



Organised To Deliver

In previous years, we have used PK Performs to chart our performance against key performance indicators across the reporting period. However, the unprecedented impact of COVID-19 and the pandemic response makes the analysis of our performance trend more difficult to accurately capture. While this information will still be showcased in the charts below, given the disruption to service delivery and operation, a direct comparison to previous years is often not an appropriate method of gauging performance. When available, a direct comparison to the Scottish average is a more effective gauge of our performance across the last year.

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Sickness absence for employees (non-teaching)

- average number of days a year

What this indicator is about

This indicator is a consistent measure of the average number of working days sickness absence have occurred over the year for all Local Government staff, except teachers.

Why we measure it

To allow all Scottish Councils to compare their average sickness levels. In addition, it is expected that better performing Councils, ie those with lower than average sickness absence rates, will share their approaches to sickness absence management with other Councils to share best practice to improve their management of sickness absence.

What can affect performance

- *Public and workforce health initiatives, such as flu vaccinations.*
- *Changes in workforce profiles.*
- *Initiatives for prevention or early intervention.*
- *Long-term sickness absence cases will impact on the level of performance.*
- *Promoting healthier working lives, by taking a holistic approach to the physical, mental and financial wellbeing of the workforce.*
- *Creating an alternative flexible approach to plan and be proactive in managing attendance.*

All COVID-19 related absences are not recorded in the sickness figures, eg Infectious Disease (COVID-19) and all types of self-isolating. This results in a reduction in absence levels due to sickness being recorded and therefore impacts on recorded levels of productive time.

Comment on performance

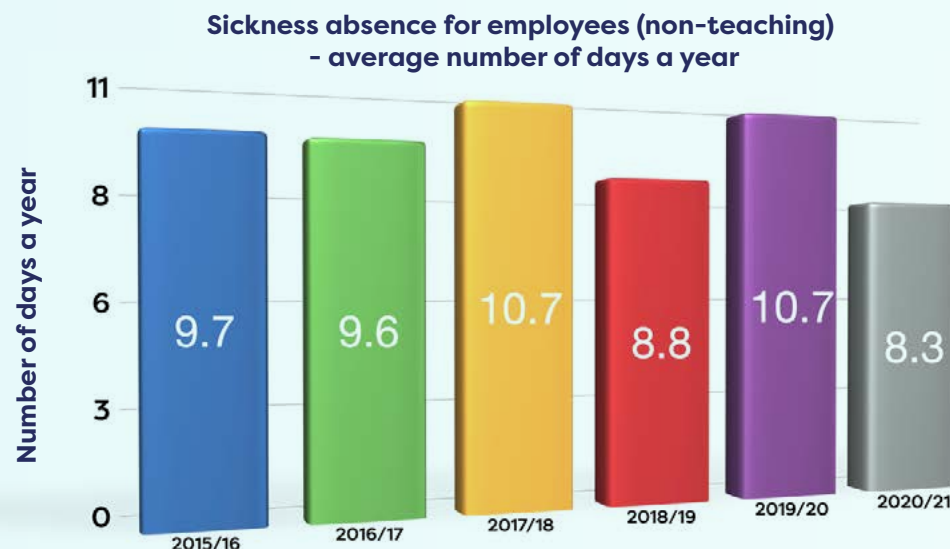
Looking only at sickness absence levels, our performance has improved by 2.4 days on last year and our trend across the period is positive, with the number of sickness absence days decreasing from 9.7 to 8.3 over the five-year period. This excludes COVID-19 related absences and self-isolation in 2020/21.

How our performance compares to others

The Scottish average for 2020/21 is yet to be made available.

Actions we are taking for continuous improvement

We continue to promote healthier working lives by taking a holistic approach to the physical, mental, and financial wellbeing of the workforce. We will take a flexible approach to planning and being proactive in managing staff attendance.



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Sickness absence for teachers

- average number of days a year

What this indicator is about

This indicator is a consistent measure of the average number of working days sickness absence that have occurred over the year for all Local Government staff, except teachers.

Why we measure it

To allow all Scottish Councils to compare their average sickness levels. In addition, it is expected that better performing Councils, ie those with lower than average sickness absence rates, will share their approaches to sickness absence management with other Councils to share best practice to improve their management of sickness absence.

What can affect performance

- *Public and workforce health initiatives, such as flu vaccinations.*
- *Changes in workforce profiles.*
- *Initiatives for prevention or early intervention.*
- *Long-term sickness absence cases will impact on the level of performance.*
- *Impact of national workload changes.*
- *Promoting healthier working lives, by taking a holistic approach to the physical, mental and financial wellbeing of the workforce.*
- *Creating an alternative flexible approach to plan and being proactive in managing attendance.*

Schools were closed due to COVID-19 and remote working was being undertaken for parts of the year - this has impacted on the figures. All Covid related absences are not recorded in the sickness figures e.g. Infectious Disease (Covid) and all types of self-isolating. This results in a reduction in absence levels due to sickness being recorded, and therefore impacts on recorded levels of productive time.

Comment on performance

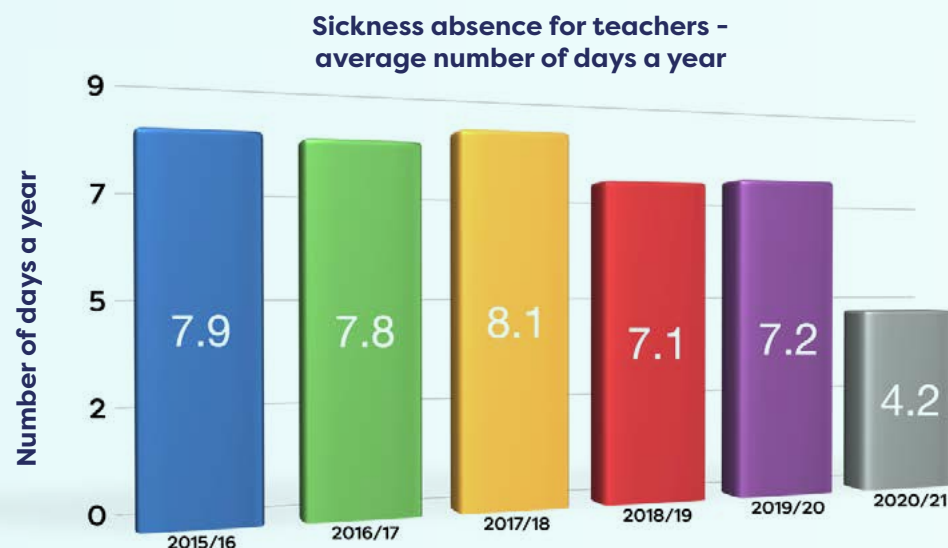
Looking only at sickness absence levels, our performance has improved and we have reduced the average absences by almost 3 days per Full-Time Employee, down from 7.2 to 4.2 in 2020/21. Our performance trend is up across the period, with our performance having improved by 47% since 2015/16. This excludes COVID-19 related absences and self-isolation in 2020/21.

How our performance compares to others

The Scottish average for 2020/21 is yet to be made available.

Actions we are taking for continuous improvement

We continue to promote healthier working lives by taking a holistic approach to the physical, mental, and financial wellbeing of the workforce. We will take a flexible approach to planning and being proactive in managing staff attendance.



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Gender Pay Gap

What this indicator is about

The gender pay gap measure the difference between average hourly rates of pay for males and females. It covers all employee groups, ie Chief Officer, Craft, Single Status and Teaching to provide one headline result. It provides a focus for Councils to discuss their results, acknowledging the significant impact the composition of the workforce as a result of services which are delivered by Arms Length External Organisations, Joint Boards or commissioned services, and to share best practice.

Why we measure it

To raise awareness and understand, or challenge where appropriate, the reason(s) for any differences between average hourly rates of pay for males and females.

What can affect performance

Changes to the gender composition of the workforce can have an impact, ie where incremental progression applies, typically new employees start at the bottom of the grade and employees leaving the Council are near/at the top of the grade. Where workforce planning activity results in significant numbers of one gender being recruited and the other gender exiting the Council this results in a change. Recent examples in the years reflected in the Gender Pay Gap Table include the expansion of early years (predominately females recruited into posts) and TUPE transfer of Facilities team to Tayside Contracts (predominately males exiting the Council) which impacts on the headline results.

Comment on performance

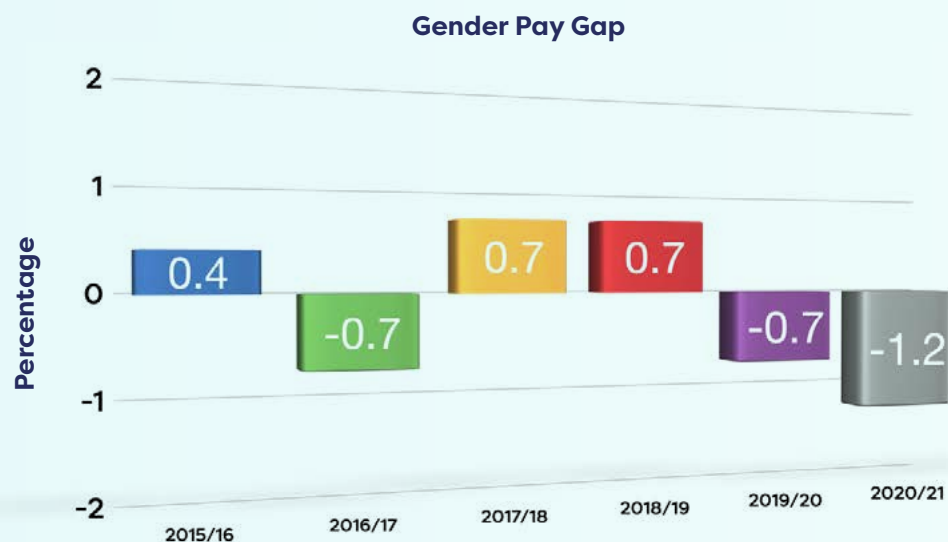
We have a positive performance trend, with a pay gap of -1.2% in favour of women. This positive trend has persisted over the last two years. The widening of the pay gap in favour of women in the last year is due to length of service in the grade and salary progression.

How our performance compares to others

The Scottish average for 2020/21 is yet to be made available.

Actions we are taking to improve performance

The Council continue to apply Fair Selection in our recruitment process to ensure appointments are based on merit.



Note: axis has been adjusted to display changes over time more clearly

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Proportion of the highest paid 5% employees who are women

What this indicator is about

This indicator provides a picture of the current gender balance in the most senior posts.

Why we measure it

The delivery of quality services is dependent on a trained and motivated workforce and it is essential that our employment policy reflects this commitment to equal opportunities. This measure helps identify areas of potentially unfair or discriminatory practices.

What can affect performance

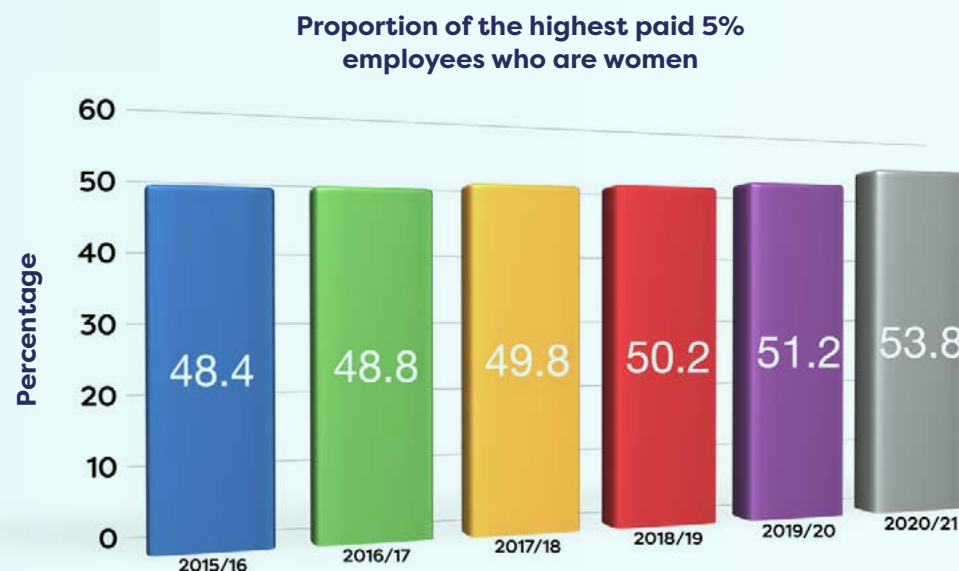
- *Changes to the gender composition of the workforce, length of service in the grade and salary progression can have an impact.*
- *Comment on performance.*
- *Since 2015/16, the proportion of highest paid employees has increased from 48.4% to 53.8% in 2020/21.*

How our performance compares to others

The Scottish average for 2020/21 is yet to be made available.

Actions we are taking for continuous improvement

We will continue to apply Fair Selection in our recruitment process to ensure appointments are based on merit.



Note: axis has been adjusted to display changes over time more clearly

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Percent of income due from Council Tax received by the end of the year

What this indicator is about

This indicates the effectiveness of Perth & Kinross Council in collecting the current Council Tax due to it.

Why we measure it

This indicator may be used as a measure of the effectiveness of the Council in collecting current Council Tax due to it.

What can affect performance

In very general terms, any changes which affect customers' ability to pay, how we respond and react to these changes, resources available to us and how we use these resources, ability to undertake timeous billing, recovery runs and associated tasks which are linked to collection. Early and effective communication with customers is also key to collection levels and customer service.

Comment on performance

From March 2020 and during 2020/21, it was necessary to halt the majority of Council Tax work in order to meet the expectations of both businesses and Scottish Government in relation to administering COVID-19 Business Grants. In addition, a decision was taken to halt recovery runs and other recovery activities; formal recovery runs did not resume until September 2020. Customers were experiencing a range of different challenges during lockdown which impacted on their ability to pay Council Tax and other household bills. We decided not to change the actual collection target, instead concentrating on the priorities and challenges, and doing what we could to maximise the collection and support our customers. The final outcome was down in

percentage terms, as was anticipated, however in monetary terms we collected approximately £4m more than the previous year (NB the Council Tax for 2020/21 had increased by 4.28%).

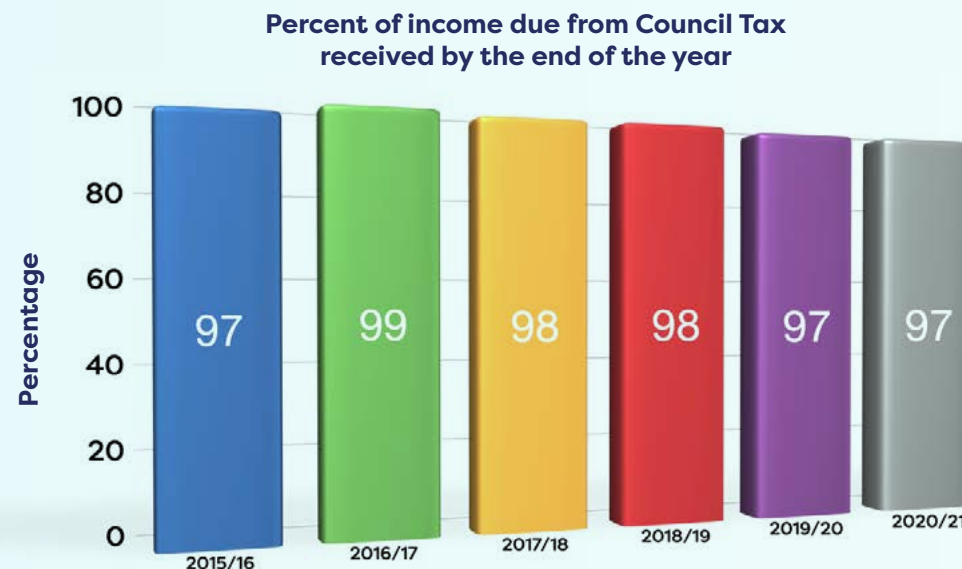
Our collection performance saw us maintain our position when compared to other Scottish Local Authorities and was 1.8% above the Scottish average (which had fallen by 1% compared to our fall of 0.5% from 2019/20 levels).

How our performance compares to others

The Scottish average for 2020/21 is yet to be made available.

Actions we are taking for continuous improvement

We will continue to make the very best use of our resources and our well established processes and procedures which continue to deliver the desired outcomes and results. In addition, we will continue to adapt as necessary to any challenges impacting on our customers' ability to pay and strive to get early advice and relevant assistance to them at the earliest opportunity.



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Proportion of operational buildings that are suitable for their current use

What this indicator is about

This indicator states the percentage of operational property deemed suitable for its current use. The figure is determined from surveys on a rolling programme every three years.

Why we measure it

To ensure that we regularly assess the suitability of operational buildings with regards to their designated purpose.

What can affect performance

- *Age of buildings and change of use*
- *The size of the building relative to requirement*
- *Ease of access*
- *New legislation*
- *Investment*

This information has not been updated during COVID-19 restrictions due to availability of relevant stakeholders and competing priorities.

Comment on performance

Although trend is on the rise and above target, this is only contained within school buildings. Within the next few years this will be assessed in a consistent manner for all operational buildings, which will potentially affect the performance figures

How our performance compares to others

The Scottish average for 2020/21 is yet to be made available.

Actions we are taking for continuous improvement

Property Services, Corporate Asset Management and service users will be creating a prescribed assessment for suitability throughout the non-school operational building estate. To ensure that the overall asset data is consistent and accurate for use within the constraints of Strategic Property Asset Management.

Programmes of work are derived from works of greatest need to ensure continuous improvement to ensure buildings are suitable for the users.

Proportion of operational buildings that are suitable for their current use



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Percentage of internal floor area of operational buildings in satisfactory condition

What this indicator is about

To assess all PKC operational buildings against graded conditions, through carrying out a rolling programme of detailed site surveys. Gradings are on an A to D scale.

Why we measure it

Collated as part of a statutory requirement to provide the percentage of operational property that is in satisfactory condition and to ensure that we adequately monitor building standards, structure, and any services installed. This currently indicates the condition of 230 buildings determined from surveys carried out on a rolling programme every 5 years.

What can affect performance

- *Adequately qualified and experienced staffing resource available to carry out the programme of surveys.*
- *Budget constraints.*
- *Age of buildings and degree of maintenance required.*
- *The size of the building.*
- *Number of floors and ease of access.*
- *Some surveys can prove to be very complex, specialist and time-consuming.*
- *Investment.*
- *Changes to Estate with Community Asset Transfer and Transformation project.*

Unfortunately, the programme of Building Condition Surveys has been stalled for a period of 14 months due to COVID-19 lockdowns and restrictions, which

has hindered progress in updating surveys using new Core Facts methodology and potential maintenance investment projects.

Comment on performance

Although there has shown a reduction in benchmarking figures, this is largely due to a data review to ensure that the reporting format is consistent and valuable for use in Strategic Property Asset Management planning. This has identified a significant gross internal floor area (GIFA) that was previously not included for reporting purposes for benchmarking. There has been an acknowledgment that there is a funding gap due to increased complexity of building systems, available contractor resource, and material cost increases which needs to be addressed to maintain the condition of buildings.

How our performance compares to others

The Scottish average for 2020/21 is yet to be made available.

Actions we are taking for continuous improvement

Although COVID-19 stalled project work, there are major Capital Programmes of work which will influence future figures for improvement. The Survey process will allow a more focused approach to projects versus their impact on Building Condition directly.

