

# Communities



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

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## 1. INTRODUCTION

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Barbara Renton  
Executive Director

Clare Mailer  
Depute Director

## 2. VISION, STRATEGIC OBJECTIVES and SERVICE PRIORITIES

### OUR VISION

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

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

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



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

## **Our contribution:**

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

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

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

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

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

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

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

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

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

## Performance Summary for 2020/21

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

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

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

### Our Focus for 2021/22

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

**We will do this by:**

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

## Our contribution:

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

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

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

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

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

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

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

## Performance Summary for 2020/21

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

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

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

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

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

- over 1,000 local businesses responded to our Business Barometer survey in May 2020. 80% reported a loss of income due to the pandemic. Throughout the pandemic, we regularly monitored local economic indicators to establish the ongoing impact of the recession on the economy.
  - business owners accessed support available through a number of different agencies and support schemes, with 63% of businesses accessing the Small Business Support Grant that we administered on behalf of the Scottish Government to over 6,200 local businesses.
  - we provided a range of advice and support to businesses and individuals, including:
    - distributing over £82m in grants
    - publishing a regular Business Bulletin, circulated to over 1,000 local businesses
    - tailored employability support to individuals made redundant
  - we secured £10M from the Tay Cities Deal, alongside Council funding, enabling the new City Hall museum project to start on site in February 2021, creating confidence and new construction jobs. The venue is projected to attract 160,000 additional visitors to Perth once complete in 2024.
  - we established a new Climate Change & Sustainable Development Team within Planning & Development.
  - we developed and implemented an accredited on-line adult learning offer to 110 adults to help people into employment, education and training.
  - on 31 March 2021, the Council approved the [Economic Wellbeing Plan](#) following consultation with the local business community, the wider community and other relevant organisations. The [Economic Wellbeing Plan](#) outlines a programme of actions of support for People, Business and Place. Subgroups have been established to progress projects and actions, and monitor impact
    - 86 residents accessed funding to support the creation of new, sustainable jobs utilising PKC Rural Employment Incentives, No One Left Behind funding and the Young Person's Guarantee. These employer offers create new opportunities for groups within our communities who have discernible barriers. All roles are either permanent or fixed term for at least 52 weeks.
    - Through new and existing channels of support, the Council has been awarded in excess of £2.1m to support our employability aims, allowing some temporary posts to be created to assist with client support. 3 additional programmes are already being delivered with this funding, aligned with other local actions e.g. Child Poverty Action Group.
    - Through the Parental Employment Support Fund (PESF) Futures for Families, we received £216k grant funding to support a flexible and user-based model of employability support for the parental groups identified in Every Child, Every Chance; tackling child poverty which addressed barriers to work, meeting the increasing challenge of in-work poverty and promoting fair working practices including payment of the Living Wage and skills and training grants Elev8.
    - 262 local residents were supported by the Skills and Employment Initiatives Team to aid progression and employment goals
  - the [Creative Exchange](#), an innovative project that transformed a former Perth school into a hub for artists and creative businesses was awarded regeneration project of the year by the Scottish Property Awards.
  - the Transformation of [St Paul's church](#) was completed in April 2021.
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- our cultural Trusts secured around £1.5m in emergency coronavirus funding support
- we were successful in our bid to move the Stone of Destiny to Perth as part of the new City Hall museum which will significantly boost tourism and the local economy.

## Our Focus for 2021/22

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

**We will do this by:**

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

## Our contribution:

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

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

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

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

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

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

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

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

## Performance Summary for 2020/21

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

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

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

## Our Focus for 2021/22

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

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

## Our contribution:

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

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

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

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

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

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

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## Performance Summary for 2020/21

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

- COVID-19 has had, and continues to have, a significant impact on waste and operational services. These impacts included changes in household behaviours affecting the volume and type of waste which resulted in increased contamination levels and a negative impact on the recycling rate. In addition, the temporary closure of many recycling and waste processing facilities throughout Perth and Kinross, had an impact on community cleanliness. However, Waste & Operational Services maintained full kerbside waste and recycling services to all domestic households and commercial customers throughout the pandemic. Operating under Scottish Government and industry guidance, utilising street sweeping and ground
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maintenance teams to maintain social distance, our dedicated crews and support staff ensured that our 100 bin collection routes were completed each week, providing over 100,000 weekly scheduled uplifts.

- we diverted 248 tonnes of material from landfill for reuse (0.3% of waste collected) and achieved this through maintaining effective partnerships with third sector organisations. This was a reduction from the previous year due to closure of Recycling Centres and reuse organisations.
  - parking charges were suspended from April to August 2020 to help key workers and reduce the need for people to handle cash, keeping them safer. During this period our Parking Team delivered essential food packages and pharmacy items to the most vulnerable households in our communities.
  - Local Action Partnerships allocated over £150,000 in grants to community groups responding to the hardships people faced during lockdown.
  - over 1,000 people registered as volunteers to help distribute food, leaflets and medication during lockdown. Our GIS database matched local volunteers quickly and effectively with people who needed support and our Community Support Team handled over 2,000 calls and emails from vulnerable people.
  - we produced a Volunteer Handbook and distributed over 20,000 advice leaflets to homes across Perth and Kinross on keeping safe and where to get support
  - during 2020/21, the number of communities with local resilience plans increased to 35. These plans prepare for localised incidents and catastrophic emergencies, identifying risks and actions to prevent or mitigate the impact on communities.
  - the [Cross Tay Link Road Scheme](#) received planning approval by the Planning and Development Management Committee in October 2020. The scheme is of significant strategic importance and will bring many key benefits to the area by:
    - delivering improved local and regional access in and around Perth,
    - enabling economic growth by releasing strategic development sites for housing and employment.
    - reducing traffic congestion pressure in and around Perth.
    - freeing up capacity to improve and promote sustainable travel options in line with the Perth City Plan.
    - and contributing towards meeting the objectives of the Air Quality Management Area.
  - 93% of all faults on the traffic network were rectified within the target time which is an improvement from the previous year's performance by 11%.
  - continued investment in the road network, targeting repairs at the right time, with resurfacing and surface dressing delivering further improvements to the condition of our roads.
  - in July 2020, Council agreed the Community Asset Transfer of the former Outdoor Centre at Kinloch Rannoch to Rannoch Community Trust. This was the first time that PKC has transferred an asset to a community group under the Community Asset Transfer provisions of the Community Empowerment (Scotland) Act.
  - we completed 85% of all Greenspace projects planned for the financial year of 2020/21 and 100% of projects involved community engagement.
  - the Cycling, Walking and Safer Routes grant funded £600,000 of works. Changes in travel patterns caused by the pandemic, particularly the increase in pedestrian and cycling activity, required additional investigation and design work by officers.
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- Spaces for People funding allowed us to install measures such as 20mph and 40mph speed limits in 44 towns and villages, school exclusion zones in eight areas, additional cycle parking, 'Green routes' in 3 rural areas and 2 Toucan crossings in Perth City centre.
- during the night of 11/12 August 2020, Perth and Kinross experienced the largest flood in almost 30 years. Significant flooding impacts were experienced across many communities with approximately 225 homes being flooded. We co-ordinated an initial response closing flood gates, deploying sandbags and pumps, then focussed on infrastructure repairs, reopening a main route in Glendevon with a temporary road bridge within 2 weeks of the storm.
- we successfully attracted funding of £4m for the Local Full Fibre Network which is currently connecting 136 council owned premises to gigabit speed broadband. The project scheduled to complete in September also includes £1m funding successfully approved from the Tay Cities Deal.
- the Intelligent Street Lighting project was completed and the first phase of the Smart Waste project and City Operations Centre, renewing all Perth's CCTV cameras is underway.
- public Wi-Fi was provided to Auchterarder, Blairgowrie, Crieff, Dunkeld, Aberfeldy, and Pitlochry with Kinross in the process of installation.
- we successfully launched with Scottish Government a CivTech challenge on visitor management in rural areas due to conclude at the end of August.

## Our Focus for 2021/22

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

**We will do this by:**

- establishing the Perth & Kinross Climate Change Commission to provide scrutiny and oversight to the Climate Change Plan and to champion and connect with our businesses and communities to enable delivery of our ambitious climate actions.
  - finalising the Climate Change Strategy for Perth and Kinross, setting out our plans and actions to lower our carbon usage, reduce our costs, and meet our obligations on upcoming regulatory requirements.
  - continuing to implement actions in local flood risk management plans, producing a final report for 2016-2022 and consulting to develop a new plan for 2022-2028
  - progressing road safety projects which underpin the Road Safety Framework to 2030 which sets out a long-term road safety, Vision Zero, where there are zero fatalities and injuries on Scotland's roads by 2050.
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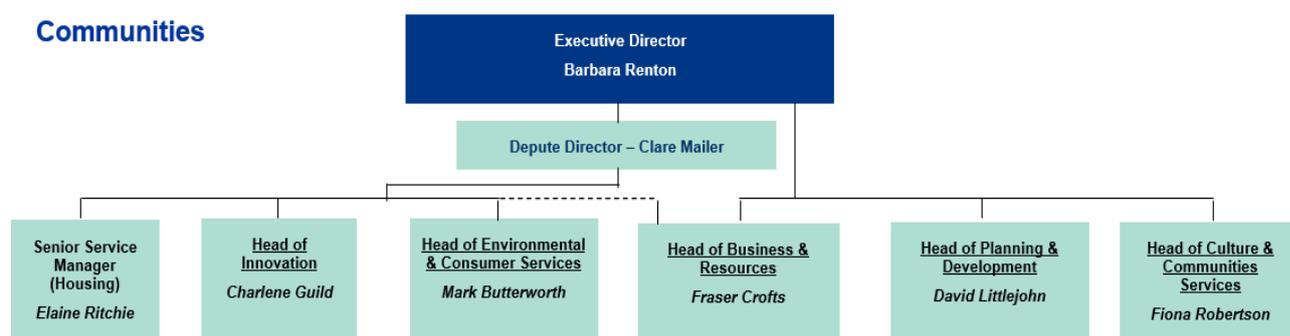
## APPENDIX 1

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

### Senior Management Structure of the Service

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



### Customer Focus and Community Engagement

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

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

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

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

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

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

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

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

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

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

### **Our priorities are to:**

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

## **Preparing our People for the Future**

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

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

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

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## APPENDIX 1

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

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

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

### **Our priorities are to:**

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

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

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

## **Partnership Working**

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

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

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

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

### Our priorities are to:

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

## Financial and Resource Management

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

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

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

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

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

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

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

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### Our priority is to:

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

## Performance, Self-Evaluation and Risk Management

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

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

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

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

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

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

### Our priority is to:

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

## Health and Safety

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

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

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

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

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

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## APPENDIX 1

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

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

#### Key Performance Indicators for 2020/21

*(Data covering to year end unless otherwise stated)*

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

#### Key Performance Indicators for 2020/21

*(Data covering to year end unless otherwise stated)*

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

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

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

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PROMOTING A PROSPEROUS, INCLUSIVE AND SUSTAINABLE ECONOMY

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

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

**Comments on performance during 2020/21 and targets:**

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

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

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

### Key Performance Indicators for 2020/21

*(Data covering to year end unless otherwise stated)*

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

#### Comments on performance during 2020/21 and targets:

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

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

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

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SUPPORTING PEOPLE TO LIVE INDEPENDENT, HEALTHY AND ACTIVE LIVES

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

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

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

**Comments on performance during 2020/21 and targets:**

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

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

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

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

**Comments on performance during 2020/21 and targets:**

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

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

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

**Comments on performance during 2020/21 and targets:**

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

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

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

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

**Comments on performance during 2020/21 and targets:**

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

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

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

APPENDIX 1

CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

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

APPENDIX 1

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

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
No of new publicly available social housing units including buy backs, conversions and empty homes conversions <b>(Housing and Communities Committee)</b>	246	250	246	200	200	200	200

**Comments on performance during 2020/21 and targets:**

Despite the impact of Covid-19, which closed down the building industry during the first quarter of 2020/21, there were still 246 completions during the year. PKC regularly reviews the Strategic Housing Investment Plan, both internally and with Registered Social Landlords and the Scottish Government's More Homes Team to ascertain progress towards delivery for completion.

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Overall % of new tenancies sustained for more than a year <b>(Housing and Communities Committee)</b>	86.2%	87.6%	86%	89%	90%	91%	92%

**Comments on performance during 2020/21 and targets:**

We have had a slight dip in our tenancy sustainment rates in two areas for 2020/21. Analysis these cases, highlight that many of the tenancies ending within 12 months were as a result of positive factors such as the outgoing tenant purchasing their own accommodation, moving to larger accommodation following a change in their household size and moving out with the area for employment reasons. A key priority for the service is to ensure that all tenants are provided with the right support and assistance to enable them to sustain their tenancy. A new framework was been implemented in January 2021, to ensure there is more robust ownership and accountability for tenancy sustainment across the housing service.

*The Scottish average for the % of new tenancies sustained for more than one year was 89.1% in 2019/20*

Indicator (Source)	Performance			Targets			
	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Average length of time taken (hours) to complete emergency repairs <b>(Housing and Communities Committee)</b>	3.54	3.04	2.76	4.0	4.0	4.0	4.0
% tenants satisfied with the repairs service <b>(Housing and Communities Committee)</b>	90.9%	98.6%	97.5%	92%	93%	94%	95%

APPENDIX 1

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

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

**Comments on performance during 2020/21 and targets:**

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

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

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

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

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

APPENDIX 1

**Key Performance Indicators for 2020/21**

*(Data covering to year end unless otherwise stated)*

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

**Comments on performance during 2020/21 and targets:**

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

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

**Key Performance Indicators for 2020/21**

*(Data covering to year end unless otherwise stated)*

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

**Comments on performance during 2020/21 and targets:**

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

## CHANGED/DELETED PERFORMANCE INDICATORS

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