

HOUSING AND COMMUNITIES

**JOINT BUSINESS MANAGEMENT
AND IMPROVEMENT PLAN
2017/18**

&

**ANNUAL PERFORMANCE REPORT
2016/17**

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INTRODUCTION

Welcome to the Housing and Communities Business Management and Improvement Plan (BMIP) 2017/18 and Annual Performance Report 2016/17.

We have had another rewarding and challenging year in which we've delivered on key projects and initiatives:

- Worked alongside our tenants to implement our new model of calculating rent charges, delivering a simpler and fairer approach for all tenants.
- Transformed our homelessness service to deliver Home First a model that supports homeless people move directly to settled accommodation wherever possible, reducing the length of time they are homeless and minimising their need for temporary accommodation.
- Started redesigning Community Justice, and a Community Justice Partnership has been established involving the statutory partners and third sector organisations.
- Tackled fuel poverty by continuing our programme of external insulation installation which improved 1,800 homes across the area.
- Performed extremely well in the collection of council tax and our Welfare Rights Team supported those impacted by the implementation of Welfare Reform.
- Introduced a new care at home contract to deliver a more flexible and person centred care at home.
- Delivered video stories and communications "my care, my P&K" to share stories of services supporting people in our communities.
- Our Unpaid Work Team has adopted a more business like approach and provide an enhanced service to the Courts and Communities UK. The Team have completed over 250 jobs in 2017 to date and as the awareness of their work increases so does the demand for their services evidenced by the positive feedback from community groups and elected members.
- In 2016/17 young people were given the opportunity to voluntarily engage in Unpaid Work activities and their contribution in this considered by Sheriff at the time of sentence. As a result, young people have been involved in various activities including Graffiti Removal, Litter Picking and Gardening. To date, the young people have completed 2700 hours of unpaid work which has benefited the local community as well as young people with a structure and purpose to their day and improved their self confidence and self esteem.
- The Safer Community Wardens and Fire Fighters have collaborated closely in the last few years to deliver Joint Home Safety Visits, Water Safety and Floor Resilience. This has benefited different services and vulnerable people. In 2016 the Safer Communities Wardens moved into office space in Perth Community Fire Station which has saved money and enhanced joint working and has generated significant national interest. This is replicated in Aberfeldy through the Aberfeldy Warden project.

We work alongside health and social care colleagues, the third and independent sectors as well as the police and fire colleagues to plan, commission and deliver services and support to some of our most vulnerable tenants and residents. We've also continued to be supported and challenged by our SURE team to improve services based on their scrutiny of and commitment to housing services.

There are many challenges ahead but we work through these with our dedicated, skilled staff committed to public services and supporting the people of Perth and Kinross. They will continue to be innovative, creative, resilient and importantly, focused on people.

We have many priorities for the coming year, including working with local communities, implementing the Fairness Commission recommendations to address inequalities, supporting employment and enterprise, and keeping focused on our many customers to deliver services of the highest quality.

Lorna Cameron
Interim Director of Housing and Communities

VISION, STRATEGIC OBJECTIVES AND LOCAL OUTCOMES

“Our vision is of a confident and ambitious Perth and Kinross with a strong identity and clear outcomes that everyone works together to achieve. Our area will be vibrant and successful; a safe, secure and healthy environment; and a place where people and communities are nurtured and supported.”

THE COUNCIL'S STRATEGIC OBJECTIVES

The vision is reflected in the Council's five strategic objectives and these inform decisions about policy direction and budget spending:

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

The vision and strategic objectives support the delivery of the Community Planning Partnership's Single Outcome Agreement for 2013–2023, focusing on 12 local outcomes that will achieve improvements for the area, our local communities, and our citizens.

Underpinning these strategic objectives within the **Housing & Communities Service** we have the following vision and aims:-

Delivering high quality affordable housing in safe and secure neighbourhoods is a key priority for Perth and Kinross. **Our vision:**

“We want to make Perth and Kinross a place where people will have access to good quality, energy efficient housing which they can afford, that is in a safe and pleasant environment. People will have access to services that will enable them to live independently and participate in their communities”.

We have built strong relationships with all our partners and it is through this collaboration that we will achieve our vision and our objectives. Good quality housing and the surrounding local environment make a significant contribution to our wider aims to create safe and sustainable communities that people want to live in. In addition, good quality housing helps tackle poverty and health inequalities and give children the best start in life.

Our **Housing strategic priorities** and planned outcomes:-

- Supply of Housing and Sustainable Communities
- Housing and Homelessness
- Independent Living
- House Condition, Fuel Poverty and Climate Change

In relation to **Community Safety** the national strategy provides a vision for community justice –

Scotland is a safer, fairer and more inclusive nation where we:-

- Prevent and reduce further offending by addressing its underlying causes
- Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens.

The strategy has **four priorities**:-

- Improved community understanding and participation
- Strategic planning and partnership working
- Effective use of evidence-based interventions
- Equal access to services

We are committed to delivering the vision and outcomes of the **Fairness Commission** so that we make people aware of poverty and inequality and the impact these have on too many people in Perth and Kinross. We want to focus on prevention and intervention early to prevent later issues arising.

Key to the delivery of these priorities will be a specific and collective focus on the causes and consequences of poverty and inequality in the area. There are very close links between inequality, poverty and housing. By working with our partners to understand the particular needs of individual localities we will aim to address the key themes emerging from the Fairness Commission.

- Ensure our resources are allocated according to need with a focus on prevention
- Promote awareness and knowledge of poverty and inequalities
- Review our strategies, policies and procedures
- Create knowledge and pathways of support which are right for individuals and families

Health and Social Care Integration and the need to shift the balance of care to support more people in the community for longer recognises that housing plays a central role in the strategic planning and delivery of services. Housing and housing support services are central to supporting people to live independently at home or in a homely setting and make a vital contribution to the delivery of all 9 national health and wellbeing outcomes.

The Housing contribution statement is detailed within Perth and Kinross's Health and Social Care Partnerships strategic plan and sets out the role of the local housing sector in achieving its outcomes. We will continue to work with Health and Social Care colleagues and partners across the Housing sector to support the ambitions of the partnership.

GIVING EVERY CHILD THE BEST START IN LIFE

SERVICE CONTRIBUTION - Net cost: £48,600

We will improve the life chances of children and families at risk by looking at the whole life of a child, individual and family by:-

- Placing a focus on preventative services
- Improving outcomes and reduce inequalities faced by many children
- Providing support through housing, education, employment and promoting healthy lifestyles

Performance Summary for 2016/17

We continue to work closely with all our partners to achieve positive outcomes for children and families and recognise the need to focus both on equity in access to support as well as understanding, the particular needs of individual communities to achieve positive outcomes for children and families.

The provision of suitable housing fulfils a basic need essential to meet wider life outcomes. A home, its location and its immediate environment can have a major impact on a person's health and wellbeing. We recognise that good quality housing of the right size and close to family and social networks can have a positive impact on children's development and educational outcomes.

- **Preventing and responding to homelessness** – The number of families presenting as homeless has reduced by 6% from 337 in 2015/16 to 319 in 2016/17 due to our continued focus on intervening early to prevent parents and children becoming homeless.
- **Home First** - Our transformation project Home First has demonstrated our commitment to improve outcomes for homeless families and individuals by supporting families facing homelessness to move directly into suitable, settled accommodation. By removing the need for temporary accommodation and providing a more individually focussed solution our new approach is reducing the duration and stigma of homelessness for many families delivering immediate, settled and affordable housing.
- **Supporting Vulnerable Children and Families** - We welcomed and resettled a further two Syrian families and continue to support the other five families (33 people). All of the children are in education and are making good progress and some of the adults have enrolled at college or are volunteering within the wider community. This has been the result of excellent partnership working across a range of services.
- **Meeting housing need** – through a range of measures including our new allocations policy, housing options and providing additional units of affordable housing we are making good progress in meeting housing need in the area. We have increased the number of vacancies we allocate to homeless people and reduced the total number of applicants on our mainstream waiting list to 2,798, the lowest level for a number of years.
- **Overcrowding** - We know that overcrowding can cause or worsen health problems and lead to anxiety, depression and stress for children sharing with their siblings. Through our buy back scheme and effective waiting list management we have reduced the negative impact of overcrowding on many households by exceeding our target and reducing the number of overcrowded households on our waiting list to 114 in PKC tenancies during 2016/17.

In addition to tackling some of the housing needs for families there is a role for Community Safety in supporting families impacted by imprisonment:-

- **Prison Based Social Work** – We recognise the impact of imprisonment on families and have been working with the Scottish Prison Service and are an active partner in the prison's Children and Family Strategy Group. We plan to build on this work in 2017 to develop our links with the family link centre to offer advice and to support partners working with families during what can be difficult and stressful times.

Over the past year we have continued to work hard to support individuals who are preparing for release from prison through the risk assessment and risk management process. Child protection is often a central feature of this and the team work with community partners to highlight concerns and to offer support and advice.

Our focus for 2017/18 will be:

- We will continue to work with communities to better understand their particular needs with a focus on reducing overcrowding, preventing homelessness and where homelessness does occur responding quickly to identify suitable settled accommodation through Home First . As an example, in recognising the impact overcrowding and unsuitable accommodation has on health and wellbeing, we have introduced Swap and Move which aims to support our tenants to exchange homes to address their specific housing needs.
- Working partnership with colleagues in Education and Children's Services we will ensure that all staff have an awareness of their responsibilities in terms of child protection and exploitation.
- We will support and encourage the families we work to attend the Strengthening Families programme and recognise the longer term benefits of this programme in relation to preventing youth homelessness.
- We will continue to support the Early Years redesign and we will contribute to the Child Parenting Strategy.
- Through the redesign of the Alcohol and Drug Partnership (ADP), we will support a whole family approach to reducing the impact of drugs and alcohol on children. We will do this through effective awareness raising and specialist training across the service to ensure appropriate referrals to lead services and the provision of specific support to tenants.

KEY PERFORMANCE INDICATORS for 2016/17
(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	14/15	15/16	16/17	16/17	17/18	18/19	22/23
Homeless Presentations - Families with Children							
1.1 Number of families with children presenting as homeless	244	337	319	300	290	280	275
<p>Homeless presentations in Scotland have been reducing in recent years. This has been due to preventative approaches adopted by local authorities through housing options, rather than a change in the underlying causes of homelessness.</p> <p>Work to prevent homelessness continues to be our priority and through our proactive approach to supporting families at risk of homeless we have reduced the number of families presenting as homeless.</p> <p>Through this approach we will continue to intervene early and prevent homeless, where possible, by providing mediation to families to help prevent relationship breakdown and link in with a range of agencies to support people with financial difficulties and trouble meeting their household costs. We continue to work closely with Police Scotland and Women's Aid to make sure safe accommodation is provided for those at risk of domestic abuse.</p>							
Overcrowding							
1.2 Number of overcrowded households in Council tenancies	141	127	115	135	125	125	125
<p>Through our continued focus we have exceeded our target for the number of families living in overcrowded Council tenancies to the lowest level recorded. This was achieved through a range of approaches such as the buyback scheme, the new allocations policy and the delivery of realistic housing information and advice to families to enable them to make informed decisions regarding their housing options.</p>							

Deleted Indicators				
Indicator (Source)	Performance			Reasons for Change / Deletion
	14/15	15/16	16/17	
Average time to re-let (days) homeless temporary accommodation	22	26.6	26	Following the implementation of Home First the demand for temporary accommodation has reduced. Only a small number of properties remain that are classified as temporary accommodation. This will be monitored operationally
<p>There has been slight delays in the time to re-let some temporary accommodation units, particularly in our hostel provision. However the conversion of some temporary units and various actions implemented to improve re-let times, performance in this area is improving.</p>				

NURTURING EDUCATED, RESPONSIBLE AND INFORMED CITIZENS

SERVICE CONTRIBUTION - Net cost: £7,783,500

We will work with all our partners to make sure everyone has the best chance to have a meaningful, worthwhile and productive future by:-

- Supporting the most vulnerable individuals and families to empower and encourage them to have core skills
- Offer people of all ages and abilities opportunities to learn, develop and expand their abilities

Performance Summary for 2016/17

We continue to work with our partners both at a strategic level and at a locality level to make sure people have the best chance to have a meaningful, worthwhile and productive future. We want to promote independence and encourage people to have attainable aspirations, supported through lifelong opportunities.

We have undertaken a variety of activities to ensure our young people have equal opportunities and are ready ready for life and work.

- **Young People presenting as homeless** – The delivery of homeless awareness sessions in all secondary schools and homeless advice and assistance services in other youth settings ensures that we are proactively supporting young people with housing difficulties and intervening early in order to prevent homelessness. By intervening early and raising awareness of the triggers for youth homelessness with services, agencies and young people we have exceeded our target and reduced homeless presentations from single young people by 18%. The main reasons for young people presenting as homeless continues to be where the young person has been asked to leave the family home and relationship breakdown.
- **Home First** – Home First is a new model of service delivery for homeless people that supports them, wherever possible, to move directly to settled accommodation. The new approach, reduces the duration of homelessness and its associated stigmas and inequalities and provides a better housing solution for a vulnerable group. New ways of working are delivering positive results:
 - The number of people provided with temporary accommodation has reduced from 213 in 2015/16 to 174 in 2016/17.
 - The number of days that people have to wait from their homeless decision to receiving an offer of housing has significantly reduced from an average of 366 days in April 2016 to 106 days.
 - Our homeless backlog (households with homeless priority waiting for a secure offer) has reduced from 550 to 235.
- **E-Learning Module for Service Users** – Through the Tayside, Fife & Central housing options hub, the Housing Service has developed and implemented an e-learning module to support service users to carry out peer audits with staff on the delivery of housing options. To date the e-learning module has been used by over 20 service users and a peer audit was carried out in February where valuable feedback was provided and improvement actions identified.

- **Housing Digital Project** - In late summer 2016 we introduced our Housing Digital Inclusion Project to support our tenants to become digitally agile and develop the skills and confidence to become digitally included. The impact of this support on our tenant lives has been described by them as 'amazing' and taking them "into a whole new world". It has also encouraged some of the learners to come along and get involved in wider tenant participation events. Work is now underway to set up a tenant's e-panel for discussion and feedback.
- **Residents Academy:** We offer training courses that enable tenants and residents to develop the knowledge, skills and confidence they need to have an impact on the way their landlord operates. In the last 12 months this has resulted in 7 people achieving CIH Award Level 2, 22 people participating and passing the Activate Programme, an introductory course on Community Development, delivered by Glasgow University and a further 23 people have received Digital Inclusion Support to the extent they now have the core skills to meet the Governments definition of being digitally included.
- **Skills with Bills:** To assist people to manage their finances sessions have been delivered in Greyfriars House, Letham, North Muirton, St Catherines Square and Tulloch.

Our focus for 2017/18 will be:

We will work with our Community Planning Partners, our communities and our tenants through a range of approaches and initiatives.

- Through our **Housing Option** approach, skills with bills, made of money, digital skills and the development of on-line services we will enable our tenants to gain a better understanding of housing issues which are important to them and will empower them to develop their skills and confidence.
- **Integrated Schools Programme** - We intend to review and enhance the very successful housing education programme to deliver a more integrated approach in partnership with health and social care colleagues. The programme will have a focus on wellbeing and resilience and will aim to raise awareness of homelessness and drug and alcohol issues providing support and assistance to secondary school children.
- **HRA Tenant Scrutiny Working Group** – We will formally establish a tenant Working Group and develop their skills and knowledge to enable them to develop an approach that will give all tenants an opportunity to scrutinise the Housing Revenue Account. This new approach will ensure transparency in the operation of the HRA so that tenants can better understand how their housing service is delivering benefit to them and at what cost in line with the requirements of the Scottish Housing Charter.
- **Expansion of the Housing Options Training Toolkit** – as a key partner of the national Toolkit Steering Group and lead authority for the Tayside, Fife & Central housing options hub we will progress and pilot the national housing options training toolkit during 2017/18. The toolkit builds on the work already completed by the housing service but following interest from the Scottish Government, Scottish Prison Service, Health and voluntary sector the toolkit has been expanded to provide holistic training and awareness on various areas that impact on delivery of housing options and the prevention of homelessness, such as health and wellbeing and employability.
- **Passport for Housing** – We will introduce "Passport for Housing" a pre-tenancy training package designed to help ensure our tenants are prepared for their tenancy. The package will include budgeting, money management and the wider aspects of sustaining a tenancy as well as community involvement. This will allow us to continue to improve our performance in relation to tenancy sustainment and deliver positive outcomes for our tenants.

KEY PERFORMANCE INDICATORS for 2015/16
(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	14/15	15/16	16/17	16/17	17/18	18/19	22/23
Young People Presenting as Homeless							
2.1: Number of single young people aged 16 to 25 presenting as homeless	161	184	151	<200	180	160	140
<p>We have reduced the number of young people presenting as homeless by 18%. This has been achieved through our proactive approach to homeless prevention and through our successful housing education programme which has been delivered in most secondary schools and other youth settings. Having dedicated Support Officers to support young people if they present as homeless or with a housing issue has enabled us to mediate with the family and allow the young person to return home, if safe to do so and provide tailored support to help prevent a crisis situation.</p>							
Tenancy Sustainment - Young People							
2.2: % young people (16-25) sustaining a council tenancy for more than one year	92%	79%	87%	92%	85%	85%	85%
<p>Our year end performance shows an 8% improvement in tenancy sustainment from last year with 161 of the 185 tenancies which were allocated to young people being sustained for more than a year.</p> <p>Of the 24 tenancies which were not sustained, 10 were for positive reasons including tenants being re-housed following a change in circumstances, moving in with a partner. Of the failed tenancies 9 were due to the tenancies being abandoned ,this is an area where further analysis will be undertaken to establish where improvements can be made.</p> <p>We continue to ensure that we match housing applicants to the most appropriate available accommodation and provide support to assist new tenants to sustain their tenancies.</p>							

DEVELOPING A PROSPEROUS, INCLUSIVE AND SUSTAINABLE ECONOMY

SERVICE CONTRIBUTION – Net Cost: £1,751,100

We will encourage the growth of businesses, attract new investment and provide a spectrum of employment opportunities by:-

- Commissioning services based on population needs which offer value for money
- Efficient and effective contract monitoring to ensure value for money
- Working with the third and private sectors to offer a balanced local economy
- The efficient collection of rents and taxes

Performance Summary for 2016/17

We continue to provide and commission a range of services, provided in-house and from the third and private sectors, ensuring good quality and value for money services and the creation of employment across Perth and Kinross.

We have supported our tenants to maximise their incomes to meet their responsibilities in respect of rent through a range of preventative and supportive approaches.

- **Rent Arrears Management** - We have continued to focus on early intervention and prevention and where tenants fail to engage and continue not to pay their rent escalate cases for action. Through our Rent 1st campaign we have undertaken a range of promotional activities to encourage tenants to pay their rent and to support those who may be experiencing financial difficulties. We continue to deliver the “Skills with Bills” programme to support tenants in budgeting and money management.
- **Rent Restructure** - We introduced a fairer, less complicated way of calculating and charging rent through consultation with our tenants. This will mean that properties of the same size and type will pay the same level of rent. The new model was introduced in April 2017.
- **Rent Restructure Tenant Working Group** – Our Tenant Working Group supported by an Independent Tenant Advisor (ITA) helped shape and develop the new rent model and were instrumental in our approach to consultation and engagement with our wider tenant group. Training was provided by the ITA allowing the Group to understand the existing model, and the impact of the proposed models on rent levels. Our partnership approach has again been recognised nationally, and we have been short-listed as a finalist in the Tenant Information Service National Excellence Award for Scrutiny 2017.
- **Welfare Reform/Universal Credit** - We have continued to ensure that all relevant stakeholders (both internal and external) have the necessary information and support in respect of all forthcoming Welfare Reform changes, including Universal Credit roll out.
- **Credit Union** – We worked in partnership with the Credit Union to enable people to manage their finances which can be a crucial step in negotiating a path out of poverty. As at 31st March 2017 the current membership has increased to 1,150 members from 507 as at March 2015. Through ongoing promotion the number of budget card account holders (Engaged Accounts) increased to over 250 across all tenure types.

- **Council Tax Collection** - We take a pro-active approach and explore different ways of working and communicating with customers to ensure that we maximise the support available to them and also to ensure that we maximise the income collected for the Council in these challenging times (e.g. increased monies for Council Tax and improved benefit processing times).
- **Fuel Poverty** - The Council's Energy Advice Project, which is delivered by SCARF (Save Cash and Reduce Fuel), continues to provide advice and guidance to all residents within Perth and Kinross. The importance of ensuring that householders are on the correct fuel tariff is of significant value and the Council will continue to work with SCARF and the Energy Suppliers to maximise tariff savings.
- **Equity Loan Scheme** - Perth and Kinross has been selected as a pilot area for the Scottish Government's Heeps Equity Loan Scheme. This scheme enables homeowners to install energy efficiency measures or renewable technologies whilst making essential repairs to the fabric of their home. The loan is secured against the property which means that there are no monthly payments to make. This scheme is likely to be particularly helpful for people on lower incomes with large repair bills and energy bills.

Our focus for 2017/18 will be:

We will take forward the actions outlined in the Local Housing Strategy 2016-2021 and more specifically in 2017:-

- **Fuel Poverty** – We will continue to support homeowners to access the HEEPs Equity Loan Scheme to improve the energy efficiency of their homes. We will also consider measures to support and encourage private sector landlords to improve energy efficiency measures for their tenants.
- **Rent Arrears** – we will continue to prioritise rent arrears and progress our improvement plan to support tenants to maximise their incomes and meet their rent obligations.
- **Affordability** – We will enhance our approach to assessing the affordability of our rent levels and develop a model which will allow us to assess the impact of future rent increases based on the profile of our tenants and the local economic context.

And in addition:-

- **Home First** – 3rd Sector Hostel Review – we will work with our 3rd sector hostel providers to ensure that our hostel accommodation is of a high standard and meets the housing and support needs of vulnerable people facing homelessness who need the provision of a supported environment to enable them to move on to their own tenancies.
- **Welfare Reform** – we will work in partnership with a range of services and organisations to ensure that tenants and residents of Perth and Kinross receive all of the support necessary to maximise their incomes and prepare them for the introduction of Universal Credit. We will review existing arrangements to ensure that services are delivered and accessible to tenants within each locality.
- **Income Maximisation** – we will continue to maximise Council Tax and Non Domestic Rates income for Perth and Kinross Council to enable the continued delivery of services across the Council.
- **Procurement and Contract Process** – We will review Service Level Agreement and contracts in line with the recommendations of the Fairness Commission to support fair work for fair pay.

KEY PERFORMANCE INDICATORS for 2015/16
(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	14/15	15/16	16/17	16/17	17/18	18/19	22/23
Rent Management (Voids and Arrears)							
3.1a: Current and former tenant rent arrears as a % of gross rent due for the reporting year (SOLACE Benchmarking PI)	9.28%	10.4%	10.0%	9.5%	9.0%	8.7%	8.0%
3.1b: % of rent due in the year that was lost due to voids (SOLACE Benchmarking PI)	0.5%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%
<ul style="list-style-type: none"> ▪ Rent Arrears - Preventing and reducing rent arrears remains a key priority and significant challenge within the current economic and financial climate. We continue to monitor, evaluate and implement a range of improvement activities designed to support prevention and early intervention. Our Rent 1st Campaign ensures that there is a clear message around the importance of paying rent and the range of support which can be provided from Housing Officers and Support Workers in localities right through to budget accounts through the Credit Union and Welfare Rights and Credit Union surgeries in localities. ▪ The Scottish Average for Gross Rent Arrears was 6.2% for local authorities (2015/16) <p>During the course of 2016/17 this proactive approach from our teams has resulted in the following positive outcomes:</p> <ul style="list-style-type: none"> ▪ We have increased the number of payment arrangements to allow those in debt to manage repayments. ▪ Improved the % of rent due collected from 98% in 15/16 to 99.59% for 16/17. In monetary this amounts to an increase of just over 400k, ensuring that we can continue to deliver high quality services and affordable housing, in safe and sustainable communities. ▪ There are a number of options available for people to pay their rents including cash collection at local offices. ▪ Reduced the level of current tenant arrears from 12.78% to 10.46%. ▪ Enhanced senior managers case management arrangements – with visits across all localities from Team Leaders and Service Managers. <ul style="list-style-type: none"> ▪ Re-letting Properties – We continue to turn around void (empty) properties very quickly and faster than the Scottish average of 35.4 days 2015/16. As a result, we have minimal income lost due to voids. Our rent loss continues to be lower than the Scottish average of 1.1% in 2015/16. 							

KEY PERFORMANCE INDICATORS for 2015/16
(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	14/15	15/16	16/17	16/17	17/18	18/19	22/23
Rent Management (Voids and Arrears)							
3.2a: % of income due from Council Tax received by the end of the year (SOLACE Benchmarking PI)	98.27%	98.5%	98%	97.5%	97.5%	97.5%	97.5%
3.2b: % of income due from Non Domestic Rates received by the end of the year	98.25%	98.04%	98%	98%	98%	98%	98%
<p>Council Tax: We are one of the top performing council's for council tax collection in 2016/17. The 2016/17 collection level has exceeded our target and expectations. It is anticipated that we will continue to be one of the top performing councils for council tax collection in 2016/17. As previously indicated, maintaining such a high level of in-year collection has been extremely difficult to achieve in the context of continuing hardship, a reducing Council Tax Reduction caseload and increased charges on long term empty dwellings.</p> <p>The Scottish Average (LGBF) for this indicator was 96% in 2015/16. Perth and Kinross were the highest performing authority in 2015/16.</p> <p>Non-Domestic Rates: The 2016/17 collection level has met our target and our expectations. This has been achieved in an ongoing difficult economic environment in which the Council has supported ratepayers through Rating relief delivered under the Community Empowerment Act . It should also be noted that a great deal of effort was required during 2016/17 in preparation for Financial Year 2017/18 due to the revaluation exercise and the late announcement and complexity of a transitional relief scheme for specified commercial premises.</p>							
Housing Benefit/Council Tax Claims							
3.4a: Average number days per case to process new Housing Benefit / Council Tax Reduction Claims	26	26	23	25	23	23	21
4.1b: Average number days per case to process change events for Housing Benefit / Council Tax Reduction Claims	15	12	7	13	13	13	13
<p>The Benefits Team receive Real Time Information (RTI) referrals and there is an increased pressure to review customer circumstances more regularly. Customers from EEA national countries continue to be our most complex area, attributing to 7% of total claims.</p> <p>In order to meet the challenges and achieve our targets, the HB team revised processes and duties and removed areas of inefficiency.</p>							

Information not available

- Cost per dwelling of collecting Council Tax (SOLACE Benchmarking PI) Available June 2017

CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

SERVICE CONTRIBUTION – Net Cost £24,049,000

Everyone has the right to live in a safe and secure environment, where they feel protected and able to go about their business without fear of crime. We want our communities to be places where people want to live, in houses they can afford which are warm and safe and in neighbourhoods that are well maintained and have a positive community spirit.

- Supporting people who commit offences to re-engage with the community and reduce the risk of re-offending
- Working with communities to resolve disputes between neighbours over noise and other anti-social behaviours
- Ensuring vulnerable adults feel safe and protected
- Bringing empty properties into use as quickly as possible
- Ensuring our tenants live in attractive, well managed neighbourhoods in homes that are warm, safe and comfortable.

Performance Summary for 2016/17

We continue to work closely with all our partners to achieve positive outcomes and recognise the need to focus on reducing inequities and building resilient and sustainable communities. We are building on the Council's success in creating safe and sustainable communities and over the past year we have worked, alongside our partners to achieve:-

- **Community Justice Redesign** - The new model for Community Justice, underpinned by the Community Justice (Scotland) Act 2016, will transform the community justice landscape bringing a local perspective to community justice. The Act required statutory partners to work together to prepare a community justice outcomes improvement plan for their area, following engagement and consultation with relevant local stakeholders and appropriate third sector and community bodies who are involved in community justice. The Perth and Kinross Improvement Plan was published on 1 April 2017. A Community Justice Partnership has been established involving the statutory partners and third sector organisations and it will have the responsibility of ensuring the delivery of the improvement plan.
- **Community Wardens/Anti-Social Behaviour** – In 2016-17 a review of the Safer Communities Team was undertaken to enhance our approach to early intervention and partnership working. This has resulted in:-
 - Joint visits with Police, Housing, Anti-Social Behaviour Investigators, Community wardens depending on the seriousness and nature of the reported incident
 - Introduction of “Street a Week” where Community Wardens undertake house to house visits to create a problem profile rather than depend on reported incidents.
 - Accelerated Anti-Social Behaviour Orders (ASBO) Process has been streamlined with each ASBO having a Police Enforcement plan.

- **Safer Communities** - The team continue to maintain a strong ethos of partnership working and the key projects progressed this year include:-
 - Aberfeldy Rural Warden
 - Co-location of PKC wardens at Perth Fire Station and continued Joint Home Safety Visits
 - Expansion of the Junior Wardens Scheme
 - Awarded £265,000 of ERDF Smart City funding to redevelop CCTV in Perth City
 - Extension and further development of the Graffiti Strategy

- **Community Watch** – The Safer Communities Partnership applied for and was awarded £7,000 from the SSE Resilience Fund to support the promotion of Community Watch in Perth and Kinross. The project received a Scottish Community Safety Award.

- **Public Protection** – The Public Protection Team through the multi-agency One-stop Women’s Learning Service (OWLS) has continued to develop. This has included developing community engagement activities such as “Reclaim the Night”, part of the 16 days of action through the Violence Against Women Partnership and the co-production and delivery of the “Be Kind to Yourself” sessions as part of the International Women’s day celebration jointly with Soroptomists Perth.

- **Electronic Monitoring** - The Public Protection Team has taken part in the Electronic Monitoring (EM) pilot and is keen to take part in trials such as the alcohol bracelets. This offers a new and different response to criminal justice social issues and can benefit both high risk and repeat offenders.

- **Multi-Agency Hub** – This hub continues to flourish and provide an intelligence and operational function for the agencies that no single agency could resource. A good example of how the Hub facilitates policy development and operational delivery is in the case of missing people. A Missing Person Working Group developed a new process whereby the Hub takes responsibility for developing the response to regular and high risk missing people. This has reduced bureaucracy, improved ownership and ensured a person centred preventative approach. As a result there has been a gradual but significant reduction in the numbers of missing person reports.

- **Unpaid Work Team** - The team is very much part of the broader Safer Communities Partnership. An example of some of the jobs undertaken are; graffiti removal; chewing gum removal; renovation of garden furniture for schools and care homes; painting homes of vulnerable people; developed low level income generation through sales of garden furniture, kindling, firewood; established the city centre Hit Squad to improve appearance.

- **Anti Social Behaviour Targets** - In partnership with tenants we have defined categories of anti social behaviour, reviewed our procedures and agreed local targets in relation to our initial response and resolution. The Council’s approach to anti social behaviour was also reviewed as part of a comprehensive scrutiny exercise by the SURE Team which lead to the development of a joint action plan.

- **Good Neighbour Agreement** - Following our Locality Events and feedback from the SURE Team we’ve worked with tenants to develop a Good Neighbour Agreement. This Agreement outlines in practical terms what being a good neighbour means and will be signed by new tenants along with the formal Tenancy Agreement.

- **Housing Estate Based Initiatives (EBI)**- The aim of EBI’s is to involve and empower tenants at a local level within their communities to identify and prioritise environmental improvements that will benefit the wider community. During 2016/17 over 50 projects were identified and delivered across Perth and Kinross, some of these are summarised below:
 - Creation of additional car parking areas
 - Provision of seating and picnic benches

- Clearing of pathways to improve access
- Installation of security lighting
- Provision of family seating area and bird tables at sheltered housing
- Development of Community noticeboards
- Enhanced planting and shrubbery in open space green areas

In addition to the very positive customer feedback received from tenants directly involved in and affected by EBIs, satisfaction levels with opportunities to participate in our decision making process rose from 62% in 2013, to 74% in 2016. Satisfaction levels with the Council as a landlord in relation to the management of neighbourhoods also rose from 75% in 2013, to 79% in 2016.

One tenant commented: *“Please thank the Council for creating more parking spaces in Morrison Terrace. Now neighbours are happy and no one is growling under their breath because they can’t park, and when friends come to visit they don’t have to part two streets away.”*

- **Locality Action Plans** - Linking into the feedback from our Tenant Satisfaction Survey and Locality Events held during October-December we have developed individual Locality Action Plans. These plans reflect not only the key priorities for the Service but also the priorities of our tenants in each of our four Locality Teams.
- **Hoarding Protocol** – In March 2017 Housing and Health committee approved our newly developed hoarding protocol which highlights the positive approach the service has taken to fully involve all relevant services in its development. The protocol has been highlighted by Life Pod as sector-leading and the first of its kind in Scotland. The approach will ultimately ensure far greater awareness and understanding of the causes and impact of hoarding and the need for a sensitive and supportive approach to support tenants to maintain and sustain their homes.
- **Affordable Social Housing** – We continue to focus on increasing the supply of social housing to meet the needs of our communities and met our target of 500 new builds over the next 5 years. Other activity includes:-
 - New Builds - 18 new Council homes have been completed and let to tenants since April 2016. These were in Rattray (7 houses) and Alyth (11 houses). Work has also started on the construction of 32 new homes at Cairns Crescent, Nimmo Avenue and Glenearn Road in Perth. A further 30 homes at Stanley, and Scone are to start on site shortly.
 - A total of 27 former Council houses have been bought back and added to the Council’s housing stock over the past year.
 - Work to convert and extend former commercial properties into housing have also created 15 additional homes at St. Catherine’s Road and Nimmo Place in Perth.
 - A disused building was brought back to use - formerly used by the police and NHS, this building has been converted into affordable accommodation by Perth & Kinross Council creating four high quality one-bedroom flats.
- **Empty Homes Initiative** - In November 2016, the Private Sector Team won Howdens Scottish Empty Homes Champion of the Year Award - Best Outstanding Service - for their progress and achievements through their Empty Home Initiative. This award highlighted that the team demonstrated exemplary levels of partnership working across a number of different services and agencies to achieve a range of positive outcomes for owners with empty properties, for people seeking housing within the private sector and the community as a whole.
- **Home energy efficiency works/capital programme** - Since 2010 the Council has successfully applied for funding totaling £11,459,595 through the Scottish Government’s Universal Home Insulation Scheme (UHIS) and Home Energy Efficiency Programme for Scotland – Area Based Schemes (HEEPS-ABS).

- A provisional 'core allocation' of the Scottish government's HEEPS-ABS funding of £1,355,487 has been announced for Perth and Kinross Council's 2017/18 programme and SSE will continue to provide ECO funding to enable the planned 2017/18 programme of work to be progressed.
- The 2015 Local House Condition Survey included an assessment of compliance with the Energy Efficiency Standard for Social Housing (EESSH). The average energy rating for Council stock is estimated at 70, which was above the Scottish average of 66 for Local Authority housing. 73.4% of the Council's housing stock was considered to be compliant with EESSH.
- 928 Council houses received upgraded central heating systems, 769 homes were fitted with triple glazed windows and high security insulated exterior doors and 161 homes were fitted with supplementary 'renewable' energy measures, such as solar panels during 2016/17.
- The external wall insulation programme included works to 272 houses in Coupar Angus, Alyth and the Craigue area of Perth. By utilising the funding awards from HEEPS-ABS, ECO and contributions from the Council's HRA Capital Investment Programme (for Council houses only). More than 1,800 homes (718 Council and 1,091 privately owned) have benefitted from this programme since it started in July 2013 and it is anticipated that External Wall Insulation works will be completed to approximately 300 further 'hard to treat' houses during 2017/18.

During 2017/18 will continue to bring further improvements to 'hard to treat' homes in Perth and Kinross whilst helping to address fuel poverty and ensure that the Council's housing stock meets the Energy Efficiency Standard for Social Housing by December 2020.

- **Care and Repair Services** - Care and Repair Services support people to remain in their own homes. Some of the new initiatives being taken forward include:
 - Modular Ramping Scheme – the scheme allows the installation of suitable ramping at disabled people's homes with minimal time delay and no grant application necessary. Main benefits of the scheme include helping to reduce hospital discharge times, people will receive a ramp quicker without the need for a grant application, and ramp will be removed when no longer required and the ramp components are fully recyclable.
 - Other initiatives are currently being considered which would require Care and Repair's service, for example, fast tracking level access showers for people over 80 years of age; adaptations for people diagnosed with dementia and installing hard wired smoke detectors in every case where a grant is being given.

Customer feedback forms are provided to all who are in receipt of a Small Repair award or a Major Adaptation grant. During 2016/17, 70% for major adaptations responded and 47% for small repairs – all indicated they were satisfied with the service received.

Our focus for 2017/18 will be:

- To deliver the actions outlined within the Local Housing Strategy and the Joint Health & Social Care Strategic Plan, some of the broad themes being:-
 - Increase the number of new homes through our new build programme, shared equity schemes, our buy back scheme and empty property initiatives.
 - Support the delivery of the Muirton Master Plan
 - Continue to provide information, advice and support to our tenants to enable them to successfully maintain and sustain their tenancies.
- We will work with Health & Social Care colleagues to support the delivery of the 9 strategic outcomes and Housing's contribution to these with a particular focus on care and repair services,

aids and adaptations, inbuilt home design features to support people to remain independent at home for as long as possible.

In addition we will:-

- **Repairs Transformation** – We will continue to implement the repairs transformation project and deliver efficient, faster access to locally based repairs through increased productivity of our trades team and the introduction of mobile working and our repairs scheduler.
- **Estate Based Initiatives** – We recognise the importance of the environment in creating a sense of place and wellbeing is central to supporting the wider outcomes of our tenants and communities. In the forthcoming year we will build upon previous success and continue to involve and empower tenants through the Estate Based Initiatives.
- **Digital Inclusion** – we will continue to roll out the digital inclusion project and upskill, inform and encourage customers to utilise opportunities created to channel shift. We will continue to raise awareness of staff to encourage our customers to use online services or sign post to appropriate learning resources.
- **Housing Liaison Officer**—a lack of suitable housing can be a contributor to delayed discharge and a lack of suitable housing and housing support may increase admission rates. Our new housing liaison officer will work closely with colleagues to ensure earlier engagement with the housing service and deliver a seamless service for people discharged from hospital. This approach will help to reduce delayed discharge for people with a housing issue. We will initially undertake an exercise to identify key points through a persons journey prior to admission, during hospital stay and prior to discharge where a housing need should be identified.

We will also support health and social care colleagues to review processes to ensure a persons housing needs are identified and assessed prior to admission or upon admission and that where required an early referral to the housing service is made.

- **Community Justice Framework** – Report to Scottish Government on progress of PKC Community Justice Partnership Improvement Plan.

KEY PERFORMANCE INDICATORS for 2016/17
(Data covering to year end unless otherwise stated)

Indicator (Source)	Performance			Targets			
	14/15	15/16	16/17	16/17	17/18	18/19	22/23
Adult support and protection							
4.1a: Cases of adult protection screened within 24 hours of notification	77%	94%	95%	95%	95%	95%	95%
4.1b: % ASP case conferences held within agreed timescale after investigation	100%	50%	60%	100%	100%	100%	100%
4.1c: % ASP on-going case conferences reviewed within three months	100%	66%	100%	100%	100%	100%	100%
<p>Screening – The target we set ourselves for 16/17 was ambitious and although we aim to achieve this within the timescales it is not always possible as additional information can be necessary to enable robust screening.</p> <p>Case Conferences – The numbers of case conferences are low thus impacting on percentages. Where desired timescales have not been met people are in a safe care setting and therefore not at risk. The performance is due to individual circumstances, not systemic failings.</p>							
4.2: The % of Social Circumstance reports completed within 28 days following Emergency or Short Term detentions	87%	76%	94%	87%	95%	95%	95%
<p>Social Circumstance reports are a statutory function for Mental Health Officers to complete after a significant event occurs. Due to an increase in Guardianship reports and Mental Health Act reports in 15/16 we changed to team roles to concentrate on the statutory duty.</p> <p>The performance shown by this indicator shows an improvement in this area of activity and is ensuring that those at risk are assessed within timescale.</p>							
4.3: Overall level of public satisfaction with the way the antisocial behaviour complaint was dealt with	n/a	76%	64.5%	76%	78%	79%	80%
<p>Data for this indicator is taken from the complainants' feedback questionnaires that are sent following completion of an antisocial behaviour case.</p> <p>In future we will separate this indicator to reflect how well the complaint was responded to as well as the level of satisfaction in relation to the outcome of the complaint.</p> <p>Further analysis of the questionnaire responses will be carried out in order to ascertain the possible reasons for this drop in performance. This further analysis may involve discussions with the complaints who returned feedback questionnaires and investigating the extent to which levels of satisfaction may be influenced by the outcome of the case. Identified improvement actions will be implemented as early as practicable in 2017-18.</p>							

Indicator (Source)	Performance			Targets			
	14/15	15/16	16/17	16/17	17/18	18/19	22/23
New Criminal Justice Indicators							
4.4: Overall level of public satisfaction with the way antisocial complaints are dealt with	New indicator		-	Set baseline	tba	tba	
4.5: Number of early interventions for anti-social behaviour	New indicator		-	Set baseline	tba	tba	
4.6: Number of community engagement events attended	New indicator		-	Set baseline	tba	tba	
4.7: Number of Keeping in Touch visits	New indicator		-	Set baseline	tba	tba	
4.8: Number of joint home safety visits	New indicator		-	Set baseline	tba	tba	
4.9: Number of clients who were allocated	New indicator		-	Set baseline	tba	tba	
4.10: Number of new Unpaid Work Job Referrals	New indicator		-	Set baseline	tba	tba	
4.11: Average weekly hours to complete Unpaid Work Level 1	New indicator		-	Set baseline	tba	tba	
4.12: Average weekly hours to complete Unpaid Work Level 2	New indicator		-	Set baseline	tba	tba	
4.13: Percentage of clients with community order whose engagement with services is improving	New indicator		-	Set baseline	tba	tba	
4.14: Percentage of clients with a community order who attitudes concerning distance/stopping offending are improving	New indicator		-	Set baseline	tba	tba	
4.15: Percentage of clients with a community order whose views on offending are improving	New indicator		-	Set baseline	tba	tba	
4.16: Percentage of clients with a community order who employment/ training/education situation is improving	New indicator		-	Set baseline	tba	tba	
Targets will be set once baseline has been determined.							

Indicator (Source)	Performance			Targets			
	14/15	15/16	16/17	16/17	17/18	18/19	22/23
HOUSING SERVICE PERFORMANCE INDICATORS							
Quality of Housing							
4.17a: % of dwellings meeting SHQS (SOLACE Benchmarking PI)	92.3%	94.6%	95.6%	100%	100%	100%	SHQS2 tba
The Scottish Average for this indicator was 92.5% in 2015/16 (LGBF)							
4.17b: % households in fuel poverty (Corporate Plan)	38% (2012-2014)	22.3% (Local Survey 2015)	22.3%	20%	19% (local)	19%	18% (local)
Our aim is to ensure that residents of Perth and Kinross live in warm, energy efficient and low carbon homes which they can afford to heat and we have identified a range of actions on the social and private housing sector to achieve this. We are continuing to improve energy efficiency levels within Perth and Kinross along with our future intentions for working towards the Scottish Government targets for fuel poverty and climate change. We will continue to strengthen the links between partner agencies and organisations and promote income maximisation in Perth and Kinross. The next survey is due to be carried out in 2020.							
Affordable Housing							
4.18: No. of new publicly available social housing units	170	132	126	120	150	150	150
During 2016/17, a total of 126 new housing units became publicly available. This comprises of 97 new build properties, 27 properties bought back from the market and 2 properties that were converted from mortgage to rent.							
Repairs and Maintenance							
4.19a: % of repairs appointment kept	92.9%	96%	98%	95%	96%	95%	95%
4.19b: Average length of time taken (in hours) to complete emergency repairs	3.29hrs	3.74hrs	3.78 hrs	5 hrs	4.5 hrs	4.5hrs	4.5hrs
Our Repairs service continues to perform well and we have exceeded last year's performance and our target for this year in relation to appointments kept, demonstrating our commitment to good customer service.							
We continue to perform well in relation to emergency repairs responding well within our target timescale and maintaining better performance than the national average of 5.1 hours (2015/16).							
Re-letting Empty Properties							
4.20: Average length of time (days) taken to re-let properties (includes mainstream and difficult to let properties)	21.16	25.2	24.1	28	27	27	27

Indicator (Source)	Performance			Targets			
	14/15	15/16	16/17	16/17	17/18	18/19	22/23
Mainstream/Difficult to Let: We continue to turn around void (empty) properties very quickly and faster than the Scottish average (35.4 days, 15/16), enabling tenants to quickly access more suitable housing.							
Homeless Presentations							
4.21: Number of households presented to the Council as homeless (Corporate Plan)	824	898	825	820	815	815	810
Through our continued focus on early intervention and prevention, we have reduced the number of people presenting as homeless despite the challenges faced with welfare reform. Providing housing options to people in housing difficulty allows them to access a range of advice and assistance tailored to their circumstances which enables them to make an informed choice about their situation.							
Tenancies							
4.22: Overall % of new tenancies sustained for more than a year	92%	88%	89.7%	90%	95%	95%	95%
4.23: % of tenancy offers refused during the year	36%	35%	35%	36%	35%	32%	28%
Tenancy Sustainment: The Annual Return information for the Scottish Social Housing Charter (2015/16) shows that the national average across all 193 social housing providers for tenancy sustainment is 88%, similar to that of the Council.							
Our year end figure shows that a total of 710 tenancies were created of which 637 were sustained. Of the 73 not sustained, 14 were due to the death of the tenant. In addition a further 18 were due to positive reasons such as re-housing, moving in with a partner or moving due to employment.							
% Tenancy Offers Refused (this includes withdrawals): We have continued to maintain our performance in this area, despite an increase in allocations, and also perform very well in comparison to the Scottish average of 43% (2015/16). Reasons for refusals include people's circumstances changing, the location and type of property offered, and if an applicant is not yet ready to move at the time of offer.							

DELETED INDICATORS

Indicator (Source)	Performance			Reasons for Change/ Deletion
	14/15	15/16	16/17	
% clients with a supervision requirement seen by a supervising officer within 5 working days	87%	81%	74%	Indicator replaced by Criminal Justice (Scotland) Act 2016
Performance for this indicator has fluctuated throughout the year. The main reason for clients not being seen by their supervising officer within 5 working days is client failure to attend their appointment. In order to try and address this, the process for seeing clients was revised early in 2017 so that, where possible, the first client meeting with their supervising officer is now scheduled to take place within 24 hours of the Order being made.				

Indicator (Source)	Performance			Reasons for Change/ Deletion
	14/15	15/16	16/17	
% MAPPA cases with an up-to-date risk assessment completed jointly by CJS and Police Scotland (Corporate Plan)	96%	97.8%	100%	Indicator replaced by Criminal Justice (Scotland) Act 2016
Since 2013-14 the number of cases has risen from 26 to 44 (69% increase)				
% of Community Payback Orders Unpaid Work (UPW) Requirements where the post sentence assessment has been completed within 1 working day	82%	80.9%	78.9%	Indicator replaced by Criminal Justice (Scotland) Act 2016
The main reason for the post sentence assessment not being completed within 1 working day of the Order being made is client failure to attend their meeting with CJS staff to complete this assessment. The impact of a reduction in available resources and available meeting space at Perth Sheriff Court, means that it is now not possible to hold this meeting in Court immediately after the Order is made. Therefore, this increases the possibility of client failure to attend. However, despite this, performance has remained relatively consistent since 2014-15.				
% of clients with a CPO whose order has been reviewed within 20 working days	n/a	72.5%	72.8%	Indicator replaced by Criminal Justice (Scotland) Act 2016
Performance for this indicator was on target until January 2017 when staff shortages within the Public Protection Team significantly impacted on the team's ability to meet the timescales imposed by this indicator. With staffing levels now returning to normal, it is anticipated that the performance will return to previous levels which would have seen the target for the year being met.				
% of Community Payback Order Unpaid Work Requirements (Level 1 and Level 2) completed within agreed timescales	96%	95.3%	92%	Indicator replaced by Criminal Justice (Scotland) Act 2016
Over 90% of Community Payback Order Unpaid Work Requirements are successfully completed within the agreed timescales. This indicator will continue to be monitored locally and it is anticipated that performance will improve during 2016/17.				
Number of complaints of domestic noise received during the year settled without the need for attendance on site	102	88	31	Indicator replaced by Criminal Justice (Scotland) Act 2016
The number of complaints of domestic noise has reduced during the past three financial years. We will continue to monitor domestic noise complaints at a local level.				
Number of complaints of antisocial behaviour received by the Council	3,365	2,295	1,793	Indicator replaced by Criminal Justice (Scotland) Act 2016
The number of complaints of anti-social behaviour have reduced between 2014/15 and 2016/17. We will continue to monitor this indicator at a local level				

Indicator (Source)	Performance			Reasons for Change/ Deletion
	14/15	15/16	16/17	
Proportion of people who have been determined as safer as a result of our adult protection intervention	100%	100%	100%	As this is subjective and has been met in 3 consecutive years it is felt there is only limited value in continuing to measure this.
We have once again met the target for this indicator				

Information not available

- *% of council dwellings that are energy efficient (Benchmarking PI)* *Next survey 2020 (SOLACE)*
- *Number of attendees at "Show Racism the Red Card" events* *Available June 2017*
- *Rates of re-conviction across all categories (%)* *Available June 2017*
- *No. of people within the 20% most deprived data zones in Scotland* *Available August 2017*

GOVERNANCE AND MANAGEMENT STRUCTURE OF HOUSING AND COMMUNITIES

Housing and Communities is one of the Council's four Service areas. We provide a range of services for:-

- Council tenants and people in need of affordable housing;
- Homeless people and people at risk of homelessness;
- Maintenance of the Council's housing stock
- People residing in sheltered housing
- Residents and communities experiencing anti-social behaviour;
- Interventions to minimise re-offending behaviours and promote alternatives to custodial sentences.
- Commissioning and contracting of services
- People needing Housing Benefit and Council Tax Reduction advice and support;
- Billing and collection of local taxes and non-domestic rates;
- Welfare rights and assistance from the Scottish Welfare Fund.

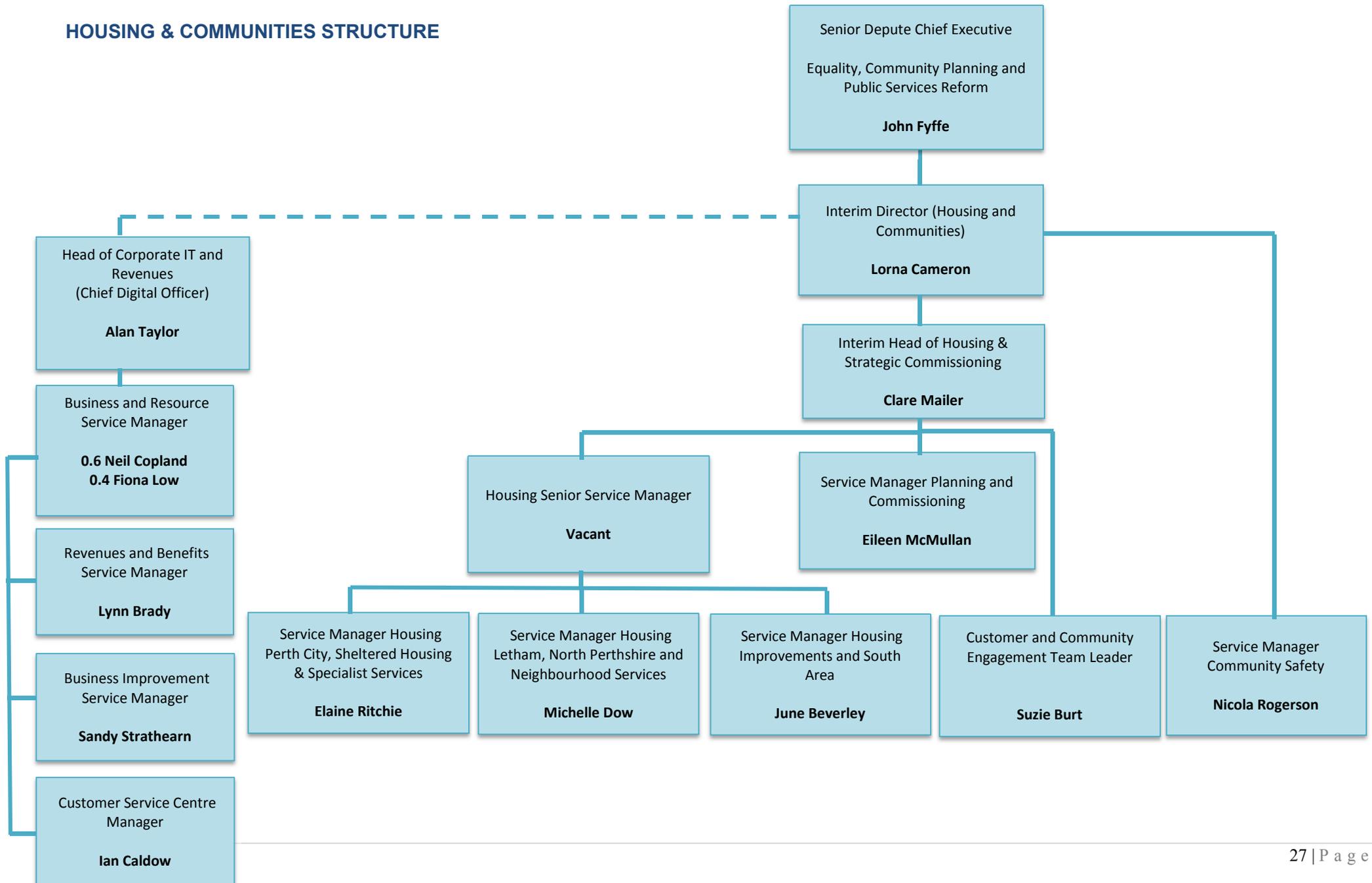
The Housing and Communities Committee oversees the work of the Service within the Council. Our services are also subject to a range of inspections carried out by external organisations. These inspections check that our service delivery meets national standards, provides value for money, and satisfies service user requirements. The two main regulatory bodies are the Care Inspectorate and the Scottish Housing Regulator.

Under the Scottish Social Housing Charter, we submit an annual return on performance across 69 indicators to the Scottish Housing Regulator by 31st May each year. These indicators include 37 charter indicators and 32 contextual indicators and are described as the ARC – Annual Review of the Charter. In addition to the 69 indicators the Scottish Housing Regulator also analyses homeless performance that we submit to the Scottish Government – covering approximately 100 indicators on all areas of homeless.

These indicators are based around the 16 Housing Charter Outcomes and enable us to evidence and assess how well we are delivering outcomes to our tenants and communities.

We also undertake a range of benchmarking activities through the Scottish Housing Network and Housemark. Managers are involved in national benchmarking groups including Active Asset Management, Tenancy Sustainability and Housing Options to support networking, transformation and professional development. This allows us to measure our performance at a national level and identify innovative and new ways of working to drive improvement.

HOUSING & COMMUNITIES STRUCTURE



OUR PRIORITIES INCLUDE

Our underpinning principles are:

- Placing people who use our services at the centre of what we do
- Promoting person centred health, care and support
- Reducing inequalities and unequal health outcomes and promoting healthy living
- Focussing on prevention and early intervention
- Working with communities to grow and develop, taking more ownership of their local area.
- Making best use of available facilities, people and other resources.

We will do this by:

- Building more affordable housing
- Managing and improving our council houses
- Reducing homelessness
- Meeting the challenges of UK Government welfare reform
- Maximising income for both Customers and the Council
- Reducing re-offending
- Reducing rent arrears/tenancy sustainment

CUSTOMER FOCUS AND COMMUNITY ENGAGEMENT

Putting our tenants at the heart of what we do is the central aim of Housing and Communities. Our tenants have been fully involved in the development of the new model of rent calculation and the Rent Restructure Tenant working group has seen 19 tenants leading and supporting engagement with the wider tenant body over the last 2 years. The new model was introduced on the 3rd of April and all elements of this project included tenants, from shaping how the new how rents would be calculated, to how the model was implemented and how we could best communicate the changes and support people who faced rent changes. Over this lifespan of this project thousands of tenants took part in surveys, attended roadshows and events to help ensure we got the new model right for tenants.

Our Service Review and Evaluation (SURE) Team concluded a review of our Anti-Social Behaviour services and a range of recommendations were accepted, including the agreement of performance targets for Housing staff managing anti-social behaviour. Our Anti-Social Behaviour Team was actively involved in this review and their staff were interviewed as part of the process. They also undertook a review of Tenant Participation activities in preparation for developing a new 3 year strategy. All the recommendations from their report were accepted by Housing Management Team and they are now consulting with the wider tenant body to write the plan – a strategy for tenant involvement written by tenants themselves a first for Perth and Kinross Council.

Our Estate Based Initiatives (EBIs) continue to involve more local people about improving where they live. In the last year the budget for EBIs increased to £150,000 and in total 50 projects were undertaken and over 100 people were involved. In addition to the very positive customer feedback received from tenants directly involved in and affected by EBIs, satisfaction levels with opportunities to participate in our decision making process rose from 62% in 2013, to 74% in 2016. Satisfaction levels with the Council as a landlord in relation to the management of neighbourhoods also rose from 75% in 2013, to 79% in 2016.

We have had some excellent feedback from our tenants through our Tenant Satisfaction Survey, where overall satisfaction with housing services rose to 85.2% from 84.5 % in 2013. People told us

- ***'I am very lucky to live in a quiet and peaceful neighbourhood which is well run.'***
- ***'I have lived in my home for 54 years and very ,very happy'***
- ***'I appreciate my council house and as a landlord P&KC are excellent.'***
- ***'I find the support I receive is first class. I have Bipolar Disorder and housing staff have always been helpful'***

Complaints are dealt with confidentially and are investigated and responded to in line with our complaints procedures. Complaints are monitored through regular reports to Service Management Teams and through our key performance monitoring process. Where possible, the service develops improvement actions and shares wider opportunities for learning from the issues raised in complaints. Where themes are emerging and there is a requirement to address issues such as redesigning our processes, improving communication and/or training these are progressed through the relevant management teams.

PREPARING OUR PEOPLE FOR THE FUTURE

We recognise that our people are our most valuable asset, and it is through their commitment and expertise that the Council will effectively support the achievement of better outcomes for all, at every stage in life.

A wide range of practices are in place to provide leadership and direction; ensure services are organised to deliver; keep colleagues informed and contribute to Council business; support learning and skills development; sustain effective employment relationships; extend collaborative working and promote health and wellbeing.

Building on existing approaches, we will continue to evolve the cultural conditions to support modern ways of thinking and working which promote continuous improvement and innovation. Within the Service we support the Learn Innovate Grow ethos and encourage staff to seek opportunities to learn about new things and to share these skills, knowledge and expertise to support and improve the outcomes for both our customers and the professional development of our staff.

The annual employee survey was carried out in September 2016. Results from the survey showed the majority of the workforce across Housing and Communities agreed that their roles are clearly defined (85%) and that their team is passionate about delivering excellent customer services (79%). The survey also highlighted that staff know how their job contributes to the Council's objectives (83%) and staff feel that the people they work with are committed to doing their best (81%).

PARTNERSHIP WORKING

Working with partners is fundamental to the way we work and deliver services.

We work closely with our Community Planning Partners, the private and voluntary sector and with other public service bodies across Tayside such as Health, Councils, Police and Fire Services to improve services and further strengthen strategic planning.

We work alongside colleagues in the Perth and Kinross Health and Social Care partnership to achieve the national health and social care outcomes. We also work in partnership with local and national developers to extend supply of affordable mainstream and supported housing with services attached to support people to live as independently as possible in housing that is suitable.

Community Justice Partnership

The Community Justice (Scotland) Act 2016 was passed by the Scottish Parliament last year which sets out a new model for the governance and delivery of Community Justice in Scotland. We have worked with our statutory partners to prepare a community justice improvement plan which involved engagement and consultation with relevant local stakeholders and appropriate third sector and community bodies. A Community Justice Partnership has since been established involving all appropriate partners and this body will have the responsibility of ensuring the delivery of the improvement plan.

FINANCIAL/RESOURCE MANAGEMENT

Housing and Communities will continue to face challenges due to the continuing fiscal situation and increasing demand for services. The increase in the number of older people, and the impact of UK Government welfare reform will, in particular, lead to increased challenges to service provision. We have prepared for increased pressure in regard to income maximisation, benefit advice and claims and

this will continue. We are also expecting to face increased difficulty in recovering monies due to the Council. We are anticipating increased demand for affordable housing, as well as services for those who are homeless or threatened with homelessness. Reduced public sector budgets in real terms will continue, and there is an increased likelihood that there will not be a return to higher settlements for some time.

The following table provides a breakdown of our financial and people resource:

	Net Revenue Budget 2017/18 - £m	FTE
Housing General Fund	2.7	15.51
Community Safety	3.1	86.09
Strategic Commissioning*	4.0	23.92
Finance & Business Support**	5.2	178.55
Learning & Development	0.3	9.39
Mental Health Officers	0.5	11.63
Total General Fund	15.8	325.09
HRA	0	231.95

* This team undertakes commissioning for the Health & Social Care Partnership – approx. £50m

** This Team includes Revenue & Benefits, Welfare Rights, Customer Service Centre and Finance & Support Services.

The Housing Revenue Account has a gross budget of £28.4m. In addition, we manage a capital allocation of £17.8m of which £16.7m relates to investment within the Housing Revenue Account.

The Council has a strong track record of managing budgets effectively and the Council is recognised as a high performing organisation; it has strong financial management, good governance, and a committed workforce.

A key element of our strong financial management has been our transformation and service redesign programme. The Council have now moved to the next phase of its transformation agenda and on 1 July 2015 the Transformation Strategy 2015-2020 was approved. The strategy takes a proactive approach to public sector reform and will help us sustain the high quality services we provide.

The transformation projects for Housing & Communities include; Home First - a new model of delivery for homeless accommodation and the Review of Housing Repairs. Progress towards achievement of desired outcomes are monitored and reported monthly to the Service Transformation Board and thereafter through the Councils Transformation governance structures.

The Home First project is drawing to conclusion with the key outcomes being achieved. The Housing Repairs project is due for completion by 2020. This transformation programme will continue to be a key focus for the Service.

PERFORMANCE, SELF EVALUATION AND RISK MANAGEMENT

This plan is monitored monthly by the Service's Senior Management Team. We also compare our performance against other local authorities through the Scottish Housing Best Value Network which compares our housing performance with other local authorities in Scotland.

We carry out an annual self-evaluation of the Service using the 'How Good is Our Council?' toolkit. Staff and teams are experienced in using these tools to identify strengths and areas for improvement. We are also regularly inspected by external agencies, including the Care Inspectorate and the Housing Regulator.

The Service has identified a number of risks which are managed through the Service and Corporate risk profile, as well as in a range of business cases identified through the Transformation Programme. We report on performance and budgets monthly both to the Executive Officer Team and Senior Managers. The key risks managed by Housing and Communities are:

Strategic Objective	Risk	Residual Risk	
		Impact	Probability
Strategic Objective 4	Protect adults at risk	5	1
Strategic Objective 5	Policy and legislative reform agenda (Corporate Risk 10)	5	1
	Deliver the Housing Standard Delivery Plan	4	1
	Support the most vulnerable in our society during welfare reform (Corporate Risk 3)	4	2
	Provide adequate and affordable social housing	5	1
	Effectively manage changing financial circumstances (Corporate Risk 4)	4	3
	Maintain security of information and prevent public sector fraud and corruption (Corporate Risk 6)	4	3
	Effective corporate governance (Corporate Risk 8)	5	1
KEY Impact 1 – Significant 2 – Minor 3 – Moderate 4 – Major 5 – Critical Probability 1 – Rare 2 – Unlikely 3 – Possible 4 – Likely 5 – Almost Certain			

HEALTH AND SAFETY

Housing and Communities follows the corporate governance arrangements for Health, Safety & Wellbeing and staff across the Service are familiar with the Corporate Occupational Health & Safety Policy. HCS consults with all staff through the HCS Health & Safety Consultative Committee.

Membership of the Committee includes senior managers from every area within HCS as well as safety representatives from all the trade unions. Through the Committee, strategic and operational issues are discussed. The Committee also considers quarterly reports on Health & Safety training and incident reports. The management representatives' report on issues raised at this Committee through their own management teams. The Committee are also informed of any new Health & Safety legislation or policies and take appropriate action as required. Health & Safety performance is regularly reported to both individual management teams and is included within the key performance monitoring process to the Senior Management Team.

SERVICE IMPROVEMENT PLAN UPDATE for 2016/17

Focus and Major Change for 2016/17	Key Action (Lead Responsibility)	Delivery Timescales	Comments on Progress
<p>1. Welfare Reform Ensuring we are prepared for the impact of full implementation of Welfare Reform and in particular Universal Credit</p> <p>Head of Corporate Information Technology and Revenues</p>	<ul style="list-style-type: none"> ▪ Universal Credit – Implementation for Perth and Kinross ▪ Perth and Kinross Training on the Roll Out of Universal Credit 	<p>25/04/16</p> <p>25/04/16</p>	<p>Complete Implementation successful. Subsequent audit report had no recommendations</p> <p>Complete Initial training has been completed with staff receiving ongoing training where appropriate.</p>
<p>2.Strategic Commissioning Plan</p> <p>Head of Adult Social Work & Social Care/Head of Housing & Strategic Commissioning</p>	<p>Progress thematic areas outline in the plan</p> <ul style="list-style-type: none"> • Prevention and Early Intervention • Person centred health, care and support • Work together with communities • Inequality, unequal health outcomes and healthy living • Making the best use of available facilities, people and resources 	<p>Key timescales outlined for 2016/17 priorities</p>	<p>Complete All key timescales were reported to the Integrated Joint Board in February 2017.</p> <p>Progress will be reported within the Health & Social Care Partnership</p>
<p>3. Rent Restructure Ensure we have a fair and equitable way of setting and charging tenants rent for different types of properties.</p> <p>Head of Housing and Strategic Commissioning</p>	<ul style="list-style-type: none"> •Progress Phase 2 of the project and work with tenants to agree the best way of moving from the current to the new model. •Submit report to Housing and Health Committee with recommendations •Implementation of new model 	<p>June-July 2016</p> <p>Aug 2016</p> <p>April 2017</p>	<p>Complete Formal consultation and engagement was launched at our annual Tenant Conference on 1 June 2016 and has further been supported by 13 locality events and a Rent Restructure Survey issued to all tenants.</p> <p>Complete A report was presented to Housing and Health Committee and approved in August 2016. Report no. 16/358.</p> <p>Complete</p>
<p>4. Community Justice Redesign Establish a Shadow Community Justice Partnership in 2016/17 which will</p>	<ul style="list-style-type: none"> • Establishment of Shadow Community Justice Partnership 	<p>May 2016</p>	<p>Complete The Shadow Community Justice Partnership has been established.</p>

Focus and Major Change for 2016/17	Key Action (Lead Responsibility)	Delivery Timescales	Comments on Progress
<p>develop an improvement plan and appropriate governance for the Community Justice Partnership when it is formally established in April 2017.</p> <p>Interim Director Housing & Communities</p>	<ul style="list-style-type: none"> • Public Consultation in respect of draft priorities for Improvement Plan • Develop third sector, victims, people with convictions interface • Develop draft Improvement Plan/ Performance Framework 	<p>September 2016</p> <p>September 2016</p> <p>December 2016</p>	<p>Complete A public consultation was carried out during winter 2016. The draft Improvement Plan is presently out for consultation. Consultation will continue throughout 2017 as the Community Justice Partnership establishes itself.</p> <p>Complete The Third Sector Community Justice Forum has been established and meets on a regular basis. Included in its membership are Victim Support and Positive Prisons, a charity which supports people with convictions.</p> <p>Complete Draft Improvement Plan has been circulated for comment and was agreed by the Community Justice Partnership in March.</p>
<p>5. Home First A new model of service delivery for homeless people that supports them wherever possible to move directly to settled accommodation</p> <p>Head of Housing and Strategic Commissioning</p>	<ul style="list-style-type: none"> • Undertake an evaluation of the current and future needs of homeless households • Review service provision and identify transitional and long term arrangements and savings • Develop and deliver an implementation plan 	<p>31 March 2017</p> <p>31 March 2017</p> <p>31 March 2017</p>	<p>Complete Models of temporary accommodation, changes to support delivery, along with changes to the matching of permanent housing combined with increased levels of engagement with the private sector have been piloted and implemented to meet the future needs of homeless households.</p> <p>Complete A successful temporary accommodation reduction plan has been implemented resulting in 30 units of accommodation remaining from a portfolio of 99. Both of the above has enabled the £676,000 savings to be achieved.</p> <p>Complete A detailed implementation has been in place and key milestones, as outlined above, have been achieved ensuring full rollout of Home First for 31 March 2017.</p>

Focus and Major Change for 2016/17	Key Action (Lead Responsibility)	Delivery Timescales	Comments on Progress
<p>6. Estate Based Initiatives</p> <p>Head of Housing and Strategic Commissioning</p>	<ul style="list-style-type: none"> • Delivery of a range of projects identified and prioritised in consultation with tenants across Perth and Kinross supporting social enterprise project. 	<p>March 2017</p>	<p>Complete</p> <p>A report was presented to Housing and Health Committee on 29 March providing an overview of the work to date and video feedback from residents on the impact. Projects have already been carried forward into 2017/18 and funding for the initiative has been increased.</p>

SERVICE IMPROVEMENT PLAN for 2017/18

Focus and Major Change for 2017/18	Key Action (Lead Responsibility)	Delivery Timescales	Comments on Progress
<p>1. Welfare Reform</p> <p>Ensuring we are prepared for the impact of full implementation of Welfare Reform and in particular Universal Credit</p> <p>Head of Corporate Information Technology and Revenues</p>	<ul style="list-style-type: none"> ▪ P&K Implementation of the Full Digital Universal Credit ▪ P&K Implementation of the Full Digital Universal Credit ▪ Housing Benefit Migration 	<p>April 2018</p> <p>Dec 2017</p> <p>2019 to 2022</p>	<p>Internal planning underway official implementation led by DWP to start approximately November 2017.</p> <p>All relevant frontline staff to complete training by the end of December 2017.</p> <p>Awaiting DWP information/detail and final timetable. Anticipate lots of change in terms of direction and planning from DWP.</p>
<p>2. Housing Repairs</p> <p>Interim Head of Housing and Strategic Commissioning</p>	<ul style="list-style-type: none"> ▪ Delivery key outcomes from the Transformation Review 	<p>March 2020</p>	<p>A number of changes to improve productivity have been achieved; reducing spend on external contractors; improving void performance and delivery of savings against budget for 2016/17.</p>
<p>3. Local Housing Strategy</p> <p>Interim Head of Housing and Strategic Commissioning</p>	<ul style="list-style-type: none"> ▪ Delivery of the key priority areas outlined within the plan 	<p>2016-2021</p>	<p>New Action</p>
<p>4. Fairness Commission – Fairer Futures</p> <p>Interim Director of Housing & Communities</p>	<ul style="list-style-type: none"> ▪ Take forward the recommendations within the strategy 	<p>2017- 2020</p>	<p>New Action</p>
<p>5. Estate Based Initiatives</p> <p>Interim Head of Housing and Strategic Commissioning</p>	<ul style="list-style-type: none"> ▪ Delivery of a range of projects identified and prioritised in consultation with tenants across Perth and Kinross supporting social enterprise project. 	<p>March 2018</p>	<p>New Action</p>
<p>6. Digital Inclusion</p> <p>Interim Head of Housing and Strategic Commissioning</p>	<ul style="list-style-type: none"> ▪ Combination of “Lead” learning programmes and take forward national initiatives such as Go ON UK ▪ Delivery of bespoke sessions for tenants 	<p>March 2018</p>	<p>New Action</p>

Focus and Major Change for 2017/18	Key Action (Lead Responsibility)	Delivery Timescales	Comments on Progress
7. Integrated Schools Programme Interim Head of Housing and Strategic Commissioning	<ul style="list-style-type: none"> ▪ Extension of the Housing Education Programme to provide awareness, support and assistance to secondary school children around drug and alcohol issues. 	March 2018	New Action
8. Housing Liaison Officer – Hospital Discharge Interim Head of Housing and Strategic Commissioning	<ul style="list-style-type: none"> ▪ To establish a Housing Liaison Officer to support a seamless service for people discharged from hospital. 	May 2017	New Action
9. Housing Options Interim Head of Housing and Strategic Commissioning	<ul style="list-style-type: none"> ▪ Expansion of the Housing Options Training Toolkit 	March 2018	New Action
10. Perth & Kinross Community Justice Partnership Improvement Plan Service Manager, Community Safety	<ul style="list-style-type: none"> ▪ Report to Scottish Government on progress 	March 2018	New Action
11. Expand the Community Watch Scheme Service Manager, Community Safety	<ul style="list-style-type: none"> ▪ Roll out of the system 	March 2018	New Action
12. Expansion of Electronic Monitoring Service Manager, Community Safety	<ul style="list-style-type: none"> ▪ Trial electronic monitoring to other areas such as alcohol bracelets 	March 2018	New Action
13. Locality Community Planning Partnerships Interim Director of Housing & Communities	<ul style="list-style-type: none"> ▪ Identify and respond to opportunities to work with locality planning partnerships to deliver positive outcomes. 	March 2018	New Action

Acronyms Explained

ASB(O)	Anti-Social Behaviour (Order)	HRA	Housing Revenue Account
ASP	Adult Support and Protection	HWAS	Housing with Additional Support
B&B	Bed and Breakfast	ITA	Independent Tenant Advisor
CJS	Criminal Justice Service	MAPPA	Multi Agency Public Protection Arrangements
CPO	Community Payback Order	OWLS	Offending Women's Learning Service
DHP	Discretionary Housing Payment	RGBS	Rent Bond Guarantee Scheme
EBI	Estate Based Initiative	SCARF	Save Cash and Reduce Fuel
ECS	Education and Children's Services	SHQS	Scottish Housing Quality Standards
ECO	Energy Company Obligation	SOLACE	Society of Local Authority Chief Executives
EEA	European Economic Area	SURE Team	Service User Review and Evaluation Team
ERDF	European Regional Development Fund	UPW	Unpaid Work
ESF	European Social Fund	TBC	To be Confirmed
GIRFEC	Getting it Right for Every Child	TISS	Tayside Intensive Support Service
HC	Housing and Communities	UC	Universal Credit
HEEPS-ABS	Home Energy Efficiency Programme Scotland – Area Based Schemes	UHS	Universal Home Insulation Scheme
HMICS	Her Majesty's Inspectorate of Constabulary		
HMO	Houses in Multiple Occupation		
HMRC	HM Revenues and Customs		