

Local Government Benchmarking Framework



2020/21

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Overview



Background

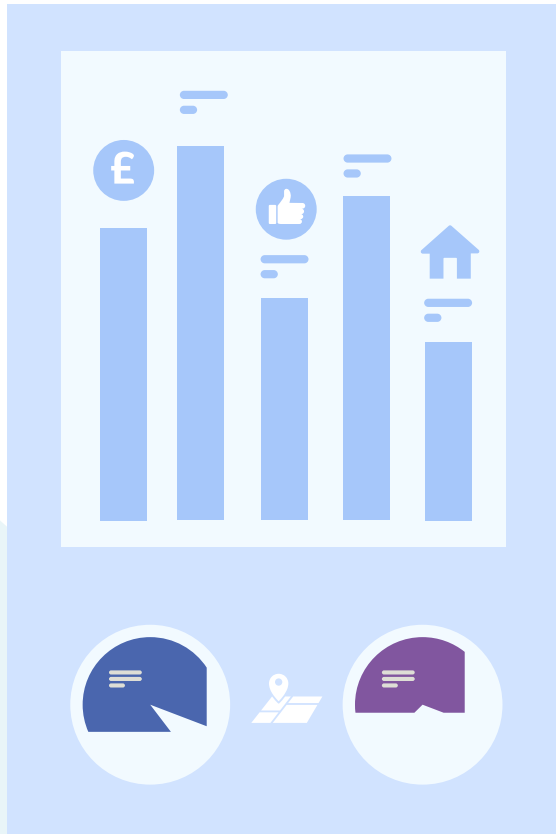
The Local Government Benchmarking Framework (LGBF) was developed by the Improvement Service, on behalf of SOLACE (Society of Local Authority Chief Executives), in 2012. The purpose of the Local Government Benchmarking Framework is to:

- **help councils and their services better understand why they achieve their current performance levels;**
- **build our understanding of where Council performance varies; and**
- **help identify and share good practice across councils.**

All Scottish local authorities have worked together to report on services which can be compared both across councils and year-on-year. This information takes the form of specific 'indicators' that measure aspects of performance. The indicators cover seven service areas which are: Children's Services, Corporate Services, Adult Social Care, Culture and Leisure Services, Environmental Services, Housing and Economic Development. The data is gathered from a number of sources.

LGBF data for 2020/21 was published by the Improvement Service on 4 March 2022 via an online tool called '[MyLocalCouncil](#)', which can be accessed on the [Council's website](#). The Improvement Service also produced a [National Overview Report 2020/21](#), in line with normal practice.

The LGBF suite of indicators is only part of our performance measures and there is more detail about our performance against our strategic objectives for 2020/21 in our Annual Performance Report and Service Annual Performance Reports available on [our website](#).

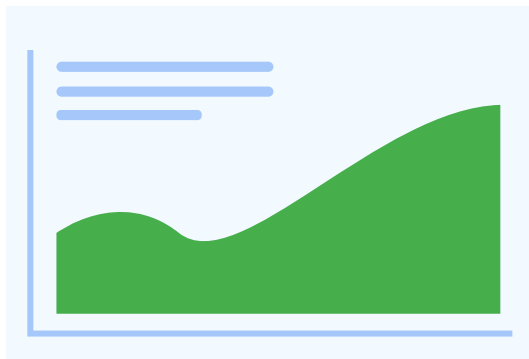


National Context

The following national context has been lifted from the 2020/21 LGBF National Overview Report, which provides analysis and interpretation of data gathered from across Scotland.

This year's report introduces data from 2020/21 and provides an evidence-based picture of the impact of the first year of COVID-19 on Local Government services and the lives of the communities it serves. It highlights the extraordinary effort and achievements delivered across Local Government during this exceptional period. The workforce has adapted quickly to meet new demands, maintain essential services and implement new ways of working. However, it also highlights that the impacts of the pandemic on our communities have been, and are likely to continue to be, borne unequally. LGBF data from 2020/21 reveals growing levels of poverty, financial hardship and inequalities. This is evidenced, for example: in the widening attainment gap in literacy and numeracy for primary pupils, and in positive destinations; increasing rent arrears and reducing Council Tax payments; and increasing levels of benefit claimants, particularly in 18-25-year-olds.

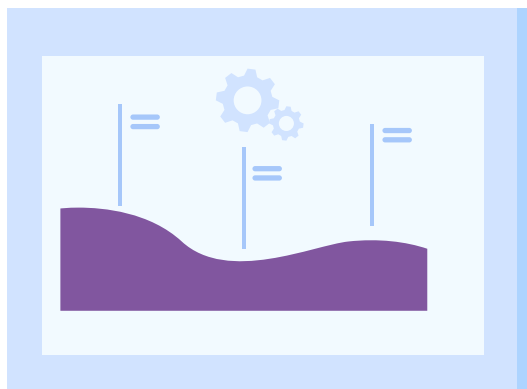
In 2020/21, councils faced exceptional conditions as a result of COVID-19 which led to significant additional costs, loss of income and undelivered savings. As a result, Scottish Government made additional funding available to councils directly to help mitigate the financial impacts of COVID-19, with funding for the year totalling £1.5 billion. Prior to COVID-19, funding for councils had not been increasing at a sufficient pace to keep up with demands, including: growing demographic pressures; increasing costs, including the impact of living wage and pay settlements; additional impacts on demand from increasing levels of poverty; and higher public expectations. Councils have also faced increasing national policy and legislative demands, with a growing proportion of funding which has been ring-fenced for these initiatives. Through legislation and Scottish Government policy, expenditure within social care and education continues



to be sustained and enhanced. As these areas account for over 70% of the benchmarked expenditure within the LGBF, this therefore has a disproportionate effect on other Council services. This means they are increasingly in scope to bear a disproportionate share of current and future savings.

The COVID-19 pandemic has introduced new complexity in relation to the 2020/21 LGBF dataset which will be important when interpreting the data and making comparison with previous years and with other councils. These include: the significantly altered delivery and operating landscapes during this period; data timeliness issues; methodological breaks and data gaps; and the impact of COVID-19-related inflation on expenditure patterns.

While the COVID-19 pandemic has had an unprecedented impact on all councils, local areas experienced the impacts of this pandemic differently. Responses to COVID-19 have exemplified the importance of 'local', with local solutions and responses to local needs and issues, varying both between and within authorities. LGBF performance and expenditure data from 2020/21 reveal substantial variation in both the direction and scale of impacts.



Perth and Kinross Context

In previous years, we have used this report to present both how we compare to others, alongside the progress we have made against the LGBF indicators over a reporting period. This year, however, the unprecedented impact of COVID-19 and our response to the pandemic means we have taken a different approach and provided current year data only, without year-on-year trend information. This is in keeping with the approach taken regarding the [2020/21 Annual Performance Report](#).

This approach allows for benchmarking against other local authorities, our family groups and the national average whilst acknowledging the difficulty in making judgements about trends within our own data, as it may not be comparable with previous years. Information on data over time is available on the online LGBF toolkit, however, caution should be used in interpreting trend data over time as outlined within the National Context.

Family groups are the sub-groupings of local authorities that are similar in characteristics, ie in terms of the type of population that they serve (eg relative deprivation) and the type of area in which they serve them (eg urban, semi-rural, rural). There are eight local authorities within each family group, and these have been established where similar features exist across councils, to allow for more detailed benchmarking purposes. Further details of family groupings can be found on the [Improvement Service website](#).

The report includes 2020/21 data for each of the LGBF Indicators, the Scottish and family group averages, the data range (excluding island Councils as these are often outliers) and our rank position out of the 32 local authorities.

In 2020/21, we compared our position against the Scottish averages. Of the non-cost performance indicators that had data available, 32 PIs performed better than the Scottish average (52%), and 30 PIs performed below the Scottish average (48%). This is a similar position to last year.

Rankings

All 62 non-cost performance indicators (PIs) with 2020/21 data available have been ranked in terms of their performance out of 32 local authorities, reflecting each local authority in Scotland. They are then divided into four groups, known as quartiles. Higher quartiles indicate more favourable rankings.

Below provides a summary of how Perth & Kinross Council compares to all other local authorities in Scotland. Of the 62 indicators:

- **12 indicators (20%) are in the upper quartile;**
- **20 indicators (32%) are in the upper middle quartile;**
- **20 indicators (32%) are in the lower middle quartile; and**
- **10 indicators (16%) are in the lower quartile.**

Just over a half of the PIs for Perth & Kinross Council are sitting in the top two quartiles (52%).

Table 1 shows the quartile information for performance indicators by service area.

Table 1

Service Area	Total Number of Non-cost PIs	Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile	
		%	(Count)	%	(Count)	%	(Count)	%	(Count)
Children's Services	19	11%	(2)	32%	(6)	42%	(8)	15%	(3)
Corporate Services	9	33%	(3)	22%	(2)	33%	(3)	11%	(1)
Adult Social Care	9	33%	(3)	33%	(3)	11%	(1)	22%	(2)
Culture and Leisure Services	0	-	(0)	-	(0)	-	(0)	-	(0)
Environmental Services	8	-	(0)	38%	(3)	38%	(3)	25%	(2)
Housing Services	5	20%	(1)	20%	(1)	60%	(3)	-	(0)
Economic Development	12	25%	(3)	42%	(5)	17%	(2)	17%	(2)
Totals	62	20%	(12)	32%	(20)	32%	(20)	16%	(10)

Tables 2 and 3 below show the performance indicators which are sitting within the highest (upper) and lowest (lower) quartiles for 2020/21.

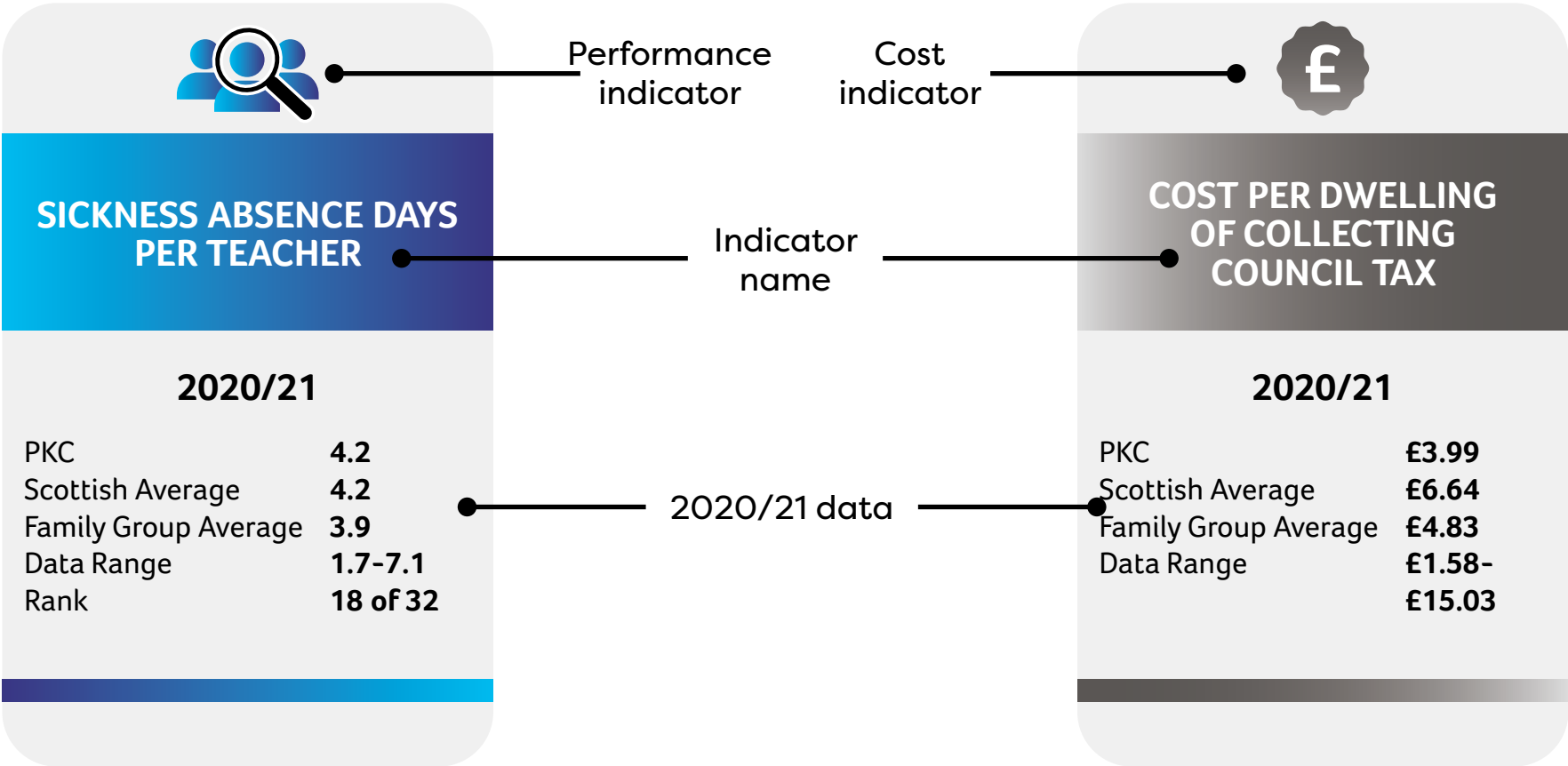
Table 2

Indicators in Upper Quartile
Proportion of pupils entering positive destinations
Overall average total tariff
The gender pay gap (%)
Sickness absence days per employee (non-teacher)
% of income due from Council Tax received by the end of the year
Self-Directed Support (Direct Payments + Managed Personalised Budgets) spend on adults 18+ as a % of total social work spend on adults 18+
Percentage of carers who feel supported to continue in their caring role
Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)
Average number of days taken to complete non-emergency repairs
Average time per business and industry planning application (weeks)
Gross Value Added (GVA) per capita
Claimant Count as a % of Working-Age Population

Table 3

Indicators in Lower Quartile
% of pupils from deprived areas gaining 5+ Awards at Level 6 (SIMD)
Average total tariff SIMD quintile 2
% of funded early years provision which is graded good/better
Proportion of internal floor area of operational buildings in satisfactory condition
% of people aged 65 and over with long-term care needs receiving personal care at home
Rate of readmission to hospital within 28 days per 1,000 discharges
% of A Class roads that should be considered for maintenance treatment
CO2 emissions area-wide: emissions within scope of LA per capita
Proportion of properties receiving superfast broadband
Immediately available employment land as a % of total land allocated for employment purposes in the local development plan

Understanding the PIs



Children's Services

National Picture

Senior Phase attainment levels are higher in 2020/21 than in previous years. An alternative model of certification was adopted which awarded grades based on teacher assessments which were subject to a rigorous moderation process. However, due to the different approaches used in 2020 and 2021, results are not directly comparable. On a national level, over the long-term there has been significant improvement in performance and outcomes across key aspects of the service, including for the most vulnerable. However, while the full impact of COVID-19 on children's services will only become clear over a longer period of time, early evidence in this year's LGBF highlights concerns in relation to some educational outcomes, positive destinations and participation rates particularly for the most deprived.

In 2020/21, real spending on education continued to increase (by 0.6%), driven by a 19.6% increase in Pre-School expenditure, resulting from the continued roll-out of the 1140 hours expansion programme. At the

same time and, as a result of COVID-19-related inflation, Primary and Secondary expenditure has fallen by 2.3% and 2.0% respectively.

The participation rate increased in 2020/21, due to an increase in young adults remaining in or re-entering education, although pupil attendance rates fell in 2020/21, with a larger reduction for those councils serving the most-deprived communities.

Perth and Kinross Performance

Cost-based indicators are generally close to the Scottish average. The Pre-School sector spending reflects the increasing funding towards 1140 hours of Early Years provision, while Primary and Secondary show a reduction in direct spend during COVID-19.

There are positive signs of continued improvement in educational attainment across the board, from Broad General Education to the Senior Phase. The attainment of Curriculum for Excellence levels has improved, compared to the national average,

in both Literacy and Numeracy, and there are improvements in several key measures in the senior phase. However there are also indications of a persistent and, in places, widening gap between pupils from more-deprived areas and those from less-deprived areas. The Average Total Tariff in Perth and Kinross is below the national average for each individual Scottish Index of Multiple Deprivation (SIMD) quintile, however due to the distribution of SIMD within Perth and Kinross, the overall average is 1,036 in 2020/21, performing above the Scottish average, and nationally we are ranked eighth. The [Tariff score](#) for a learner is the total number of tariff points for the awards they achieve, taking account of only their latest and best attainment in each subject based on the Scottish Credit and Qualifications Framework (SCQF) level of the course; whether the full course has been undertaken and assessed; and the grade achieved for the course. The proportion of pupils gaining 5 or more awards at SCQF levels 5 and 6 are also above the national average, ranked 12th and 10th respectively. However, we are slightly below the Scottish averages for Literacy and Numeracy for Primary School pupils.

The impact of COVID-19 is also, as expected, evident in attendance and participation rates. The participation rate for 16-19-year-olds in Perth and Kinross remains high, ranked ninth in Scotland and well above the Scottish average.

A number of indicators, particularly those in relation to Looked-After Children, have yet to be published and will be made available after the May 2022 data refresh.

Addressing deprivation-related attainment gaps remains at the core of our Raising Attainment Strategy and school leaders and practitioners across the local authority continue to deepen their understanding of the challenges and barriers for children and young people living in the most deprived communities and circumstances. In addition, focussed support has been given to schools to analyse a range of data and to plan effectively. A focus on Pupil Equity Funding (PEF) has included support from the Attainment Advisor and regular Equity Network meetings, focussed on rural and urban poverty, attendance and overcoming barriers, are undertaken.

Literacy and Numeracy strategies provided a framework for professional learning, training and support across Early Years, Primary and Secondary sectors and we have continued to grow our Literacy and Numeracy Leader networks. Training in evidence-based approaches continued to be provided for all settings to support practitioners in delivering targeted interventions designed to increase attainment and close the poverty-related attainment gap, including a tool to support the planning, tracking and evaluation of the Pupil Equity Fund. This was designed to ensure effective use of PEF by schools by embedding a consistent set of planning and tracking tools.

Care should be taken when making comparisons over time in educational attainment, due to the different models of external assessment which have been in place since 2020.

PKC Improvement Actions

We have focussed interventions on communication, language and play in the early years to address the emerging evidence of the impact of the pandemic on development in young children. We are focussed on raising attainment in Literacy and Numeracy, within Broad General Education and Senior Phase, through a combination of universal and targeted interventions.

We are continuing to take action to address deprivation-related attainment gaps through the Raising Attainment Strategy. This will build on evidence-based interventions which are targeted at reducing attainment gaps.

We are developing further enhancement to Digital Learning and Infrastructure.

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We continue development of Secondary Curriculum. This will include a full review of our senior phase curricular offer to widen subject choice and maximise attainment.

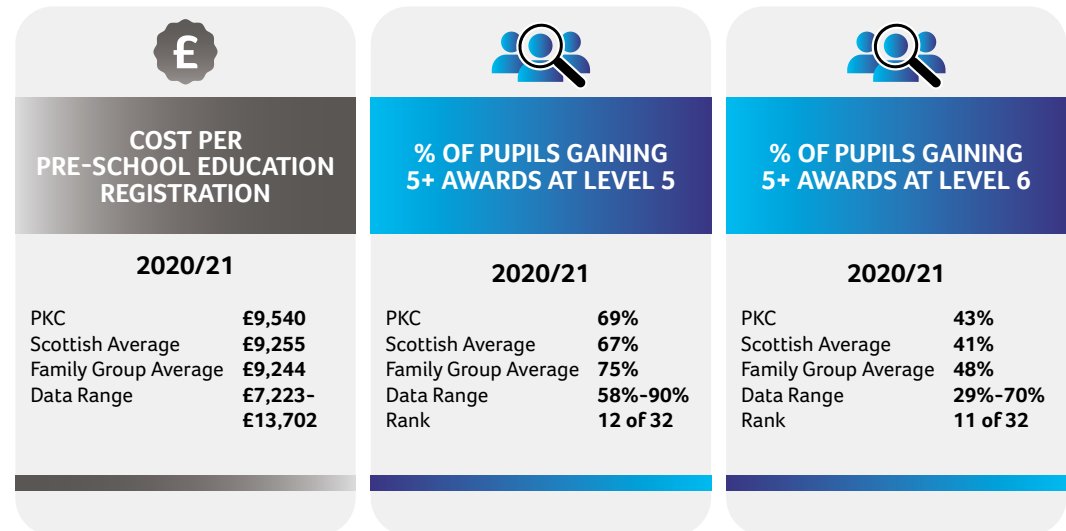
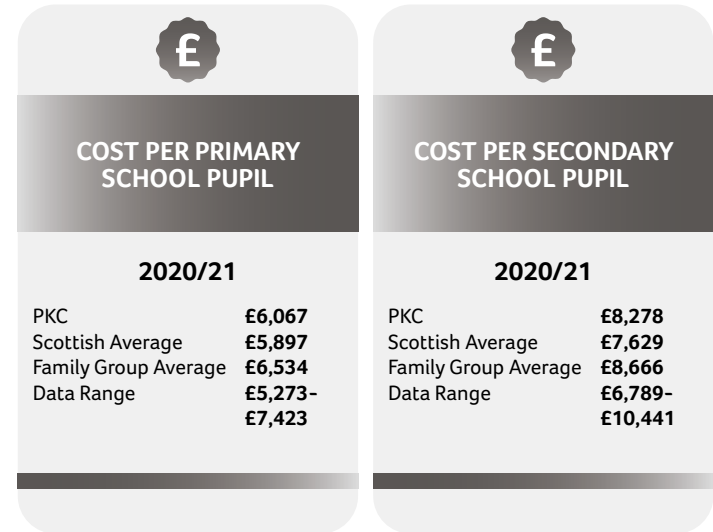
We are taking action to enhance support to schools in further developments of Broad General Education and Scottish Qualifications Authority Assessment and Moderation models. Our services will also continue to improve post-school transitions and positive destination outcomes for all young people.

A number of interventions to address attendance issues have been trialled in all sectors and new roles for support staff have been piloted.

We have strengthened the focus of the Raising Attainment Board on child poverty and family support.

PKC is in family group one for Children's Services. Family group one comprises the following Councils: East Renfrewshire, East Dunbartonshire, Aberdeenshire, Edinburgh (City of), Perth & Kinross, Aberdeen City, Shetland Islands and Orkney Islands.

Note: Figures may have been rounded for simplicity and ease of interpretation.





% OF PUPILS FROM DEPRIVED AREAS GAINING 5+ AWARDS AT LEVEL 5 (SIMD)

2020/21

PKC	47%
Scottish Average	49%
Family Group Average	54%
Data Range	36%-79%
Rank	15 of 32



% OF PUPILS FROM DEPRIVED AREAS GAINING 5+ AWARDS AT LEVEL 6 (SIMD)

2020/21

PKC	16%
Scottish Average	23%
Family Group Average	28%
Data Range	13%-43%
Rank	25 of 32



PROPORTION OF PUPILS ENTERING POSITIVE DESTINATIONS

2020/21

PKC	96.5%
Scottish Average	95.5%
Family Group Average	96.5%
Data Range	91.0%-98.6%
Rank	5 of 32



OVERALL AVERAGE TOTAL TARIFF

2020/21

PKC	1,036
Scottish Average	972
Family Group Average	1,101
Data Range	771-1,482
Rank	8 of 32



AVERAGE TOTAL TARIFF SIMD QUINTILE 1

2020/21

PKC	612
Scottish Average	688
Family Group Average	730
Data Range	435-1,069
Rank	20 of 32



AVERAGE TOTAL TARIFF SIMD QUINTILE 2

2020/21

PKC	729
Scottish Average	817
Family Group Average	933
Data Range	616-1,151
Rank	25 of 32



AVERAGE TOTAL TARIFF SIMD QUINTILE 3

2020/21

PKC	961
Scottish Average	975
Family Group Average	998
Data Range	758-1,337
Rank	18 of 32



AVERAGE TOTAL TARIFF SIMD QUINTILE 4

2020/21

PKC	1,067
Scottish Average	1,108
Family Group Average	1,131
Data Range	879-1,517
Rank	19 of 32



AVERAGE TOTAL TARIFF SIMD QUINTILE 5

2020/21

PKC	1,285
Scottish Average	1,320
Family Group Average	1,328
Data Range	965-1,626
Rank	16 of 32



% OF P1, P4 AND P7 PUPILS COMBINED ACHIEVING EXPECTED CFE LEVEL IN LITERACY

2020/21

PKC	65%
Scottish Average	67%
Family Group Average	70%
Data Range	49%-86%
Rank	19 of 32



% OF P1, P4 AND P7 PUPILS COMBINED ACHIEVING EXPECTED CFE LEVEL IN NUMERACY

2020/21

PKC	72%
Scottish Average	75%
Family Group Average	78%
Data Range	60%-90%
Rank	19 of 32



LITERACY ATTAINMENT GAP (P1, P4, P7 COMBINED) - % POINT GAP BETWEEN THE LEAST DEPRIVED AND MOST DEPRIVED PUPILS

2020/21

PKC	27
Scottish Average	25
Family Group Average	25
Data Range	18-38
Rank	18 of 32



NUMERACY ATTAINMENT GAP (P1, P4, P7 COMBINED) - % POINT GAP BETWEEN THE LEAST DEPRIVED AND MOST DEPRIVED PUPILS

2020/21

PKC	24
Scottish Average	21
Family Group Average	21
Data Range	13-31
Rank	19 of 32



% OF FUNDED EARLY YEARS PROVISION WHICH IS GRADED GOOD/BETTER

2020/21

PKC	86%
Scottish Average	91%
Family Group Average	91%
Data Range	82%-98%
Rank	28 of 32



SCHOOL ATTENDANCE RATE

2020/21

PKC	92%
Scottish Average	92%
Family Group Average	94%
Data Range	90%-95%
Rank	20 of 32



PARTICIPATION RATE FOR 16-19 YEAR-OLDS (PER 100)

2020/21

PKC	93.6%
Scottish Average	92.2%
Family Group Average	94.0%
Data Range	89.4%-97.2%
Rank	9 of 32



% OF CHILDREN LIVING IN POVERTY (AFTER HOUSING COSTS)

2020/21

PKC	23%
Scottish Average	24%
Family Group Average	19%
Data Range	16%-32%
Rank	9 of 32

Corporate Services and Financial Sustainability

National Picture

While digital transformation and other efficiency savings have enabled spending to reduce without detriment to overall performance, the impact of COVID-19 has reinforced the importance of these functions with key skills being required to support councils' responses to the pandemic. Against this backdrop, the effort and achievements delivered across Local Government services during this exceptional period have been extraordinary, and while the workforce has adapted quickly to meet new demands and implement new ways of working, it will be important to understand impacts on mental health, wellbeing and general fatigue.

Over the last decade there has been a significant reduction in the costs of running Council's Corporate Services. It is noted that rural authorities tend to have higher costs, however, they have experienced larger reductions in recent years.

All 32 authorities saw their Council Tax collection rates reduce in 2020/21, while two thirds saw costs reduce as councils purposefully stepped down

collection follow-up activities in recognition of the financial challenges facing communities.

Staff absence (non-COVID-19-related) reduced sharply in 2020/21, reducing by 35% for teachers and by 18% for non-teaching staff. However, the Gender Pay Gap widened slightly, with redeployment strategies, and the sharp growth in the number of cleansing and care staff employed in response to COVID-19 thought to be a contributing factor.

Perth and Kinross Performance

Corporate Services' performance has largely mirrored the national experience during 2020/21, the first full year of the COVID-19 pandemic. The requirement for most staff to work from home changed the way we work and meant resources, systems, processes, tools, and technology being deployed very differently. Working digitally and from home and recording COVID-19 absences differently has seen reductions in sickness absences for both teaching and non-teaching

staff in line with other organisations. Our sickness absence indicators continue to be impacted by the pandemic.

We maintained and further enhanced our support for employee's wellbeing through regular communication, access to coaching/listening ear, podcasts and wellbeing resources which highlighted support and signposted to facilities available to staff.

We provided significant financial support grants to vulnerable citizens and businesses. Resources were diverted from normal services to these new priorities, and this is reflected in how costs have been allocated. However, we were able to maintain our good level of Council Tax collection. Our asset management plans were disrupted with construction work stopping for a time. Resources were diverted to establishing and maintaining community support hubs and the setup of mass vaccination centres. This was followed by essential COVID-19 related works being required to ensure our schools and offices could reopen safely. This re-tasking of resources to deal with pandemic-

related property matters, and a change to our assessment method of satisfactory floor space, is reflected in our corporate asset indicators. We have carried out a reclassification of building types in collaboration with CIPFA. This has resulted in a significant increase to operational floor area of 14,735 m². This means the Corporate Asset Management Plan will more accurately reflect the current suitability of the entire estate, but it is likely to affect our benchmarked performance initially, as we are one of the first Councils in Scotland to make the change in the classification of our buildings.

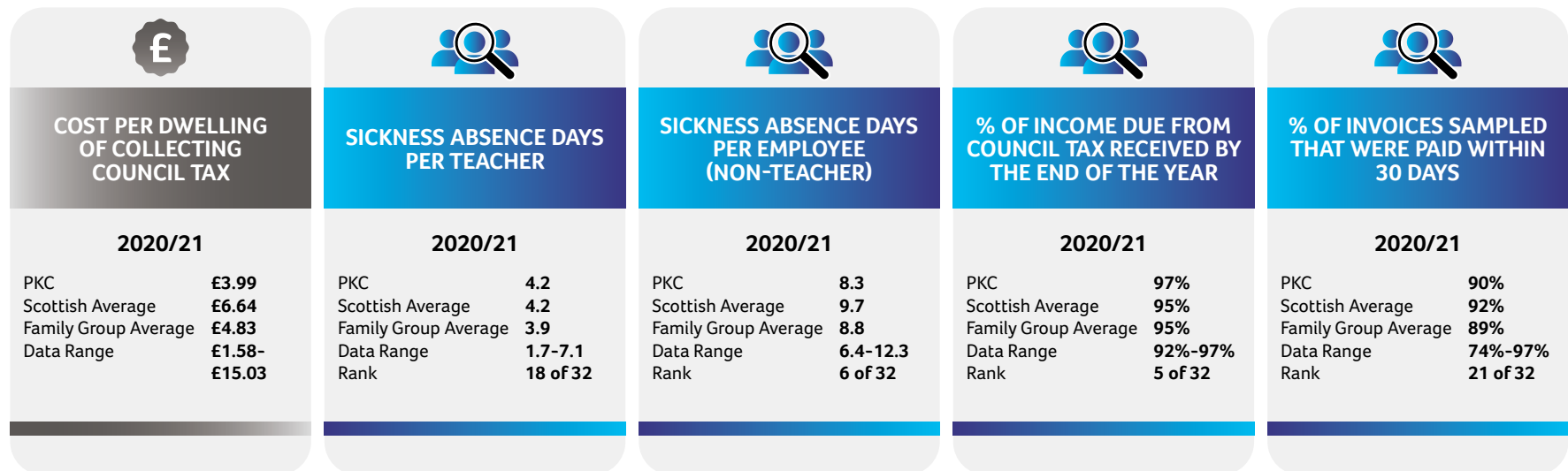
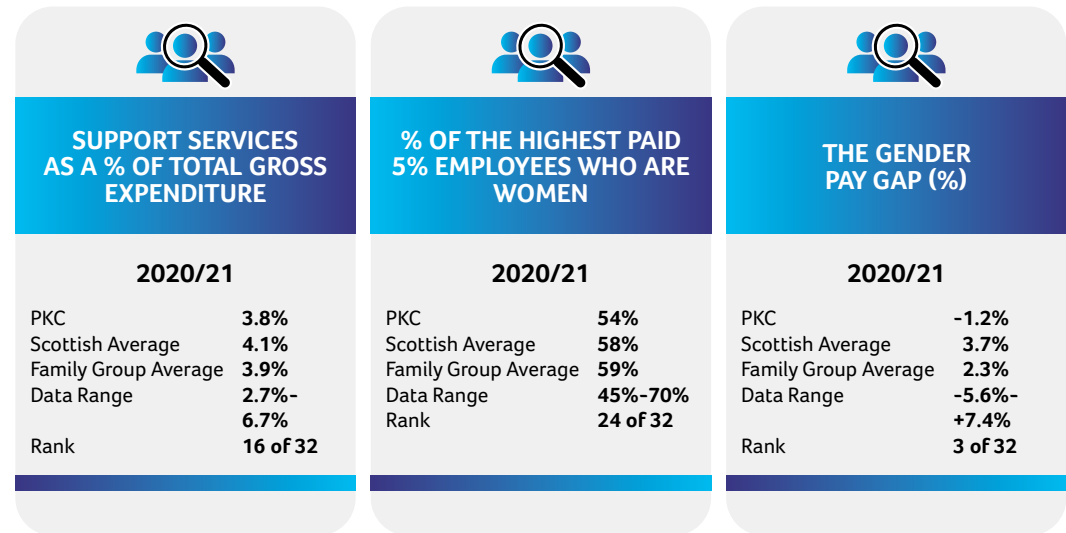
PKC Improvement Actions

We will continue our progress to support our employee wellbeing through a variety of learning opportunities, national campaigns, and regular communications. We will review the Employee Assistance offer introduced in November 2021 and continue to support employees and services with flexible/hybrid working and transformation.

We are in the process of preparing a new Corporate Property Asset Management Strategy which will align the programme of works for the medium term and deliver sustainable improvements in our property asset performance indicators.

PKC is in family group two for Corporate Services. Family group two comprises the following Councils: Perth & Kinross, Stirling, Moray, South Ayrshire, East Ayrshire, East Lothian, North Ayrshire and Fife.

Note: Figures may have been rounded for simplicity and ease of interpretation.





PROPORTION OF OPERATIONAL BUILDINGS THAT ARE SUITABLE FOR THEIR CURRENT USE

2020/21

PKC	91%
Scottish Average	82%
Family Group Average	89%
Data Range	67%-98%
Rank	10 of 32



PROPORTION OF INTERNAL FLOOR AREA OF OPERATIONAL BUILDINGS IN SATISFACTORY CONDITION

2020/21

PKC	85%
Scottish Average	89%
Family Group Average	88%
Data Range	67%-100%
Rank	25 of 32



TOTAL USEABLE RESERVES AS A % OF COUNCIL ANNUAL BUDGETED REVENUE

2020/21

PKC	30%
Scottish Average	24%
Family Group Average	22%
Data Range	7%-58%



UNCOMMITTED GENERAL FUND BALANCE AS A % OF COUNCIL ANNUAL BUDGETED NET REVENUE

2020/21

PKC	2.0%
Scottish Average	3.5%
Family Group Average	3.9%
Data Range	0.5%-7.2%



RATIO OF FINANCING COSTS TO NET REVENUE STREAM - GENERAL FUND

2020/21

PKC	7.8%
Scottish Average	6.2%
Family Group Average	6.6%
Data Range	2.0%-12.3%



RATIO OF FINANCING COSTS TO NET REVENUE STREAM - HOUSING REVENUE ACCOUNT

2020/21

PKC	23%
Scottish Average	23%
Family Group Average	20%
Data Range	7%-51%



ACTUAL OUT-TURN AS A % OF BUDGETED EXPENDITURE

2020/21

PKC	94%
Scottish Average	97%
Family Group Average	94%
Data Range	90%-102%

Adult Social Care

National Picture

The impact of COVID-19 on health and social care services has been significant. Its effects will continue within key areas including: the care home sector; frontline workforce; mental health and wellbeing services; and unpaid carers. These areas will continue to face significant challenges in coping with increased demand, whilst maintaining the same level of care.

Expenditure has increased by 18% in real terms between 2010/11 and 2020/21, with a 1.6% increase in 2020/21. The exceptional rate of inflation during 2020/21 should be noted when interpreting expenditure trends.

Across the suite of measures, there have been year-on-year reductions in satisfaction across each element nationally.

Influenced significantly by COVID-19, delayed discharges reduced by 37% in 2020/21, while the rate of readmissions within 28 days increased by 14.7%.

There has been continued progress in shifting the balance of care between acute and institutional settings to home or a homely setting, with the overall proportion of people who need personal care being cared for at home within their own community increasing.

In 2020/21, the proportion of total social work spend allocated via Direct Payments and Personalised Managed Budgets rose from 7.8% to 8.2%, while Adult Care services graded 'good' or better in Care Inspectorate inspections increased from 81.8% to 82.5%.

Perth and Kinross Performance

In contrast with the national trend, Home Care expenditure per hour for people aged 65 or over and residential expenditure per week per resident (for people aged 65 or over) has decreased. Subsequently, in respect to both measures our expenditure is below the national average.

Our service satisfaction levels, as established through the Health and Care Experience (HACE) survey

of service users, which was last undertaken in 2019, follow the national trend. An exception relates to service users who agree that they were supported to live as independently as possible and for which we rank at 12 in 2020/21. Satisfaction measures remain above the Scottish average, especially for Carer satisfaction, for which we rank 8 nationally. We are currently piloting a patient/service user feedback survey which aims to improve feedback and service user voice in targeting improvement actions.

While COVID-19 has had a significant impact on bed days occupied in 2020/21, investments in community-based services combined with the impact of our hospital discharge team have underpinned improvements in our comparative performance. The level of delayed discharge in Perth and Kinross is below the Scottish average and in 2020/21 we were ranked 5 in Scotland.

Like the national trend, our rate of readmissions to hospital has increased over the reporting period. The [Older Peoples Strategic Delivery Plan](#) for 2022-25 aims to reverse this. Due to

variances in recording practices, it is not possible to make comparisons across the benchmarking group or Scotland overall.

The proportion of care services graded 'good' or better in Care Inspectorate inspections was 89% for 2020/21, above the Scottish average of 82%.

We remain above the Scottish average, currently ranking 5 nationally, for expenditure on Self-Directed Support for adults. However, there is still room for improvement for people aged 65 and over with long-term care needs and receiving personal care at home.

PKC Improvement Actions

The COVID-19 pandemic had a sustained impact on the delivery of adult health and social care services throughout 2020/21. From the early stages, the focus has, rightfully, been on the preservation of life and the provision of care and support to those most in need. To achieve this, we have taken a person-centred and rights-based approach.

We have experienced considerable workforce challenges and staffing pressures. To mitigate this, in line with Scottish Government expectations, a three-year workforce plan will be implemented in 2022.

As we continue to remobilise service delivery and recover from the impacts of COVID-19 we are progressing work to support people to live as independently as possible, providing the right care and treatment at the right

time in the right place. This is underpinned by significant additional investment and the strategy set out in the following:

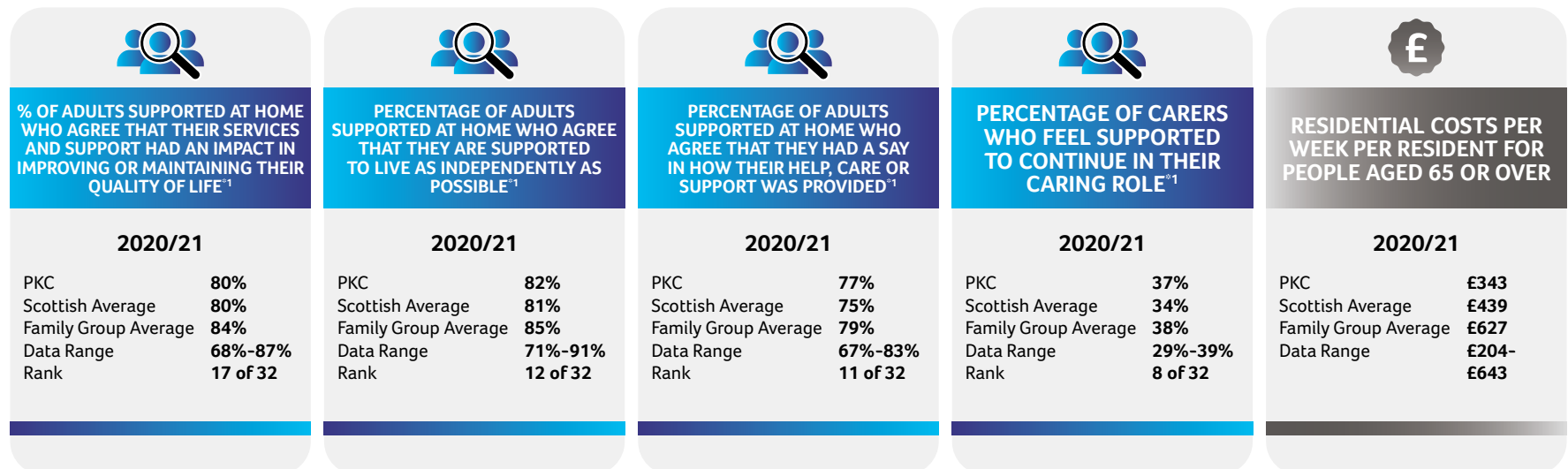
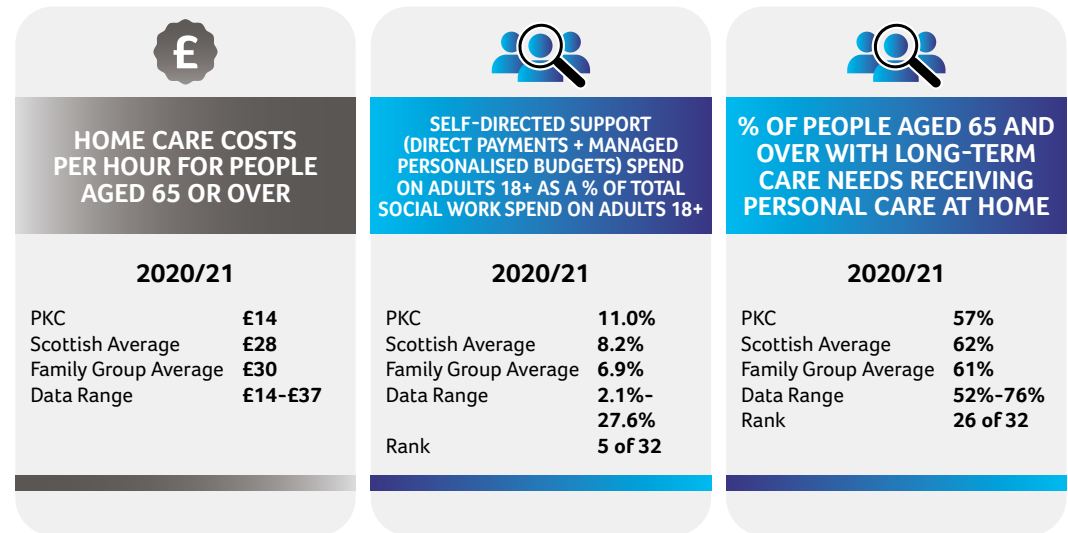
- [Community Mental Health and Wellbeing Strategy](#)
- [Learning Disability/Autism Strategic Delivery Plan and](#)
- [Strategic Delivery Plan for Older Peoples.](#)

Performance frameworks for each of these strategic plans have been developed that will allow us to robustly measure success moving forward.

PKC is in family group one for Adult Social Care. Family group one comprises the following Councils: East Renfrewshire, East Dunbartonshire, Aberdeenshire, Edinburgh (City of), Perth & Kinross, Aberdeen City, Shetland Islands and Orkney Islands.

Note: Figures may have been rounded for simplicity and ease of interpretation.

*1 Reported every second year - 2020/21 columns refer to 2019/20 data





RATE OF READMISSION TO HOSPITAL WITHIN 28 DAYS PER 1,000 DISCHARGES

2020/21

PKC	141
Scottish Average	120
Family Group Average	111
Data Range	86-164
Rank	28 of 32



PROPORTION OF CARE SERVICES GRADED 'GOOD' (4) OR BETTER IN CARE INSPECTORATE INSPECTIONS

2020/21

PKC	89%
Scottish Average	82%
Family Group Average	87%
Data Range	76%-97%
Rank	10 of 32



NUMBER OF DAYS PEOPLE SPEND IN HOSPITAL WHEN THEY ARE READY TO BE DISCHARGED, PER 1,000 POPULATION (75+)

2020/21

PKC	197
Scottish Average	484
Family Group Average	284
Data Range	151-909
Rank	5 of 32

Culture and Leisure

National Picture

Due to COVID-19, and a range of national restrictions on facilities and services, 2020/21 saw a decrease in visitor numbers across sports and leisure facilities (-91.3%), museums and galleries (-68.4%) and libraries (-33.8%). The latter saw a relatively smaller reduction due to an increase in 'virtual' visits and creation of alternative services such as Click and Collect where practical.

In the decade prior to the COVID-19 pandemic, public satisfaction for all culture and leisure services apart from parks/open spaces had declined. This may be attributable to declining public finances which necessitated service reductions, plus other factors including digital and technological change. COVID-19 restrictions meant that many services and buildings closed for extended periods in 2020/21, and there is not yet sufficient data to show any meaningful trends as we continue to emerge from the pandemic. Performance data for 2020/21 is not yet available.

Perth and Kinross Performance

In 2020/21, our expenditure on sports and leisure facilities increased due to the COVID-19 pandemic.

This is attributable to fewer usages whilst buildings were closed, and expenditure had to be maintained for key overheads. Additionally, capital spend was required on key facilities, including Perth Leisure Pool, which has impacted on this figure. Meanwhile, culture services received additional emergency funding from central government, meaning that our overall expenditure was lower.

Our costs per visit for museums and galleries increased in line with the national trend, although our costs per visit is lower than the national average. However, libraries costs per visit reduced, unlike the national trend which demonstrated an increase.

Our costs for parks and open spaces reduced in line with the national trend, although we are higher than the national average.

COVID-19 significantly impacted these services during 2020/21, with extended periods when facilities and services were closed or operating in very limited ways. This will have affected resident satisfaction levels and attendance. Performance data for 2020/21 is not yet available, however, Perth and Kinross satisfaction levels previously have been above the national average for all four indicators.

PKC Improvement Actions

Service Level Agreements for Arms Length External Organisations (ALEOs) delivering culture and leisure services are due for review in 2022/23, with revised KPIs and performance targets agreed. ALEOs will be asked to review and strengthen methodology for measuring customer satisfaction and the consultation and engagement processes used.

PKC is in family group two for Culture and Leisure Services. Family group two comprises the following Councils: Perth & Kinross, Stirling, Moray, South Ayrshire, East Ayrshire, East Lothian, North Ayrshire and Fife.

Note: Figures may have been rounded for simplicity and ease of interpretation.



COST PER ATTENDANCE AT SPORTS FACILITIES

2020/21

PKC	£111.58
Scottish Average	£40.36
Family Group Average	£67.97
Data Range	£9.73-£223.61



COST PER LIBRARY VISIT

2020/21

PKC	£0.78
Scottish Average	£2.88
Family Group Average	£6.08
Data Range	£0.77-£36.92



COST PER VISIT TO MUSEUMS AND GALLERIES

2020/21

PKC	£8.50
Scottish Average	£10.14
Family Group Average	£10.92
Data Range	£0.06-£1,242.65



COST OF PARKS AND OPEN SPACES PER 1,000 POPULATION

2020/21

PKC	£31,321
Scottish Average	£19,112
Family Group Average	£18,617
Data Range	£3,169-£42,733

Environment Services

National Picture

Environmental services are an area of significant spend for local authorities, and include waste management, street cleaning, roads services, trading standards and environmental health. These areas have experienced some of the largest budget reductions in recent years and councils face growing challenges in maintaining or improving performance levels. The financial pressures created by the COVID-19 pandemic are likely to exacerbate these challenges.

Overall spend on environmental services reduced by 4.5% in 2020/21. This includes reductions in waste disposal (-1.5%) and collection (-3.6%), street cleaning (-7%), trading standards and environmental health (-12%). Spending on roads has also fallen by 6.6%.

Alongside the overall reduction in spending on environmental services, there have been reductions in street cleanliness scores and recycling rates. The increase in household waste, due to COVID-19 and the national lockdown, contributed to the decline in recycling rates in 2020/21.

Perth and Kinross Performance

Our street cleanliness score remains high (93%) and above the national average (90%). Our recycling rates, like the national trend, has declined as COVID-19 had a significant impact on waste and operational services. However, our recycling rate of 49% is above the national average of 42% and we are ranked 10th in Scotland. 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 had an impact on community cleanliness. However, we 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 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.

While costs have decreased, our road conditions are similar to the Scottish average for B, C and U classed roads. In 2020/21, we are ranked 31st nationally for A class roads, however, improvements are already underway in relation to this indicator as detailed below.

CO2 emissions have seen an improvement which is in line with the national trend.

PKC Improvement Actions

A focus for the service is continued investment in the road network, targeting repairs at the right time, to deliver further improvements to the condition of our roads.

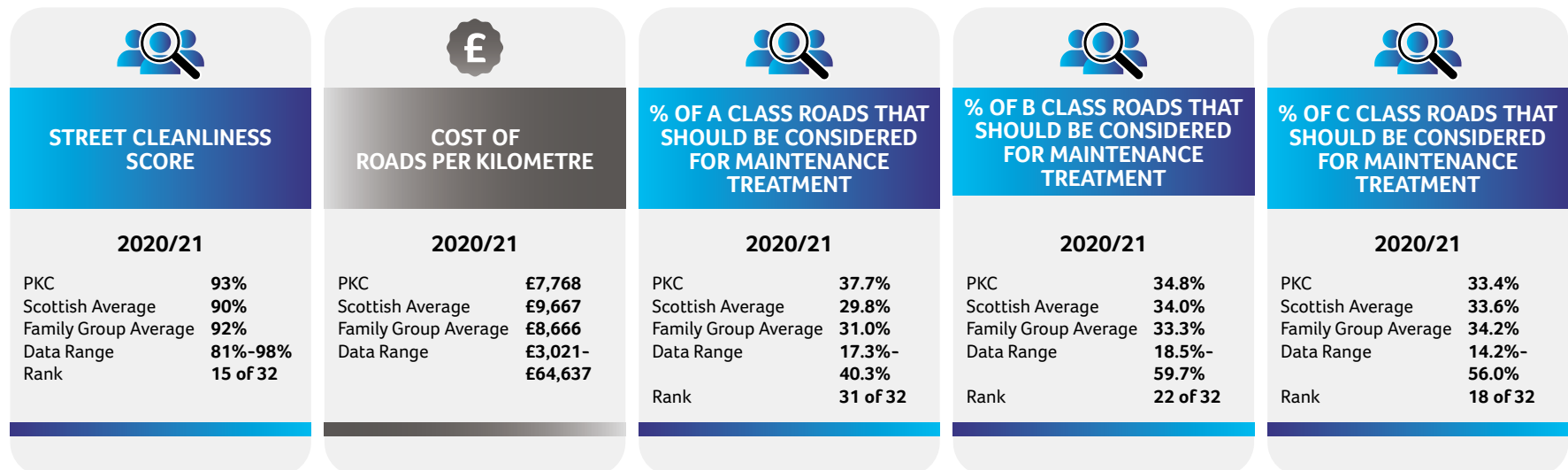
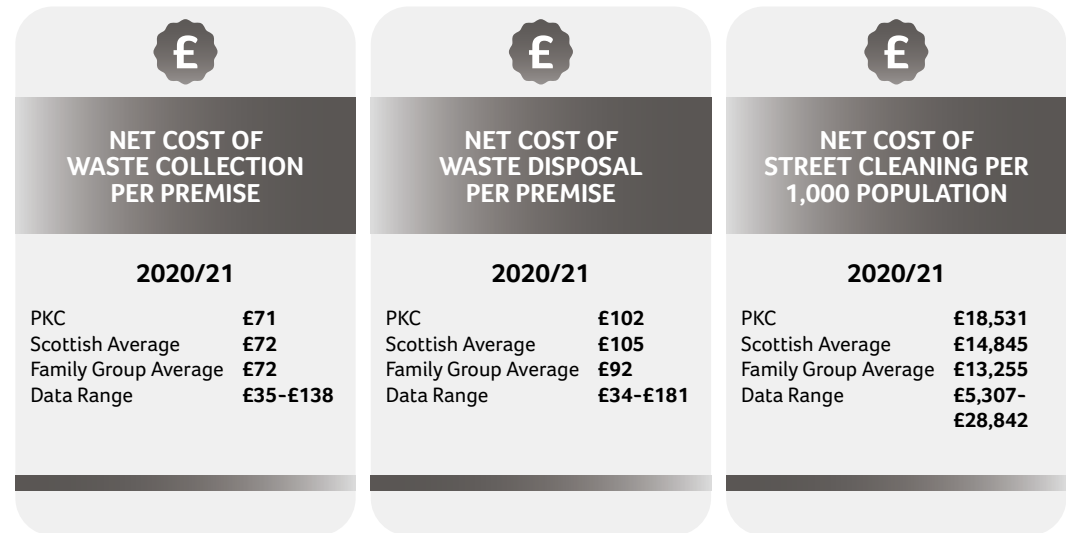
We have invested in additional staff to improve recycling at our recycling centres, and we plan to use social media and our kerbside recycling journey videos to promote kerbside recycling all year round. We will also promote national campaigns, such as Recycle Week, Pass it On Week and Love Food Hate Waste to promote community awareness, as well as benchmarking with other local authorities to learn from their performance.

To reduce our emission per-local resident, we will look to enhanced building design, construction and materials. We will also look to engage and educate residents to raising energy awareness across Council tenants and update the Council-wide carbon reduction plan. We continue to set energy consumption targets and monitor outcomes through data analysis.

PKC is in family group two for Environment Services. Family group two comprises the following Councils: Perth & Kinross, Stirling, Moray, South Ayrshire, East Ayrshire, East Lothian, North Ayrshire and Fife.

Note: Figures may have been rounded for simplicity and ease of interpretation.

*1 Data published with 1 year lag - 2020/21 columns refer to 2019/20 data





% OF U CLASS ROADS THAT SHOULD BE CONSIDERED FOR MAINTENANCE TREATMENT

2020/21

PKC	34.7%
Scottish Average	38.3%
Family Group Average	38.3%
Data Range	26.6%-58.7%
Rank	13 of 32



COST OF TRADING STANDARDS PER 1,000 POPULATION

2020/21

PKC	£3,331
Scottish Average	£5,857
Family Group Average	£4,900
Data Range	£1,891-£12,699



COST OF ENVIRONMENTAL HEALTH PER 1,000 POPULATION

2020/21

PKC	£11,395
Scottish Average	£12,606
Family Group Average	£10,965
Data Range	£6,662-£24,605



% OF TOTAL HOUSEHOLD WASTE ARISING THAT IS RECYCLED

2020/21

PKC	49%
Scottish Average	42%
Family Group Average	50%
Data Range	30%-58%
Rank	10 of 32



CO2 EMISSIONS AREA-WIDE PER CAPITA¹

2020/21

PKC	6.3
Scottish Average	5.7
Family Group Average	6.4
Data Range	3.1-14.0
Rank	21 of 32



CO2 EMISSIONS AREA-WIDE: EMISSIONS WITHIN SCOPE OF LA PER CAPITA¹

2020/21

PKC	6.1
Scottish Average	4.6
Family Group Average	5.6
Data Range	3.2-7.5
Rank	26 of 32

Housing Services

National Picture

Councils continue to manage their housing stock well, delivering sustained improvements in repair times and rent lost due to voids, and overseeing consistent and significant improvements in housing standards and energy efficiency. In contrast, however, rent arrears continues to increase which is reflective of the growing number of households facing financial hardship.

Rent lost to voids increased in the last 12 months to almost base year levels. In 2020/21, £17.1m was lost due to voids. Similarly, the level of rent arrears rose sharply in 2020/21, to 8.2%. While this may in part be due to the temporary ban on enforcing eviction orders, introduced as part of the COVID-19 response, it also reflects that some people faced a significant loss of income during the pandemic.

Perth and Kinross Performance

In 2020/21, our void rent loss increased to 1.11%, similar to the national trend. However, we performed better than the Scottish average (1.38%) and recognise that performance has been directly impacted by the pandemic.

Managing the void process was problematic in 2020/21 due to COVID-19 restrictions and ensuring people could move into properties safely throughout the lockdown period.

Our gross rent arrears performance in 2020/21 has been directly impacted by the pandemic. We took a tailored approach to our engagement with tenants to manage their personal situations regarding the impact of COVID-19. We experienced an increase in the number of our tenants applying for Universal Credit Housing Costs in the year (from 1,182 to 2,100).

Similar to the national trend, we have seen a reduction in the Scottish Housing Quality Standard (SHQS) pass rate over the past year and we are below the Scottish average. From 2021, a revised definition of the SHQS was introduced to reflect the new Energy Efficiency Standard for Social Housing (EESHS). This is a much higher standard to achieve than the previous standard which directly impacted on our SHQS pass rate. In terms of number of dwellings meeting the revised standard, this equated to approximately 6,254 properties resulting in 82% of our housing stock being energy efficient, which is slightly below the Scottish average of 86%.

Like the national trend, we have seen a reduction in the time taken to undertake non-emergency repairs, 5.1 days compared to the national average of 7.3 days. We are, however, ranked fifth nationally. This reduction is due to the focus being placed on emergency and urgent work during the height of the pandemic.

PKC Improvement Actions

We have reviewed our void management process to provide enhanced oversight and effective co-ordination of voids to ensure that void timescales and rent loss are kept to a minimum.

Through the delivery of our major capital improvement programmes, we are working effectively to meet the required higher SHQ standard.

Alongside our improvement programmes we are implementing a range of measures and activities to monitor compliance and ensure that standards are met.

Income maximisation activities continue to be a priority, with work ongoing to minimise the impact of the cost of living crisis and rent arrears.

PKC is in family group one for Housing Services. Family group one comprises the following Councils: East Renfrewshire, East Dunbartonshire, Aberdeenshire, Edinburgh (City of), Perth & Kinross, Aberdeen City, Shetland Islands and Orkney Islands.

Note: Figures may have been rounded for simplicity and ease of interpretation.



GROSS RENT ARREARS (ALL TENANTS) AS AT 31 MARCH EACH YEAR AS A % OF RENT DUE FOR THE REPORTING YEAR

2020/21

PKC	10.8%
Scottish Average	8.2%
Family Group Average	10.7%
Data Range	3.2%-12.1%
Rank	20 of 32



% OF RENT DUE IN THE YEAR THAT WAS LOST DUE TO VOIDS

2020/21

PKC	1.11%
Scottish Average	1.38%
Family Group Average	1.85%
Data Range	0.42%-4.43%
Rank	11 of 32



% OF COUNCIL DWELLINGS MEETING SCOTTISH HOUSING STANDARDS

2020/21

PKC	81%
Scottish Average	90%
Family Group Average	80%
Data Range	60%-99%
Rank	23 of 32



AVERAGE NUMBER OF DAYS TAKEN TO COMPLETE NON-EMERGENCY REPAIRS

2020/21

PKC	5.1
Scottish Average	7.3
Family Group Average	11.0
Data Range	3.2-18.0
Rank	5 of 32



% OF COUNCIL DWELLINGS THAT ARE ENERGY EFFICIENT

2020/21

PKC	82%
Scottish Average	86%
Family Group Average	81%
Data Range	57%-99%
Rank	19 of 32

Economic Development

National Picture

During 2020/21, Economic Development services across Scotland have been working at maximum capacity to deliver COVID-19 grant schemes on behalf of the Scottish Government, successfully awarding millions of pounds to businesses allowing them to stay afloat until such time they can again operate.

Overall, Economic Development and Tourism expenditure has reduced by 20% in 2020/21, decreasing from £600m to £480m. This represents a 4.7% increase in revenue expenditure and a 53% reduction in capital expenditure.

In 2020/21, councils invested an average of £88k per 1,000 population in Economic Development and Tourism, however amounts spent ranged significantly from £18k to £173k.

In terms of employment services, the percentage of unemployed people supported into work fell from 12.7% to 6.0% in 2020/21, while the claimant count rose from 3.3% to 6.1%. Claimant count rose faster among young people, increasing

from 3.9% to 7.2%, with much of this disproportionate impact driven by the fact that under-25s are more likely to work in COVID-19-impacted sectors (eg hospitality, retail and leisure). At the same time, the percentage of people in work earning less than the Living Wage reduced in 2020/21 from 16% to 15%.

In terms of infrastructure for business, the number of Business Gateway start-ups reduced significantly from 16 to 11 per 10,000 population.

Access to superfast broadband has continued to grow in 2020/21. Rural authorities have significantly lower rates of access than urban authorities, and digital connectivity is an increasingly important consideration in terms of economic competitiveness and inclusion, as was highlighted by COVID-19.

Perth and Kinross Performance

We have supported local businesses facing unrivalled challenges from the COVID-19 restrictions. More than £85m has been distributed to 7,000+

businesses. In addition, we have provided ongoing business support to start-ups and growing businesses through Business Gateway services, Growbiz and working closely with Perthshire Chamber of Commerce and Federation of Small Businesses. Support was via workshops, one-to-one advice, mentoring and accelerator programmes. We have also provided micro-grants to stimulate small-scale business investment. In addition to investment in businesses, we have developed strategic projects to drive place and business innovation. These projects will support the economic transition to a digital and technology driven economy. With partners, we also developed the Economic Wellbeing plan which set out a proposed set of actions to assist economic recovery and support growth over time.

In 2020/21, we invested £60k in economic development and tourism, below the Scottish average of £88k per 1,000 population.

Similar to the national trend, the number of unemployed people assisted into work has reduced (8.2%), although we are still above

the Scottish average (6.0%). During the same time, our claimant count has increased both for all ages and particularly 16-24-year-olds. For all ages, we are below the national average of 6.1% and are ranked seventh nationally at 4.5%. For 16-24-year-olds, we are again below the national average and ranked 10th nationally. Our performance in terms of the percentage of people earning less than the living wage is 25% and this is above the national average of 15%. This is going against the national trend, and we are ranked 24th nationally.

The number of Business Gateway start-ups per 10,000 population reduced across Scotland (11), whereas we increased the number of starts ups (18).

Land made available for employment purposes increased nationally to 39%, similarly we also increased, however are below the national average at 14%.

PKC Improvement Actions

We are pursuing investment into our local business, events and infrastructure with the aim of growing our economy and creating a larger volume of higher paying jobs. This should attract talent and skills to the area and retain and enhance the viability of our city and town centres.

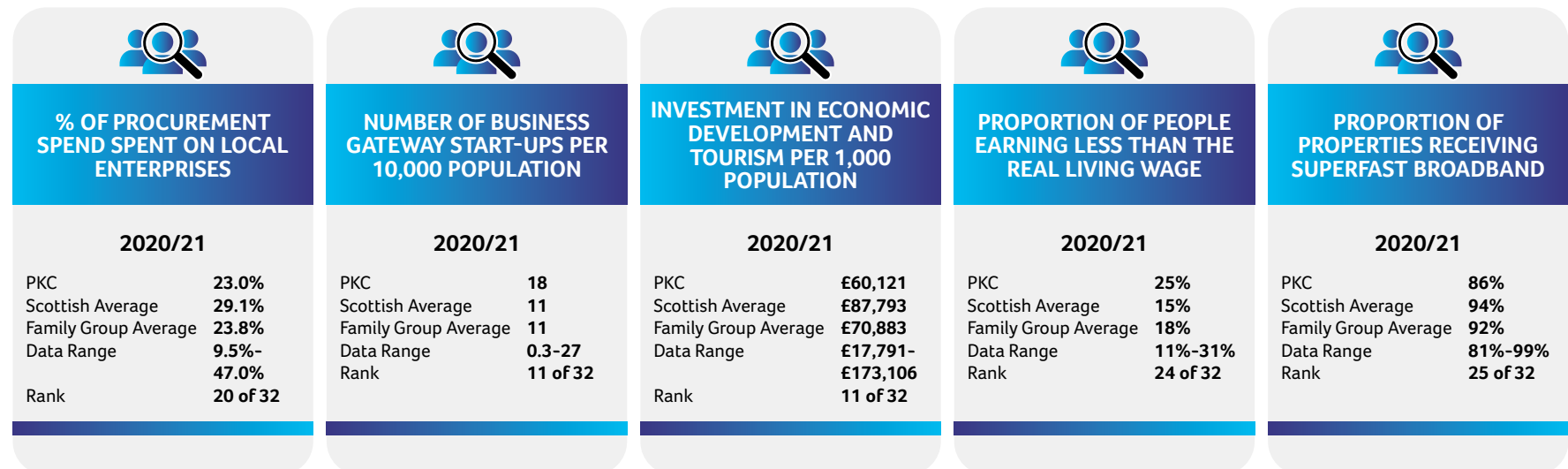
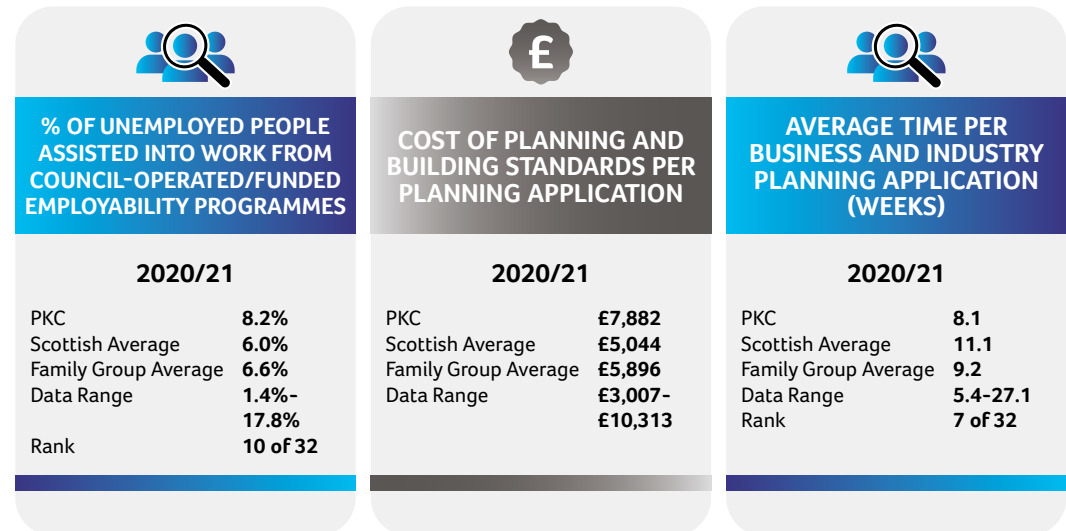
We also promote being a living wage employer and will continue to encourage support for this position among local businesses operating throughout the area. By utilising local and national employability funding, we are incentivising employers to create quality, sustainable jobs. These employers are further incentivised to offer their new employees the Accredited Living Wage for Scotland. By doing so, the employer can access additional funding through our programmes. These programmes address participants employment barriers and, therefore, create good-quality jobs for residents who, otherwise, could potentially be marginalised in the employment market.

As part of our future framework an Employment Land Strategy will be developed alongside the Employment Land Audit. We have commissioned an Employment Land and Property market study to inform our Employment Land Strategy. The study should be completed by the end of June 2022 and will be used to develop the future Perth and Kinross Local Development Plan and Council's Property Investment Strategy.

PKC is in family group two for Economic Development. Family group two comprises the following Councils: Perth & Kinross, Stirling, Moray, South Ayrshire, East Ayrshire, East Lothian, North Ayrshire and Fife.

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TOWN VACANCY RATES

2020/21

PKC	11.2%
Scottish Average	12.4%
Family Group Average	12.4%
Data Range	4.9%-21.9%
Rank	16 of 32



IMMEDIATELY AVAILABLE EMPLOYMENT LAND AS A % OF TOTAL LAND ALLOCATED FOR EMPLOYMENT PURPOSES IN THE LOCAL DEVELOPMENT PLAN

2020/21

PKC	14%
Scottish Average	39%
Family Group Average	33%
Data Range	1%-98%
Rank	26 of 32



GROSS VALUE ADDED (GVA) PER CAPITA^{*1}

2020/21

PKC	£28,417
Scottish Average	£26,420
Family Group Average	£20,812
Data Range	£11,117-£45,202
Rank	5 of 32



CLAIMANT COUNT AS A % OF WORKING-AGE POPULATION

2020/21

PKC	4.5%
Scottish Average	6.1%
Family Group Average	6.1%
Data Range	3.7%-8.3%
Rank	7 of 32



CLAIMANT COUNT AS A % OF 16-24 POPULATION

2020/21

PKC	6.3%
Scottish Average	7.2%
Family Group Average	8.0%
Data Range	4.4%-10.6%
Rank	10 of 32



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