Take a systematic approach to benchmarking and customer engagement, demonstrating the ways in which people have and continue to influence service changes and improvements.
	Apply options appraisal in a more systematic way across all parts of the Council and engaging with communities, partners, and wider stakeholders in this process as part of our transformation programme.
	Revised our service planning process to further align our finances and workforce priorities into our overall business planning activities to maximise improvement and set the agenda for further transformation.
Use of Resources	Continue to assess the capacity of the workforce to deliver change and savings and review our health and wellbeing strategy to make sure our procedures build organisational resilience, address mental health issues effectively and enhance productivity.

Data Release Timescales

Data for all performance indicators will be published on [pkperforms](#) when it becomes available. The table below provides an indication of timescales for the remaining 2017/18 data.

Best Start in Life

Nurture provision	PI deleted
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Educated, responsible and informed citizens

Attainment results (seven PIs)	October 2018
Positive and sustained destinations	February 2019
Number of young people (12-16 years) engaged with early interventions	No trend data

Environment

Effective housing land supply	October 2018
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Local Government Benchmarking Framework	January 2019
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Key Contacts For further information on any area of this report please contact: Louisa Dott, Strategic Planning and Improvement and Risk Team Leader, on 01738 475070 or email ljdott@pkc.gov.uk