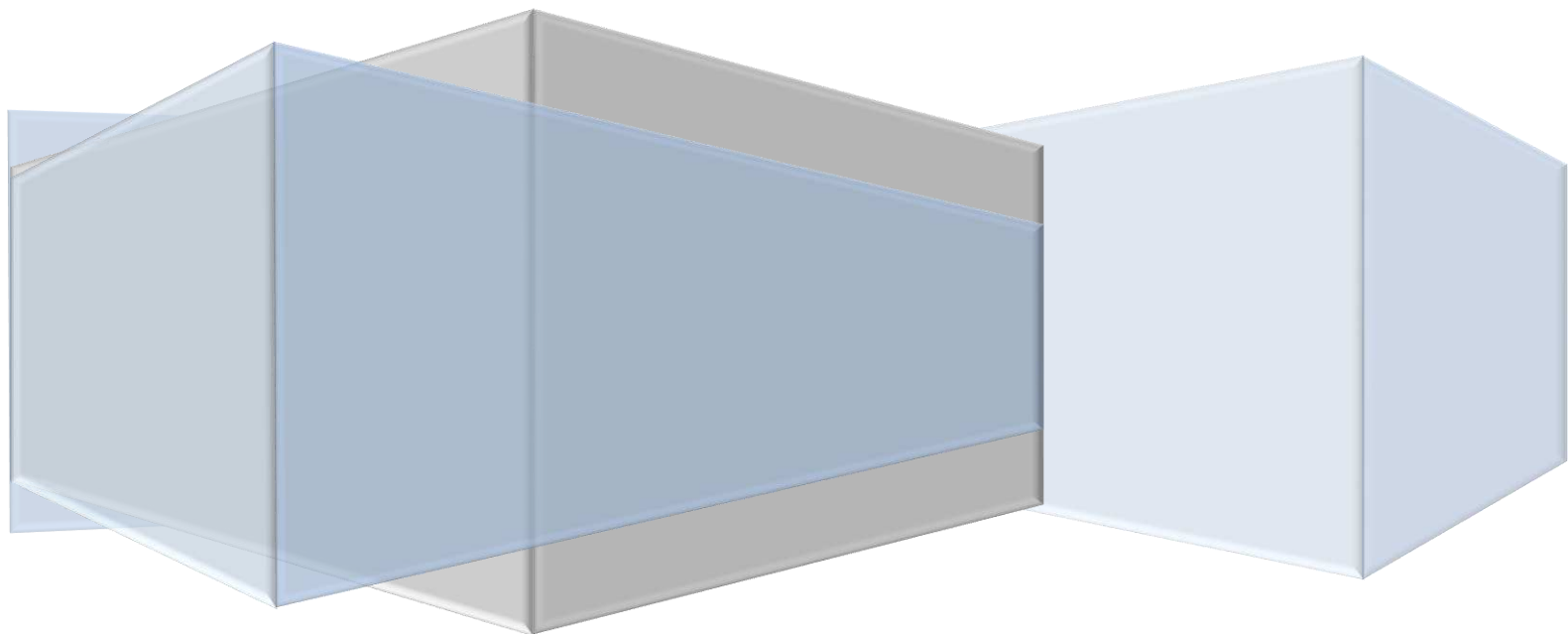


Appendix 1

Perth & Kinross Council

Best Value Self- Evaluation – 2019



CONTENTS

	Page
Vision & Strategic Direction	
Local Context	2
Vision and Priorities – Our Golden Thread	5
Communicating Our Vision	9
Community Planning	14
Working with and for Communities	16
Performance and Outcomes	
Monitoring and Reporting Progress	17
Making the connections – Delivery of Outcomes	18
Benchmarking	21
What outcomes have been achieved?	26
Delivering Best Value	28
Resources	
Financial Planning	29
Financial Governance	29
Financial Monitoring	30
Capital Programme	31
Workforce Profile	32
Supporting Change and Innovation	33
Information Governance & Security	35
Partnership Working	
Creating a Shared Vision	35
Fairness Commission	35
Partnership and Collaboration	37
Community Consultation and Engagement	43
Community Participation	46
Equality and Diversity	48
Continuous Improvement	51
Next Steps/Key Priorities	53
Glossary	55
Appendix A	
Best Value Improvement Plan 2008 – Position Statement	56

1. Vision & Strategic Direction

Local context

Perth and Kinross is located in the heart of Scotland, is home to an estimated 150,680 residents and covers an area of 5,300km². The majority of the area is rural, with Perth City being the administrative, economic and cultural heart, with a growing and diverse population of around 50,000 residents. Our area encompasses 12 towns, over 100 smaller settlements of all sizes, and some of the UK's wildest and most stunning landscapes.

The diversity of our landscape and our urban/rural mix can bring challenges as well as opportunities to redesign services to meet the changing needs of our population. This includes, for example, ensuring the right support is provided in the right way to those living in our most rural and remote areas.

In the period since the last Best Value Review (2008), the population of Perth and Kinross has grown by 6% from 143,000 to 151,000 (compared to 4% for Scotland as a whole). This increase is projected to continue, with further growth of approximately 8% by 2041, which is again greater than the predicted growth of Scotland overall (5%). The number of households is expected to rise from an estimated 67,618 at present to a predicted 72,709 by 2027. This predicted growth is mainly due to in-migration from other areas of Scotland, the rest of the UK and beyond, as well as increased life expectancy. Currently people aged 65 and over account for 23% of the total population; by 2041 this proportion is set to increase to 30%. There is currently uncertainty around in-migration levels as a result of Brexit, which is of concern given that Perth and Kinross (like Scotland) is reliant on in-migration to maintain its population growth.

While growth provides opportunities, it also brings new challenges in terms of increased demand for services. For example, the need for affordable housing continues to be a priority; since 2011/12 over 500 affordable houses have been built by the Council and registered social landlords. To continue to meet needs, the Council is planning to build at least 80 new Council houses across Perth and Kinross each year over the next five years. This expansion to affordable housing is in addition to the general house-building in the area in response to the increasing population. Recognising these changing demographics, the Council is also working with partners to ensure that we have the right types of houses across the area to meet emerging need.

There is also an increasing demand for resources to support children and young people with Additional Support Needs (ASN). The proportion of the Perth and Kinross Council school population with ASN has increased from 20% in 2010 to 34% in 2018. The ongoing implementation of the Inclusion Review aims to provide a more efficient and effective delivery model; ensuring that children and young people with additional support needs have access to the most appropriate learning opportunities.

This example of good planning and delivery to respond to the changing environment typifies the Council's ability to operate as a high performing organisation, with a clear vision, effective leadership, excellent financial management, sound governance, a strong focus on performance management and a talented and committed workforce. This is evidenced in the Council's recent inspections, such as the Joint Inspection of Services for Children and Young People in Perth and Kinross and the Homeless Housing Support Care Inspection, as well as in the Local Scrutiny Plan and Annual Audit Report 2018.

In recognising the need to have a forward looking infrastructure programme, we have committed to investing around £617million in a capital programme that will span the period to 2029/30. This includes the Perth Transport Futures Project; the most ambitious civil engineering project ever embarked on by the Council and will have a significant positive impact on the quality of life of our residents. Our capital programme is planned to deliver and support our key priorities.

The Council recognises that, in the future, we will continue to deliver services in times of change and challenge for public services; and within a context of continuing diminishing funding. Our commitment to delivering the best services and outcomes, working with our citizens, means we need to continue to find new ways of working. We have delivered efficiencies and savings through transformation, service redesign and process improvements with little detrimental impact on service delivery, which is an approach which has been very successful for us. In addition, we have worked together with local communities to develop a local community planning structure based on Local Action Partnerships (LAPs) that brings together community representatives, Councillors and Officers from Community Planning Partners to make decisions about local priorities and needs. We have also developed strong relationships with our business community through, for example the Perth City Development Board and the Tay Cities Enterprise Forum, to support sustainable economic growth, bringing investment and people to our area.

However, we recognise that what we build on what we have done previously to assist us in addressing future challenges. We need to reflect more closely on working with our residents to improve our approach to community empowerment and further evolve our thinking around local democracy and governance.

We remain committed to building on our strong track record of innovation and improvement, along with our approach to putting our citizens at the heart of what we do. The Council believes that with challenge comes opportunity; opportunities to co-create new ways of working and services with and for individuals and communities. In recognising this, it is clear that we need to be ambitious and aspirational, yet honest and realistic about what we can and cannot do, now and in the future.

We plan to achieve this through '*the Perth and Kinross Offer*', where we will work alongside our citizens and communities as co-creators rather than consumers of our services. To be successful, this will also include changing the way we work with our employees, partners and other stakeholders. While still in the early stages of development, it is ultimately about redefining the relationship we have with our citizens, partners and communities, to continue to make a real difference to people's lives.

It will be a shared approach, with joint accountability, and with its success measured at both a local and authority wide level. It will not be something 'done' to our residents, but will involve them fully – beginning in some of our rural areas.

Although still evolving, the Offer will underpin our joint ambitions for the people of Perth and Kinross, create a shared focus, and drive our collective efforts for the sustainable future of our area. The Offer will support delivery of further improvement in relation to the themes of:-

- Equalities and Fairness (Diversity, Perceptions, Commitment, Rurality)
- Economy and Entrepreneurship (Investment, Employment, Location, People)
- Education and Learning (Attainment, Investment, Collaboration, Strengthening Families)
- Empowerment (Enabling Structures, Communities, Partnerships, Third Sector)

The *Perth and Kinross Offer* is driven by the need to change the way we do things, co-creating a more equal partnership between the Council, our citizens, partners and our communities. Cross party support has been agreed with elected members through briefings and this engagement will be ongoing as the Offer develops and takes shape. This will be underpinned by a review of our governance and performance arrangements, using the CIPFA Mark of International Excellence Framework, including more outcomes focused performance measures.

This is about doing the right thing by empowering everyone who lives, works, visits and invests in Perth and Kinross. It is about creating the conditions and opportunities for us all to Live Life Well.

Vision and Priorities – Our Golden Thread

Our vision '*Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here*' and our five strategic objectives in our [Community Plan \(Local Outcomes Improvement Plan\) 2017- 2027](#) and [Corporate Plan 2018-2022](#) were developed following extensive engagement with elected members, community planning partners and feedback from local people. This involved face to face sessions with a range of community groups, discussions with Local Action Partnerships and an online survey/feedback tool. Going forward, the Perth and Kinross Offer will be a key component that will enable the delivery of our objectives.

These plans set out our strong partnership approach to delivering our shared vision and outcomes in relation to the five agreed strategic objectives:

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

These strategic objectives have evolved from those originally set out in the Council's Corporate Plan 2007-2010 to reflect current priorities and understanding. Although adapted accordingly, the minimal changes made have provided staff, communities, partners and other stakeholders with a continuity of direction for over a decade that has enabled leadership, innovation and improvements to be embedded at all levels, both in the Council and across our Community Planning Partners.

The Council understands what is important to our residents, as well as recognising the wider view of potential investors and visitors, and has agreed 5 key priorities, as outlined in the Annual Performance Report 2017/18. These are:

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

Our commitment to the delivery of public sector reform is a key driver of the Council's strategic direction. The influence of the Christie Commission (2011) and the Scottish Government's response remain within the 2018-2022 Corporate Plan. The four pillars of reform lie at the heart of our approach, with a focus on early intervention and prevention, investment in people, local integration and partnership and continued performance improvement and in the themes underpinning the organised to deliver section within the Corporate Plan.

We have a good track record of delivering transformation that supports our strategic direction. We have successfully delivered our current Transformation Plan, aligning it with other plans so that there is clarity on actions, results and deliverables and reporting these to Committee for scrutiny by elected members. Our new approach will further embed transformation across our business, in a similar way to the way Services now embrace improvement activity as business as usual.

The Local Scrutiny Plan 2018/19 again recognises the Council's *“strong leadership and a clear commitment to ensuring effective delivery of Council priorities through the golden thread from the Community Plan, to the Corporate Plan, to service level planning and actions.”*

We have a clear strategy for service design and delivery, business change and improvement to underpin delivery, based on an understanding of our communities and reflective of the wider public duty to deliver best value. The activities which we undertake to achieve our outcomes are reviewed and adapted to respond to financial and other pressures to ensure that we can continue to deliver best value and sustainable public services.

To strengthen delivery of these plans we have undertaken a range of Futures Thinking Events, including a Community Planning Conference in November 2017, to reinforce clarity of our thinking and share the vision of where we are going with the Community Planning Partnership workforce and community representatives from the Local Action Partnerships.

Integral to our strategic framework is our service joint [Business Management and Improvement Plans \(BMIPs\)/Annual Performance Reports \(APRs\)](#) which are aligned to our strategic objectives and outcomes. The BMIPs set the direction for Services' delivery in keeping with the Corporate and Community Plans shared vision and priorities for the area; articulate delivery commitments based on Service financial planning and commitments in the Medium Term Financial Plan; report on the performance of the Service in the previous year; and customer feedback which is used to inform planning. Together, the BMIP/APRs articulate what is working well and what Services need to do to achieve improvement. Progress in implementing improvement actions is reported at a service level in the APRs.



Within Services, there are a number of policies that help us to achieve our objectives. They reflect national and local priorities and expectations and set quality, standards, targets and measures of success. These policies and procedures provide advice and guidance to inform team responsibilities, roles, expectations, performance measures and risks in respect of specific activities. They are reviewed in response to changes in legislation, national policy, national and/or local priorities and outcomes, quality or regulatory standards, as well as customer feedback and improvement actions arising from national or local audits or inspection. As part of our review of governance arrangements, an overall policy review programme will be developed.

The Annual Audit report in 2018 noted that 'there is strong communication from those in leadership, through the 'golden thread' approach, which is incorporated into all levels of Council planning. In order to monitor improvements, the business management improvement plans (BMIP) are reported to Council Committees on an annual basis, comparing performance of each individual service against the Corporate Plan. This allows members to appropriately challenge progress and delivery on improvements and objectives. The Council is committed to this vision, which is demonstrated through the development of a plan, and the use of a golden thread approach throughout the short and medium term plans within each service's BMIP'.

The context for public services remains both exciting and challenging. In a period of diminishing resources, we continue to be committed to working together with local people, Community Planning Partners, the third sector and the private sector, to secure the best possible outcomes for all of our communities and citizens.

Our relationship with communities reflects our ongoing focus on community empowerment and planned legislation to strengthen and revitalise local democratic decision making. We are putting more resources, responsibility, accountability and decision making under the control of communities; through Local Action Partnerships and through initiatives such as participatory budgeting, as well as building on our already strong and extensive community networks. Also, Education and Children's Services provide governance, guidance and support to enable the empowerment of schools, enabling headteachers to have the freedom and responsibility to lead improvement in their own schools, in partnership with their communities.

As a result of the collaborative work across the wider region, we have created new and renewed opportunities for further joint working, sharing practice and quality improvement, to be more effective and efficient with our resources.

We will continue to encourage active participation by both communities of interest and place in the development of the Perth and Kinross Offer; through co-design and co-delivery to help improve services and outcomes. As a result, our future approach will still be based on our Golden Thread, but centred within the Offer, which will drive our agenda, focussed on how we work with, and for, our communities.



Communicating Our Vision

Committee structure and scrutiny arrangements



The Council has regularly reviewed its decision-making structure, most recently in December 2017. This concluded that there was a requirement to make some adjustments to the previous committee structure, while keeping the approach which addresses cross cutting themes in line with the objectives of the Community Plan/Local Outcome Improvements Plan (LOIP) approved by the Council and the Community Planning Partnership Board in October 2017

The approved structure is designed to meet current and future physical, social and economic challenges facing the Council, for example in relation to the development of policy in key strategic areas and the scrutiny of the implementation policy/delivery of services – including where services are delivered on a joint basis or by a separate organisation. This ensures that the Council and Committees have a clear focus on decision-making and do not routinely consider business which is only for information, while maintaining a balance across the work of the Council.

Elected members actively scrutinise and challenge performance and delivery against agreed objectives and improvement priorities. This is done both through the themed committee cycle and at both Scrutiny and Audit Committees, and includes reports from external bodies such as the Perth City Development Board. These, and the joint boards such as the [Community Planning Partnership Board](#), [Integrated Joint Board](#) (IJB) and [Outcome Delivery Groups](#), receive regular reports on progress as part of our effective governance arrangements.

The Annual Audit Report stated that *'there is a high degree of scrutiny and challenge exercised by officers and members deriving from a political constitution which allows robust scrutiny of proposals and reports.'*

The Scrutiny Committee has a key role to play in the overall scrutiny of service delivery and policy. It reviews the adequacy of arrangements and procedures, policies and practices in relation to corporate governance and how we manage risk; reviews and oversees the Council's complaints procedures; considers reports by the Scottish Public Services Ombudsman; and scrutinises the performance of the organisations providing arts and cultural services and sport and leisure services on behalf of the Council. The Committee carried out a review of its activities and produced new guidance for members: Seventh Scrutiny Review "Role of Scrutiny in a Changing World" [[Report 17/161](#)] April 2017. The findings have contributed to the development of the elected members' role going forward, and to the annual programme for scrutiny.

This has included the change from the identification of scrutiny reviews to a more informal, detailed examination of areas raised by the members, with a series of sessions outwith the committee meeting to understand the implications of policy decisions taken by the Council. So far this has included developer contributions, the tree policy and the performance of Scottish Enterprise. The former resulted in formal recommendations from the Committee to the Planning Member Officer Working Group in terms of the operation of the current policy. Work is underway to further refine the role and remit of the Scrutiny Committee to ensure that it supports continuous improvement, good governance, best value and customer focus across the organisation.

In line with good practice, the Conveners and Vice Conveners of the Scrutiny and Audit Committees are members of the Opposition.

Elected members

Councillors have a complex and demanding role: representing their constituents, providing direction and scrutinising service performance. They work in a political environment, which is an important and integral aspect of local government.

Following the local government elections, over half of the Council's elected members were new (22 out of 40). This increased the scale and design of the induction programme required to support new members to have the required knowledge and capabilities to play a full and active role within their wards and contribute effectively to the leadership of the Council. Delivery of this programme was impacted by the General Election, which was called in June 2017. However, a comprehensive induction programme was delivered and support was provided to all elected members and feedback from councillors was very positive. The Annual Audit Report reflected that *'there was appropriate training and induction for members'*.

Elected members also participate in an elected member development programme that supports their continued learning. The programme is based on the needs highlighted in annual Personal Development Plan (PDP) discussions with members and the direction and strategic priorities of the Council, along with topical issues. Recent sessions include; horizon scanning with the Chief Executive including the Perth and Kinross Offer, EU Exit implications and Tay Cities Deal Update. Equalities and diversity and financial management training is now mandatory and is being rolled out routinely.

Elected member development sessions are evaluated to ensure the programme is relevant, up-to-date and to identify areas for improvement. The Councillors Help and Information Page (CHIP) also ensures that elected members can access a broad range of useful information.

In 2018, there were 50 Elected Members sessions with feedback indicating that:-

- 89% of members felt the content of sessions were relevant to their work as an elected member
- 93% of members feel the content of the sessions are pitched at an appropriate level
- 88% of members feel the sessions are delivered at the right stage in the political (or development) process

We are strengthening our approach to PDPs (which was based on the Scottish Local Authority Remuneration Committee (SLARC) Competencies Framework), with some of our elected members trialling an Improvement Service online skills development profile, on a self-assessment basis. It is anticipated that this will be widely available in due course, and this will shape the further evolution of the elected member development programme.

Opportunities to increase knowledge and understanding are increasingly important, as public sector leadership roles are evolving to respond to the increasingly complex landscape. The role of elected members is changing, and they are required to oversee a wide range of service delivery models, such as health and social care, integrated children and young people's services, joint committees and Arms Length External Organisations. They also play a key role in the Community Planning Partnership, Outcome Delivery Groups and Local Action Partnerships.

Staff

The Annual Audit Report 2018 recognised that *“EOT members ... exhibited strong leadership and had regular engagement with staff and wider stakeholders to support delivery of the Council's vision.”*

The Chief Executive and the Executive Team hold a range of engagement opportunities with staff, including business breakfasts/learning lunches and regular senior manager briefings. Other approaches, such as video messages from the Chief Executive, Inside News Bulletins, themed films and blogs and the use of social media, seek to increase visibility and ensure key messages are as accessible as possible, given the number and dispersed location of staff. These mechanisms offer a means of sharing information and knowledge, seeking views, making connections, and also creating the opportunity for dialogue on a range of emerging themes. Importantly, they provide an opportunity for colleagues at all levels to discuss and understand the key challenges people are facing and also share their own ideas about how these could be collectively addressed.

Staff conferences generally take place on an annual basis. As well as reaching large numbers of people, events such as these offer a number of benefits for executive / senior leaders to share key leadership messages with large numbers of employees. It is an opportunity to share key strategic ambitions and developments, reinforce cultural aspirations, promote innovation, seek and value people's commitment and encourage leadership within the communities we serve.

At an individual level, *The Learn Innovate Grow (LIG)* Development Discussion offers a framework for a future focused conversation where employee contribution is encouraged and valued. The aim is to strengthen working relationships between manager and employee, set out shared corporate and service priorities, and agree individual performance priorities for the year ahead (the golden thread).

The impact of our overall approach is evident in the latest annual employee engagement survey in 2018, where the majority of employees (85%) stated they were clear how their job contributes to the Council's objectives (up 2% from 2017).

Roles and Remits of Chief Officers

There is a cohesive Executive Officer Team (EOT) that deals with strategic cross-Council issues, along with scrutiny of the governance arrangements, both at a corporate and service level. The EOT membership includes the Chief Executive, the Deputy Chief Executive, both Executive Directors, the Chief Officer of the Health and Social Care Partnership, Deputy Directors, along with the Head of Finance and the Head of Legal and Governance, in their role as the Council's monitoring officers. The format, frequency and membership have recently been reviewed to ensure it remains fit for purpose, with meetings now scheduled fortnightly. These meetings focus on strategic and policy issues, with risk now included as a standing item on the agenda.

In addition, the Deputy Directors, all Heads of Service and some Senior Service Managers form the Corporate Management Group (CMG), which has a significant role in corporate leadership and enhancing the Council's overall capacity to improve. The attendance at both EOT and CMG by the Deputy Directors, Head of Finance and Head of Legal and Governance provides reassurance to the EOT on key areas of organisational performance and governance, such as risk.

Jointly, the two groups support elected members in their political leadership of the Council, and provide shared leadership, direction and management of the Council's activities.

Our approach ensures the effective management of resources and delivery of best value, through finance, information and property assets, and in particular, ensuring that we develop a flexible and suitably skilled and motivated workforce, to meet the challenge of delivering effective public services. It also provides a strong foundation for very effective corporate working, by ensuring collective decision making and shared responsibility for delivery on cross cutting issues.

The Council's three services each have a Senior Management Team. These have responsibility for delivering the operational commitments of the Service, as well as the overall day to day management of the workforce, budgets, performance and risk and service delivery.

The interconnected management teams (EOT/CMG/SMTs) provide consistency, allowing for a strong, collegiate focus on improving outcomes for the people of Perth and Kinross at times of significant change. This has been evident during Service reviews that have resulted in restructuring, as well as the recent appointment of the new Chief Executive in September 2018.

Elected Member and Officer Relationships

In the Annual Audit Report 2018, it was acknowledged that there is *'strong member and officer leadership.... and we note that there is an appropriate level of challenge and scrutiny within all aspects of Council business.'* Collectively, there is an ongoing focus on ensuring that frontline services are equipped to make the greatest possible difference in achieving our shared strategic objectives. This does not dilute the governance role of elected members, as highlighted in the Local Scrutiny Plan 2018/19, which acknowledged that *'there is good engagement with elected members from all parties and a strong focus on members' challenge and scrutiny.'*

Officers and Councillors work effectively together, supported by a protocol to clarify procedures, particularly in relation to multi-member wards. The Chief Executive and Executive Directors meet weekly with the Leader of the Administration and the Leader of the Opposition groups within the Council. The Chief Executive also meets regularly with members who sit outside the main political groupings. These meetings focus on updates on current and forthcoming business including committee reports, communication updates and strategic policy issues. Executive Directors also regularly meet with their respective Convenors.

Regular scheduled meetings with elected members and officers, member/officer working groups, as well as working groups and short life working groups form part of our political management arrangements. This approach provides political guidance on policy development and scrutiny to service developments and improvements. Examples of cross-party working on strategic issues include:-

- Modernising Governance Member/Officer Working Group
- Planning Member/Officer Working Group
- Short life working group – Roads Maintenance

The Modernising Governance Member Officer Working Group is an example of good working relations between Elected Members and Senior Managers. The group looks to provide strategic leadership and direction on modernisation and improvement, and all aspects of governance and democratic renewal.

Elected Members lead many elements of shared working e.g. [Community Planning Partnership Board](#); [Integrated Joint Board](#); [Outcome Delivery Groups](#). They are also a key constituent of Local Action Partnerships, working closely with Council officers, partners and communities. Elected members provide challenge to ensure that partnership working and sharing resources with the public, private and voluntary sector delivers the services and outcomes our communities need.

The Annual Audit report in 2018 stated that *‘The Council’s leadership has clear objectives, focussing on outcomes which are summarised in the LOIP. The corporate plan and BMIPs are designed to align with the LOIP, which is also based on stakeholder engagement through consultation, resident surveys and staff feedback. Together this results in a clear strategic direction which is consistently pursued by members and officers’.*

Community Planning

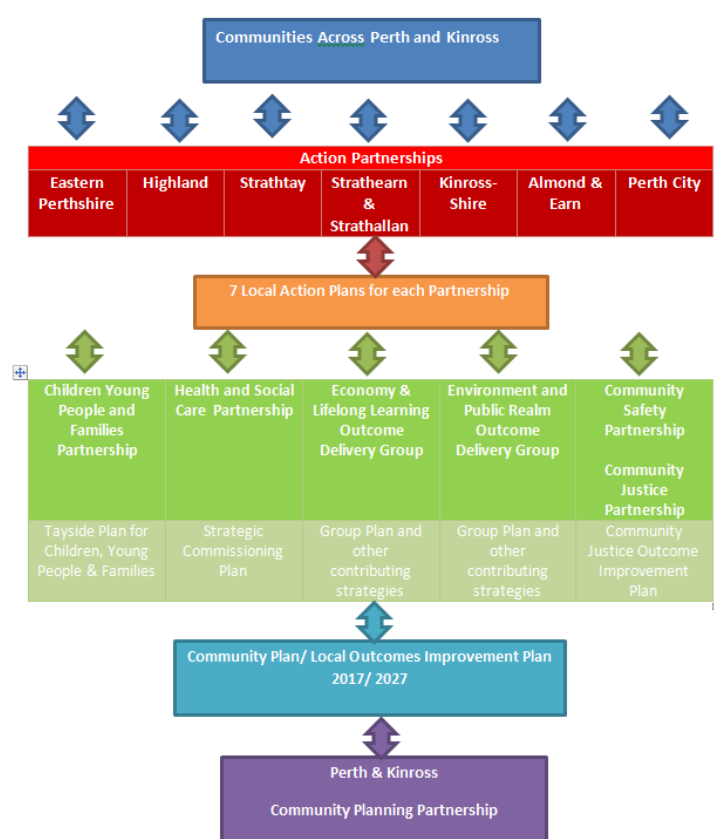
The Council’s strong and embedded internal business processes enable it to be an effective leader and contributor within the Community Planning Partnership (CPP), where it has worked with partners to create a solid and sustainable delivery structure. The CPP Board is chaired by the Leader of the Council and includes representation from all statutory Community Planning Partner organisations. It is supported by an Executive Officer Group (CPPEG) of senior partner officers. The CPPEG also has direct responsibility, reporting to the Board, for delivering the commitments of the Fairer Futures report.

Reporting to the CPP Board, six Outcome Delivery Groups (ODGs) are tasked with delivering their respective part of the Community Plan. Each group is made up of representatives from Community Planning Partners and elected members, as well as Third Sector representation. The Outcome Delivery Groups are:

- Economy & Lifelong Learning Group
- Children, Young People & Families Partnership
- Community Justice Partnership
- Health & Social Care Partnership
- Community Safety Partnership
- Environment Partnership

To deliver community planning at a local level, five Local Action Partnerships (LAPs) were established in 2016, and 4 more have been established in 2018/19, following a review and full engagement with their membership. LAPs bring together community representatives, Councillors and officers from Community Planning Partners to make decisions about local priorities and needs. Each Local Action Partnership has a Local Action Plan which is updated annually. These are reported on a regular basis to the CPP as part of the overall scrutiny and governance arrangements of the Board.

An overview of the governance arrangements is shown below.



LAPs use ‘Stories of Place’ to guide the priorities in their Action Plans. These are locality profiles containing statistical and wider information about the area. They help the Partnerships and Community Learning and Development providers to plan, manage and deliver services in the locality and make sure resources are targeted at what matters most for the community.

While LAPs are still at an early stage, they are adding value to existing community groups and networks across localities. They are providing a shared focus on overall priorities and needs, and engaging more community members to take part in local decision making alongside elected members and Community Planning partners. To ensure that LAPs were effective, the Council carried out an improvement review of the first 2 years of LAPs carried out by the independent body, *What Works Scotland*. As a result, in December 2018, the Community Planning Partnership approved the resulting Improvement Plan to continue building each LAP’s capacity in relation to:

1. Strengthening Foundations
2. Governance and Administration
3. Participation and Links
4. Supporting and Empowering
5. Growth and Improvement

The CPP have recently committed to reviewing the ongoing effectiveness of its governance arrangements, underpinned by a more outcome focussed performance approach.

Working with and for Communities

Perth and Kinross has a strong, vibrant community infrastructure. Volunteering is above the national average with 31% (around 39,000 people) of our 150,000-strong population actively volunteering in their communities. There are around 170 social enterprises across the area and hundreds of formal and informal community groups and networks. On average, adults living here have more qualifications than the rest of the Scottish population. But we want to grow this asset by unlocking the potential of people and communities who are currently less engaged.

There are 48 Community Councils operating in the Perth and Kinross area with support from the Council; however there are some areas that have not been successful in establishing or maintaining a Community Council. In addition, while each of our Local Action Partnerships may now operate in a different way depending on the identified needs of their area, Community Council members play an important role in their direction as well as the delivery of the approved improvement plans.

For example, both the Highland and Strathtay Action Partnerships agreed that their community representative membership should include one person from each of the Community Council areas, and Community Councils are involved in the assessment panels for the Community Investment Fund applications.

The Council's Community Investment Fund (CIF) provides £1.2m to community-led projects over 2018/19 and 2019/20 and this Fund is being managed via the LAPs. Priority projects are those which improve equalities in localities and align with Local Action Plans. In its first year, the CIF has attracted over 150 applications from all Local Action Partnerships with bids for community projects totalling over £1,600,000. Consideration of the award of funding will take place at an Executive Sub-Committee of the Strategic Policy and Resources Committee on 20 March. A review of Year 1 is being carried out to strengthen and improve the CIF in Year 2.

In 2017 and 2018, all LAPs delivered successful Participatory Budgeting (PB) programmes which mobilised over 7,000 people to vote and make decisions about local projects and initiatives across Perth and Kinross. Participation in PB increased by 78% from 2017 to 2018 and over £250,000 has been distributed to local projects in this way. (Section 4 of this report also refers).

The 'Stronger Communities' virtual team, spanning Council services and wider partners, oversees the delivery of the Community Learning and Development Plan 2019-2022, due for publication in early March 2019. Some examples of work which is building community capacity include the North Muirton Community Action Plan; [Coupar Angus Pride of Place](#); South Perth Community Partnership Action Plan; and the Crieff Community Trust and Coupar Angus Development Trust which have developed and delivered Participatory Budgeting.

Our overall approach will be enhanced further as part of the Perth and Kinross Offer.

2. Performance and Outcomes

Monitoring and Reporting Progress

As highlighted in Section 1 of this report, we have a clear strategic framework in place to monitor the progress towards the achievement of our vision and priorities.

Delivery of services and improvement across the Council is managed within a clear and well-established performance framework. This supports the delivery of our strategic objectives by making clear connections between our strategic vision, values and aims through to operational delivery of services. Annual reports, as well as a six monthly updates, are produced by each Service which detail the achievements contributing towards the delivery of priorities as well as identifying areas for improvement. The Scrutiny Committee also provides further assurance on the performance and effectiveness across all of the Council's work.

The Annual Audit report in 2018 stated that *'In order to monitor improvements, the business management improvement plans (BMIP) are reported to full Council on an annual basis, comparing performance of each individual service against the corporate plan. This allows members to appropriately challenge on progress and delivery on improvements and objectives'*.

We have systems in place to ensure we effectively analyse information, track progress and identify areas for improvement. Throughout the organisation, performance is routinely managed and reported within teams, Senior Management Teams, Corporate Management Group, Executive Officer Team, as well as elected members and the wider public. In 2016 the Council approved an Open Data Strategy which committed the Council to an "open by default" approach to non-sensitive data and progress has been made through the Smart Cities Scotland initiative with 46 data sets published under 8 themes from Transport to Health and Social Care.

The Annual Audit report also noted that *'there is a high degree of scrutiny and challenge exercised by officers and members deriving from a political constitution which allows robust scrutiny of proposals and reports'*.

The Council has a statutory duty to publish performance information for comparison and benchmarking purposes to our citizens and communities. We do this through the annual report to Council and the Scrutiny Committee on the Local Government Benchmarking Framework and PKC Performs which is kept up to date on our website. Recognising that we do need to do more to ensure that there is a more comprehensive understanding of how well the Council is doing, we will develop our approach further through the Perth and Kinross Offer.

In addition, the Community Planning Partnership monitors delivery progress of Community Plan priorities at all levels:

- The CPP Board receives regular progress reports from the Outcome Delivery Groups and publishes an Annual Performance Report. [Community Plan Annual Performance Report 2017-18](#)
- The CPP Board receives regular updates on progress with the Fairer Futures recommendations, delivery of which sits with the CPP Executive Officer Group, which has nominated leads for each Fairer Futures recommendation
- The Outcome Delivery Groups maintain the 'golden thread' between the area-wide strategic objectives of the Community Plan and the individual Service Business Management & Improvement Plans which contribute to delivery of the strategic objectives
- The Local Action Partnerships also report regularly to the CPP Board on progress with Local Action Plans which cover locality-specific actions in relation to identified inequalities

Making the Connections – Delivery of Outcomes



Within the organisation, there is a culture of support and challenge that ensures that we are effectively evaluating performance and identifying opportunities for improvement. The diagram above illustrates not only the connections but also the arrangements we have in place to ensure that organisational and service specific performance is actively managed, monitored and publicly reported within the performance framework.

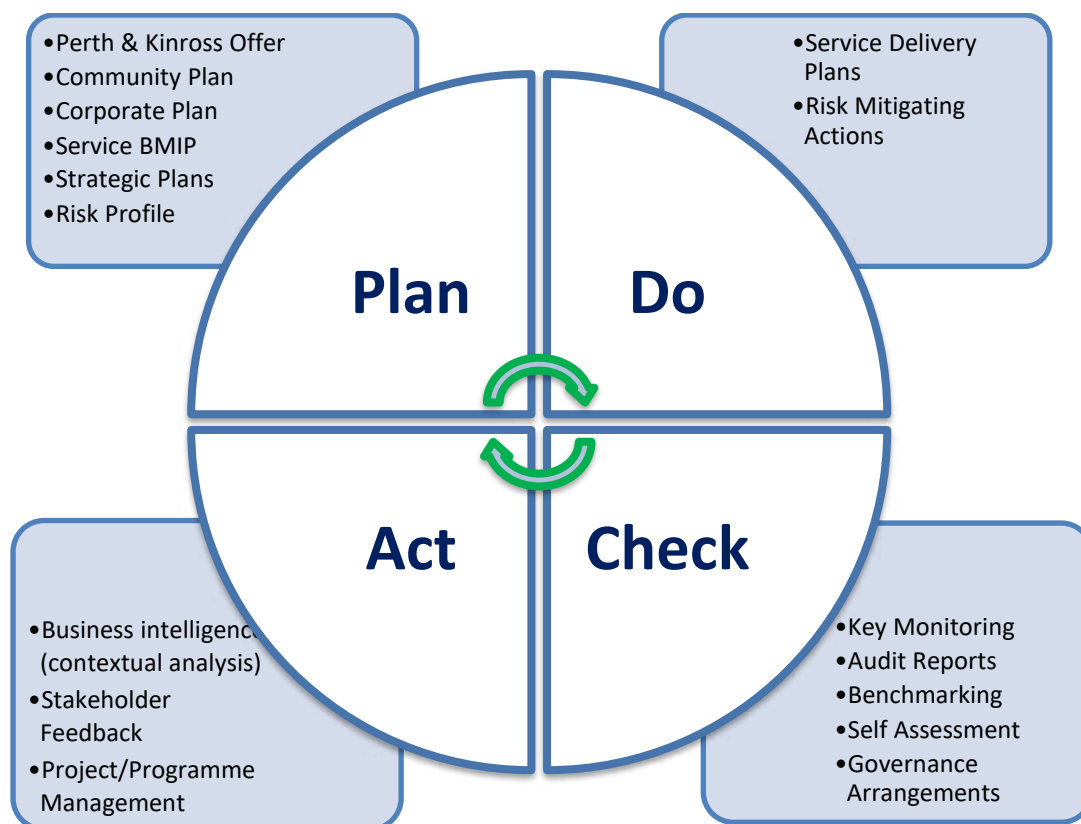
Our framework allows us to:-

- focus on agreed priorities
- acknowledge good performance and identify areas where improvement is required
- set targets and define actions aimed at improving our services
- ensure we provide value for money services

- generate comparative information that can be shared with other local authorities and report against national indicators
- share good practice and enhance good performance through competitive benchmarking and peer learning.
- manage and monitor risks which could prevent us from achieving our priorities and targets
- be accountable to our stakeholders (internal and external - including regulatory bodies)

In summary, our approach to managing performance builds on all aspects of the planning and improvement cycle, creating a golden thread through our strategic plans, operational plans, risk and performance monitoring and our improvement plans. Our aim is to:-

- be focussed on reporting and monitoring what is important to our residents
- allow the management of performance (including the management of risk) to further embed an ethos of continuous improvement
- make the connections to the Community Planning Partnership and Council's strategic objectives and Service priorities
- facilitate accountability and ownership of performance at the most appropriate level
- have an approach where we collect information once and use it for multiple purposes



Our Corporate Risk Management Strategy ([Report 17/63](#)) sets out our risk management framework in four parts:

- Risk Management Policy - statement of the Council's commitment to effective risk management
- Risk Management Strategy – articulates our overall approach to risk and provides a detailed risk hierarchy
- Risk Management Appetite Statement – describes the levels of risk the Council is prepared to tolerate in pursuit of our objectives
- Risk Management Process Guide - details how the risk management process will be carried out at an operational level

Risk management is a crucial aspect of performance management and the improvement cycle and this is evidenced within the Council's Risk Management Policy and Risk Management Process. Our approach to risk gives us the opportunity to maximise opportunities, be more risk positive, as well as taking mitigating actions to control or eliminate potential threats. There are clear governance arrangements in place to ensure there is a cohesive and systematic approach to both performance and risk management, and our recently reviewed approach to risk is in the process of being integrated and embedded across the organisation.

Management of performance and risk is undertaken at all levels of the organisation. Risks are identified as either strategic, programme or operational and are managed at the most appropriate level. Where it has been identified that a risk cannot be managed at a particular level there is a clear escalation route.



Through our risk management process we have identified key strategic risks, and the undernoted have been identified where specific remedial actions over and above our normal controls are required.

1. The pace and extent of change and transformation, reduction in staff and increasing demands for services may impact on our capacity and productivity through adverse impact on employees.
2. There is a risk that the Council does not have the skills and capacity required for the effective delivery of future public services (digital skills, collaborative leadership, community leadership, etc.)
3. Pace of technological advancement, under investment, lack of digital leadership or skills, and low appetite for change may result in failure to deliver the Digital Strategy and citizen centric service re-design
4. As a consequence of exit from the European Union there is a risk of economic downturn and a reduction in housebuilding, business expansion and investment which will mean that the Council's economic development strategy cannot be implemented.

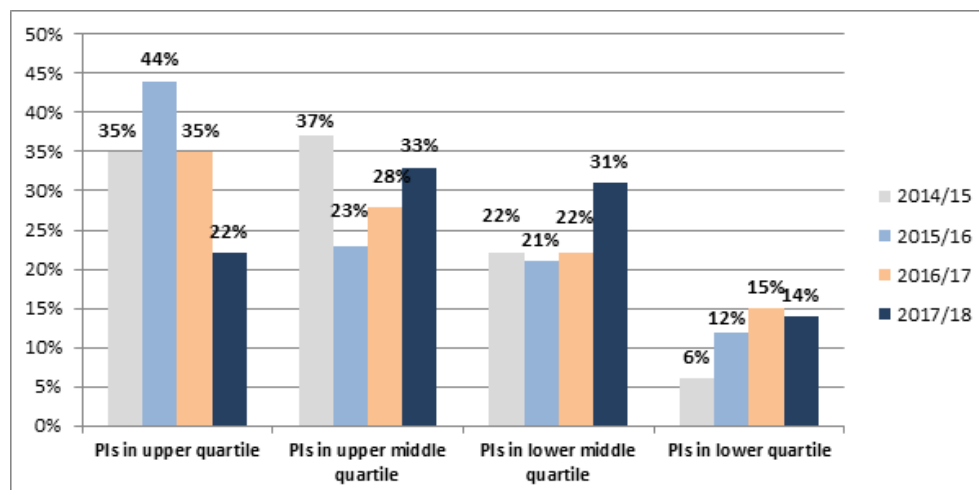
For example, to mitigate some of the risks linked to EU Exit, the Council has established an officer group to plan, inform and progress any issues arising. This also includes an assessment of the Council's current preparedness for EU Exit. Briefings have also been undertaken with elected members and work is ongoing with partners, particularly through the Local Resilience Partnership.

Our internal audit function provides independent and objective assurance to the Council that it has the proper internal controls, governance and risk management processes in place. Unlike external audit they look beyond financial risks at the broad spectrum of issues which may potentially impact upon the success of the organisation. Through regulatory audits and consultancy work, Internal Audit help to improve controls, systems and processes to better support the Council to achieve its strategic outcomes.

Benchmarking

Benchmarking is one of the tools used to provide a measure of how well we are doing in comparison with peers. Our approach to benchmarking is embedded throughout the organisation. We are committed to the [Local Government Benchmarking Framework \(LGBF\)](#) and use benchmarking information to promote progressive improvement, but it is necessary to take into account that legitimate variations in data will exist across councils due to local policy choices and demographic profiles. Taking this into consideration we remain a high performing Council:-

- Of the performance indicators (PIs) (51) that had data available for 2017/18, 31 had **improved** performance (**61%**) since 2010/11 (or when baseline data became available)
- During 2017/18, of the PIs (51) that had data available 30 were **better than the Scottish average (59%)**, while 1 was the same as the Scottish average (2%) and 20 were worse than the Scottish average (39%)
- The chart below shows the movement between quartiles over the past four years. It shows that over the past three years our rankings have increased in quartile two and quartile three with a decrease in quartile 1.



The following are a small selection of LGBF data to show how we compare with councils across Scotland:-



The annual LGBF report, as well as identifying areas of good performance, also highlights what remedial actions the Council will take to support improvement.

The LGBF is only one source of benchmarking data, and the Council uses many sources to compare performance through a range of other organisations, such as the Association of Public Service Excellence (APSE), SOCITM, Chartered Institute of Public Finance and Accountancy (CIPFA).

Across the services, there are a number of national networks which provide an opportunity to share innovation and seek out best practice. For example, the Housing Service undertakes benchmarking through the Scottish Housing Best Value Network (SHBVN) as well as through Housemark; and Roads colleagues participate in benchmarking, not just in terms of performance, but also in relation to policy development.

Examples of where benchmarking has been used to make changes to how the Council, or others, have made changes to service delivery include:

The recent **Joint Inspection of Services for Children and Young People** in Perth and Kinross identified the Child Protection Committee as a model of its type, with “*a strong commitment to building an active child protection community and securing a culture where the care and protection of children and young people is at the heart of everyone’s job*”. Following the publication of the inspection report, we have been contacted by several Local Authorities and have engaged in discussions and site visits to share knowledge and understanding to support ongoing development across authorities.

School inspections by Education Scotland show a clear improvement in the quality of our Education Service. Perth and Kinross schools inspected in 2010/11 were only rated as ‘good’ or better in 50% of the quality indicators included in inspection. This compared to 78% for our comparator authorities and 82% nationally. In 2017/18, we achieved ‘good’ or better ratings in 72% of inspections, compared to 46% for our comparator authorities, and 60% nationally.

Within **Housing Services**, through benchmarking and collaboration we have:-

- jointly with Dundee and Angus Council, responded effectively to prison leavers requiring emergency accommodation, with the development of a Tayside Prison Protocol.
- worked jointly with Tayside, Fife and Central on the delivery of housing options, and implemented several improvements to how we provide housing options, such as the roll out of our housing options self-assessment online tool.
- through benchmarking with various local authorities, with private sector housing teams, developed and enhanced our empty homes initiative scheme, an initiative whereby we have steadily increased the number of empty properties, bringing them back into use and providing much needed housing for those in housing need.
- along with Angus Council, worked on support services for Syrian Refugees, developing a shared service with the Scottish Refugee Council. This service has expanded the opportunities for the Syrian families in Perth and Kinross to integrate fully within their community and wider.

Garden Waste Collection - after benchmarking with other Local Authorities, including Angus Council and Highland Council, in April 2018 we introduced a chargeable garden waste collection with a 54% participation rate, exceeding our income target.

As well as the scrutiny arrangements internally and through our committee structures, there are a number of external bodies who provide a level of scrutiny to ensure the quality of our services meets required standard (e.g. the Care Inspectorate, the Scottish Housing Regulator and Education Scotland).

Some feedback in relation to inspections by Education Scotland stated:-

- Most children and young people were listened to and meaningfully involved in the decisions which impacted upon their lives.
- The extent of participation of children, young people, families and other stakeholders was very good. There was clear commitment to meaningful community engagement and building community capacity and confidence. Partners were strongly committed to ensuring that policies, planning arrangements and service developments fully reflect the views of children and young people.
- Pupil councils and a culture of participation were well embedded across schools. Children and young people were influencing change by contributing to their school improvement plans, bullying policies and informing the school self-evaluation.

What outcomes have been achieved?

The most crucial part of our performance management framework is to evidence what difference we have made to the lives of people living and working in Perth and Kinross. Our performance framework therefore requires not just to recognise what our performance indicators and targets tell us, but also qualitative information from those who experience our services.

Our Performance Framework focusses on the delivery of outcomes some of which are detailed below. Our approach to consultation and engagement is outlined within section 4 of this report, however an integral part of understanding our performance is getting feedback from those who use our services.

What does our feedback tell us:-

In the latest **Scottish Household Survey** (2017), it is clear that local residents are generally satisfied with local schools, public transport and local health services (the three areas included), and to a greater degree than the Scottish average.

Agreement with all the following statements related to **local authority services and performance** is above the Scottish average, in some cases up to 7 percentage points: Good at communicating services; high quality services; good at communicating performance; services designed for needs; Does its best with money;

Addressing key issues; and Good at listening. However, agreement has recently reduced slightly since the early part of the decade, indicating the challenge of managing resident expectations as resources are increasingly tighter.

Relative to others, there is generally lower agreement with “Good at listening”; and “I can influence decisions” (which are also reflected nationally), indicating areas for further consideration and improvement. However, there is also lower agreement with, “I want more involvement in decisions” indicating a degree of satisfaction with influence.

Tenant Satisfaction Survey - The Scottish Social Housing Charter requires social housing providers to collect and report on a number of satisfaction measures as part of our Annual Return on the Charter (ARC) for the Scottish Housing Regulator (SHR). Satisfaction levels across all seven indicators rose since the last survey undertaken in 2016.

	2018 Results	2016 Results	2013 Results	Scottish Average
Taking everything into account how satisfied are you with the overall service provided by PKC	94.77%	85.17%	84.5%	89.7%
How good or poor do you feel PKC as landlord is at keeping you informed about services and decisions	96.80%	82.5%	80.2%	90.6%
How satisfied or dis-satisfied are you with the opportunities to participate in PKC's decision making process	98.74%	74.4%	62.2%	83.8%
Overall how satisfied are you with the quality of your home	95.83%	84.65%	84.7%	86.4%
Overall how satisfied are you with your landlord's management of the neighbourhood you live in?	94.57%	79.12%	75.3%	87.1%
Taking into account the accommodation and the services PKC provides to you as a landlord, do you think the rent for this property represents good value for money	88.18%	84.89%	85.3%	79%

Feedback we have received from users of our services also contributes to changes to the way we do things this has led to changes in the way we:-

- Publish information on the PKC website – particularly around waste and recycling
- Reviewed our procedures and provided refresher training around planning applications handling.

What outcomes have been achieved?

Many of the attainment results are more fully and comprehensively described in our [Raising Attainment Strategy Update report](#).

- There is an improvement in the proportion of children meeting all of their pre-school developmental milestones, rising from 79% in 2016 to 81% in 2018, and also indications of a closing of the gap across deprivation categories. The national target is for at least 85% of children within each SIMD quintile to have reached all of their developmental milestones by 2020.
- Steady progress in the achievement of Curriculum for Excellence (CfE) levels is shown across all stages and areas in Broad General Education (P1 - S3), and there are signs that the gap between children from more deprived areas and those from less deprived areas is reducing.
- The breadth and depth of the attainment of SCQF awards shows good progress, with the proportion of S5 pupils achieving 5 or more awards at SCQF level 6 increasing from 15% in 2013 to 23% in 2018, and the proportion of S6 pupils achieving 5 or more awards at SCQF level 6 increasing from 31% to 33% in the same period. The average total tariff score of school leavers shows a clear attainment gap across the SIMD quintiles. Pupils from lower quintiles tend to leave school earlier and this has a strong influence on number of tariff points accrued. This gap has slightly narrowed since 2012/13, and performance is generally above the virtual comparator.
- The proportion of young people entering a positive destination on leaving school has been generally improving, and the Annual Participation Measure for 16-19 year olds shows a gradual improvement in the proportion of young people in education, training or employment, rising from 90% to 94% over the last four years. The participation figures are several percentage points above the Scottish average.
- The REACH (Resilient Engaged Achieving Confident and Healthy) project offers intensive and flexible support to young people and families across Perth and Kinross, to help young people to stay within their families, schools and communities and prevent the need to move into residential care. As a result, 95% of all looked after children in Perth and Kinross are in a community placement rather than a residential placement, compared to 91% in 2011.

Our **Home First** model supports homeless people, where possible, to move directly to settled accommodation and has a built-in flexibility to respond to multiple and often complex needs of some of our more vulnerable individuals. It recognises that preventing and resolving homelessness and its impact on individuals, families and children is vital to ensuring the delivery of the Fairer Futures themes and had a positive impact on the outcomes for many households by reducing the stigma, duration and experience of homelessness. The model is recognised as sector leading with the Local Government and Communities Committee stating that this model should be implemented across Scotland.

- 999 households presented as homeless in 2017/18 and through our preventative work **79%** progressed to the final stage of being considered for permanent accommodation

- Reduced the number of homeless households waiting for an offer of settled accommodation from **550 to 218**
- Reduced the average length of time in temporary accommodation from **131 days** in 2015/16 to **81 days** in 2017/18
- Increased the proportion of housing allocations to homeless people from **50%** to **56.3%**

Our [Rapid Rehousing Transition Plan 2019-2024](#) has been developed and sets out our vision, objectives, the local housing and homelessness context together with our proposals for a resource plan to enable outcomes to be achieved.

Since 2012, the Housing Service has delivered a **housing education programme** within secondary schools of Perth and Kinross, where we proactively support young people with housing difficulties and intervene early in order to prevent homelessness. In 2017, the programme was reviewed to provide a wider integrated education and awareness programme to deliver a better understanding of homelessness and drug and alcohol issues for young people in secondary schools and other youth settings. To date we have delivered our revised programme into 10 secondary schools targeting over 2000 young people and have delivered advice and housing support surgeries at various youth settings. The feedback from both the young people and teachers has been extremely positive and the number of young people presenting as homeless aged between 16 and 17 has reduced since the programme was implemented.

New Build Council Housing – The provision of high-quality new homes has continued to have a positive impact on the quality of life of people living in Perth and Kinross. We continued to work with our partners in the delivery of the outcomes within the Strategic Housing Investment Plan. We exceeded our annual new build target of **550** units by delivering a total of **585**. 161 of these new build houses were for social rent and all complied with the “housing for varying needs” standard.

An excellent example of this is the development at **Blackthorn Place, Blairgowrie**, which has been very successful in transforming the lives of [families](#) and [other tenants](#) who have moved in. Initial plans for the development were not welcomed by some of the existing local community. Residents raised concerns about increased traffic and lack of parking in the area, and some objected to the social housing aspect of the development. As a result the plans received some negative coverage in the local press. Our well thought out build and letting process, along with positive, proactive communication about the vibrancy the development would bring to the community and economy, has helped existing residents to accept the new housing, which has already become part of the fabric of the local community. More importantly, it is providing good quality social housing for those who need it.

Delivering Best Value

As part of the Council's initial **transformation programme** of 39 projects, started in 2015, we now have 15 live projects (as of January 2019). The projects that have been completed to date have accumulated **£1.786 million in savings**. The projects that are live continue to accumulate savings to date of over £2.6 million. The Annual Audit Report in 2018 reflects that *'Management regularly updates members on completed projects throughout the year. The reporting to elected members, which details the amount invested in the project and the level of recurring/non-recurring savings, is good practice'*.

Hybrid Mail and Scanning- As part of the Corporate Digital Platform, we have introduced a new Hybrid Mail and Scanning system. Although this is a background service improvement, it has a significant impact on the way we support our services. This work involved active engagement with staff to support the process and enable a clear understanding of service needs that required to be met. As a result of needs identified, an App to book Couriers was developed, which has reduced our costs by 30% and reduced the time spent by staff on this task. The scanning of leases for property services and records for Health and Social Care has enabled all relevant documentation to be easily accessed and reduced storage space and costs. Through the introduction of the Corporate Digital Platform programme we have enabled savings/cost avoidance of £177k.

The redeveloped **Perth Theatre** opened in December 2017, showcasing the refurbished Edwardian Auditorium, new community arts spaces, studio theatre and bar/restaurant. Working together, with Hubco, Horsecross and the main contractor, issues of buildability and affordability were addressed with a focus on the key requirements of the client brief and the rationalisation of the design and floor area, within the total approved budget of £16.6m and was completed on time. This approach is used across all the Council's major property projects to ensure that best value is achieved.

The Annual Audit report noted that *'the Council has appropriate arrangements for achieving value for money'*.

3. Resources

Financial Planning

The Council's approach to financial planning has a long established track record of success. The most recent Annual Audit report highlighted this on a number of occasions, including *'The Council has sound processes to manage its finances and resources which aids effective financial planning and budget setting. This includes a three year Revenue Budget, five year MTFP and ten year Capital Budget. This is good practice.'*

The Medium Term Financial Plan (MTFP) is approved by Council on an annual basis. This high level plan is supplemented by budget update reports which are usually presented to Council in December and February, which contain more detail over the shorter term. The Budget Update Report considered by Council in February each year sets the final Revenue Budget for the forthcoming year and Provisional Revenue Budgets for the subsequent two financial years. In terms of the Housing Revenue Account, the budget is approved by Housing & Communities Committee in January each year for the forthcoming year along with Provisional Revenue Budgets for the subsequent 4 years. This multi-year approach to budgeting allows Services time to prepare for service redesign and transformation.

The Annual Audit report in 2018 reflected that *'during budget setting there is ongoing consultation with members, service users and other key stakeholders. This allows open and transparent budget setting and supports effective financial management'*.

The Council considers a Reserves Strategy on an annual basis. This includes recommendations on the earmarking of Reserves for specific purposes and the appropriate range of uncommitted Reserves. We aim to set our general reserves in line with CIPFA recommendations (between 2-4%). Elected Members are aware that Reserves can only be used on a one off basis and may not be used to fund recurring activity without the identification of a sustainable funding solution.

Financial Governance

The Council has in place approved Financial Regulations. These are maintained by the Finance Division and are updated on a biennial basis by the Strategic Policy & Resources Committee or Council. Any updates to the Financial Regulations are subject to rigorous consultation across the Council. This includes Internal Audit, to ensure that any new recommendations are captured, colleagues across the Council, the Policy and Governance Group and the Executive Officer Team. Updates of the Financial Regulations also take on board recommendations / findings from external audit reports.

Elected Members are usually required to approve updated Financial Regulations in December (last update was for December 2018). Services are then required to develop Operational Financial Regulations for approval by individual Service Management Teams. These take the Council wide Regulations and allocate specific actions to individual officers within the Service.

Financial Monitoring

The Strategic Policy and Resources Committee receive regular monitoring updates in relation to the Revenue and Capital Budget (four per financial year).

The Revenue Monitoring Report includes Service Management and Executive Officer Team approved projections, transfers between budgets and movements in Reserves as well as updates on the Housing Revenue Account, Perth & Kinross Integrated Joint Board and a number of corporate budgets.

The Capital Monitoring Report includes Service Management and Executive Officer Team approved projections for the ten years of the Capital Budget, updates on resources and budget adjustments. The Capital Monitoring report includes the Composite Programme (General Fund) and Housing Revenue Account Investment Programme.

Both of these reports are subject to significant scrutiny by elected members across the Committee.

Projected under spends are either utilised in year, considered within the Council's approved Revenue Budget Flexibility Scheme, or transferred to Reserves. The Council has had a Revenue Budget flexibility scheme in place for a number of years which is highly valued by Services. The Scheme allows Services to carry forward actual under spends or additional income between future financial years. Many of the under spends included in the Revenue Budget Flexibility scheme are simply due to delays in the completion of projects. The ability to carry forward the funding ensures that the Council's objectives continue to be met without compromising on future year spending plans.

The Council also receives additional income from a number of agencies or sources throughout the financial year, which again can be carried forward to meet our shared priorities. All Revenue Budget flexibility proposals are subject to elected member scrutiny and are only carried forward following Council approval of the Revenue Budget in February each year, and confirmation of the final position in the Annual Accounts.

Conversely over spends are reported in year with mitigating action either taken within Services or from Reserves.

In terms of the Housing Revenue Account, any underspends are used to increase our Contribution to Capital Projects (CFCR) contribution to the capital programme, conversely, any overspend will reduce our CFCR contribution to the capital programme.

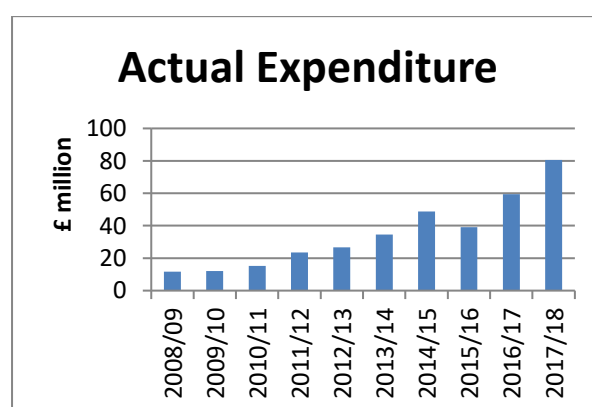
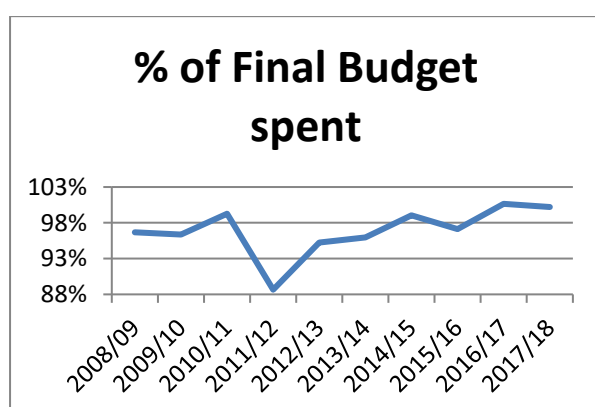
Monitoring of our Arms-Length Organisations is noted later in the report.

Capital Programme

The Capital Programme is a key enabler in the delivery of the Council's strategic outcomes. The Council has set a ten year Capital Budget (2019/20 to 2029/30), with a planned expenditure of around £617 million over the ten year period. This will include investment to deliver the cross Tay link road, community facilities including a community campus that will incorporate Perth High School and community provision in Blairgowrie, a further flood protection scheme and development of the school estate. To set this programme elected members were provided with detailed information regarding the progress of, and risks associated with, the existing capital programme and new proposals to address specific strategic issues.

A key area of the capital programme is the ongoing management of the Council's existing asset base, utilising the strategic information contained in its approved asset management plans and systems; this includes all properties, infrastructure, mechanical and ICT assets. During the budget setting process, the Council utilises strategic information contained in its approved asset management plans and systems. The Council is committed to working on a One Public Estate agenda across Tayside with all partners and other local authorities to ensure the best use of our properties, and making most effective use of our resources.

The Council has steadily improved its performance in delivering the Capital Programme. This is in spite of an eight fold increase in the level of expenditure over the last 10 years, including a decision in 2016 to boost the capital programme to invest in inclusive growth – this is set out in the following graphs. This has been driven by the creation of the Capital Programme Office and regular monitoring of the delivery programme by the Strategic Investment Group, which is part of the Executive Officer Team agenda, on a regular basis. In addition, during discussion of capital projects, key members of the administration are present to consider issues. As part of the overall governance review, we are looking at our approach to capital project gateway reviews for significant capital programmes.



Workforce Profile

Workforce analysis and planning in Perth and Kinross Council is a dynamic and iterative process which is closely aligned with the Medium Term Financial Plan and Transformation Programme. Workforce planning and its' contribution to Medium Term Financial Planning is referenced in Committee reports. Human Resources staff support project managers and their teams on any transformation or service review with workforce implications. This ensures both an operational and strategic approach to workforce planning, taking account of the many internal and external factors which influence the skills composition and size of our workforce. A corporate overview of strategic workforce risks is managed by the Corporate Management Group.

43% of the Council's gross expenditure goes on staff costs. The Council's approach recognises the importance of culture in ensuring we have a high performing workforce to deliver the best possible services to the communities we serve and to help transform and modernise the Council in this fast-moving environment. We have been investing in our organisation and our people for the uncertain and ambiguous future by creating the cultural conditions for a resilient and agile workforce. The annual workforce report, last scrutinised by the Council in December 2018, evidences many examples of how our approach works. We continue to have a strong relationship with all trade unions, which also includes budget briefings with the Chief Executive.

The Executive Officer Team regularly reviews Council wide information in respect of changes in the size and composition of the workforce. This happens at the outset of the preparations for the revenue budget setting process with consideration of the Annual Workforce and Financial Report. Monthly Workforce and Pay-bill reports are sent to the Chief Executive and Depute Chief Executive for discussion with Executive Directors. This information has also been reported to elected members in the Annual Workforce reports each December, since December 2012.

The people strategy, Building Ambition with Our Workforce, identifies the workforce challenges within this context and how we will address them. Our Building Ambition – Developing Talent: [A Workforce Plan for Perth & Kinross Council 2018-2021](#) explains our journey of change and how we will continue to develop and support our employees within the changing context of public service reform, increasing demand and reducing budgets. [Report No. 18/69](#) The Council's Annual Workforce Report 2018 outlines the progress we have made in developing our workforce – preparing our people for an emerging future, creating a learning ethos and a growth mind-set, developing leadership at all levels, creating a healthy and resilient workforce and reshaping the workforce. In support of this approach we are developing a Health and Wellbeing Framework to facilitate people having healthy working lives.

The overall size of the workforce has reduced by 12.7% from 6,281 in 2009 to 5,483 in December 2018. This equates to a 12% reduction in FTE – from 5,248 FTE in 2009 to 4,592 FTE in December 2018.

Between 2009 and 2018, there was a 29% reduction in chief officers across the Council – reducing from 28 to 20 and a 21% reduction in Service Managers – reducing from 74 to 58 (figures based on October 2018). This has been achieved through rationalisation of management roles, taking cognisance of span of control and hierarchy. Long term investment in leadership, skills and resilience has ensured the Council continues to deliver better outcomes for people and continues to modernise and improve. The Council is mindful of the impact on capacity at all levels as the Council manages changes in Services pressures and reducing public services funding.

The Council's approach to workforce planning recognises that young people are our future leaders. In 2012, councillors unanimously supported a significant investment in the range and number of opportunities for young people to train and work with the Council. By 2018, we had exceeded our target of offering 400 Modern Apprenticeships. We now offer 22 different apprenticeship frameworks which is a significant increase on the 7 original frameworks which were offered in 2012. We also have a range of programmes to support positive career moves for staff, including the Learn To Teach programme, aimed at increasing the supply of teachers, and the Learn to work in Early Years programme to support existing staff to re-train to become Early Childhood Practitioners. In addition, the Council are also running the Men in Childcare course to encourage more men to work in childcare.

Any future reduction in our workforce will continue to be tied into our future skills requirements, reflecting Council priorities and finances and the changing nature of how services are delivered. This will have a particular focus on collaboration, working differently with our communities and the impact of digitalisation. However, it is also important to ensure the Council has sufficient leadership and management capacity to navigate the challenges facing public services and to ensure delivery of the best possible outcomes for the people of Perth and Kinross.

We have always recognised that at the heart of the Council's story is the commitment and hard work of our staff. To ensure this remains a strength, we will further enhance approaches to workforce development, succession planning and talent management.

Supporting Change and Innovation

The primary source of an organisation's success is dependent on the commitment and action of its people. As evidenced by our annual Employee Engagement Survey (which takes place in September each year), we have a highly engaged and committed workforce.

We place high importance on promoting a positive workplace culture, and our organisational development Framework (approved in 2015, alongside the Council's Transformation Strategy - [Report No 15/292](#)), sets out an ethos for thinking, working and future growth via three simple principles: *Learn Innovate Grow*.

Our approach capitalises on the vast range of professional and technical expertise and experience which exists across the Council and CPP, and is an extremely cost effective means of supporting learning and development. People are actively

engaged in the process of learning, and the value of our learning culture is clearly evident in our demand-led, employee driven learning programme. Employee Survey 2018 results show that 72% of respondents feel their development is encouraged and supported (an increase of 11.5% since the first survey in 2008).

In our ongoing approach to continuous improvement and delivering the best services possible with the resources the Council has, we will be reviewing Learn Innovate Grow to support a move to agile methodologies as our business operating model, along with a Think Yes approach to employee empowerment.

A key strength of our approach to employee engagement is our ongoing commitment to visibly celebrating success and achievement, both at an everyday level, and also via our growing portfolio of events, such as the Modern Apprentice Graduation, Service Recognition Awards, and the Securing the Future Awards (rebranded in 2019 as the Designing the Future Together Awards). Employee Survey results indicate that 63.7% of respondents receive regular recognition and praise on their performance at work – and this shows a steady increase of almost 15% since the survey began in 2008 (48.9%).

Clear evidence of innovative practice can be seen in the scope and scale of applications put forward within the annual Securing the Future Awards programme, which are live examples of the effectiveness of our commitment to partnership and collaboration.

This is also true of the Angel's Share Programme, which actively encourages entrepreneurial spirit through a bidding process for seed-corn funding to make their inventive ideas happen. Although small in financial value, projects which receive funding make a big difference to a whole range of client groups and the programme visibly reinforces the Council's commitment to supporting creativity and innovation.

Our employee survey remains an important part of the Council's approach to continuous improvement, providing a consistent opportunity to understand a 'snapshot' of employee experience at a particular point in time. In 2018, 2,410 employees (44%) responded, with 11 out of 17 questions showing a positive increase of more than a percentage point compared to the 2017 results. Trends over the years continue to be generally positive, confirming the effectiveness of our approach to supporting people through challenging times.

As a result of the 2017 Employee Engagement Survey, key themes were identified. Progress on these themes is reported in the 2018 Annual Workforce Report, using a 'You Said, We Did' approach. The overall approach is to ensure that staff have the opportunity to shape and deliver improvements within their teams.

Last year respondents were invited to provide qualitative context to their responses if they wished to. This information offers a deeper insight into employee perspectives, and has been used along with other information to inform key themes for 2019 around leadership, workload and vision/direction.

Information Governance & Security

The Council recognises that information is a valuable business asset and as such is effectively managed like our finances, people and property to ensure that we derive the greatest value from it.

Work is ongoing to ensure that our business information is accurate, accessible and available when needed; that it supports better decision-making, more efficient work practices and effective service delivery. Information and technology are integral to our ability to deliver the pace and magnitude of change which local government must deliver to ensure sustainable public services in the future. We continue to progress the use of data for intelligence purposes.

As a valuable corporate asset therefore, our information must be protected; our information technology systems and processes, safe and secure. We are PSN (Public Services Network) accredited and have achieved the Scottish Government required Cyber Essentials accreditation. We are currently working towards Cyber Essentials Plus accreditation.

Following the statutory changes to data protection, the Council undertook a detailed analysis of all information held, and undertook training for all Council employees, including those staff aligned to the Health and Social Care Partnership. There are also regular communication updates for elected members and staff to ensure compliance with GDPR.

We are also committed to an 'open by default' approach to publishing non-sensitive data through our [Open Data Platform](#). This increases our public transparency, and is intended to also promote economic benefit, both in terms of service efficiency savings and generating economic value.

Technology and Digitisation

The Council has embraced technology and has made the necessary equipment available to elected members, staff and, where appropriate, service users. While there have been issues with some third party interfaces, we have made good progress with digitising our customer contact systems and front line services through tools such as MyPKC. We have received national recognition for our website and are sharing practice across Scotland through our professional networks.

Having been one of the first councils to assess our digital maturity in 2016, we are now in the process of going through the new Digital Office Assessment Model. We are working with the Scottish Cities Alliance and Tay Cities Deal to improve our digital connectivity, particularly in our hard to reach rural areas. We have committed to the Smart Cities programme and we are working with partners on our Open Data Platform.

It is our ambition to be the most digitally innovative Council in Scotland.

4. Partnership working

Creating a Shared Vision

Through partnership working and collaboration, we are looking to make better use of all available public and community resources to deliver more efficient services which better meet the needs and the priorities of our communities.

We have an effective Community Planning partnership, delivered through the Community Planning Board, and supported through the Community Planning Executive Officer Group and six Outcome Delivery Groups. As mentioned previously, the Partnership has recently committed to undertake a workshop to review the ongoing effectiveness of our governance arrangements.

Under the Community Plan/LOIP, the Council and community planning partners are committed to delivering three outcomes for the people of Perth and Kinross, which are: positive outcomes for everyone in Perth and Kinross; prioritising preventive approaches; and tackling stubborn inequalities where they exist.

The 2018 Annual Audit report stated that *'the Council is a statutory partner in the Perth and Kinross Local Outcome Improvement Plan (LOIP). This plan involves input from a number of agencies including NHS Tayside, Scottish Fire and Rescue Service, Police Scotland, Skills Development Scotland and the Council. It is an example of how the Council has collaborated with other entities to support delivery of the strategic objectives agreed upon, which feeds into the corporate plan.'*

Our Community Planning Partnership Framework remains strong and robust, with a long track record of a clear focus on outcomes, self-evaluation and continuous improvement. Partners have collaborated successfully to realign resources towards prevention and earlier intervention to prevent negative outcomes. For example, our long-term commitment to evidence-based programmes which build family resilience, parental confidence and strengthen communities is demonstrated through Evidence2Success.

More recently, through the work of the Fairness Commission, collectively, we have reached a deeper understanding about the impact of poverty and inequality in our communities and are clear about the actions we need to take to mitigate this.

Fairness Commission

The Council, along with our community planning partners, has developed a shared understanding and clear vision around the challenges in improving outcomes in our area, as a result of the work for The Fairness Commission. This was established to find out more about what it is like to live in Perth and Kinross, recognising that many people were experiencing the consequences of poverty and inequality. The independent Commission of 11 individuals, with a broad range of experience, expertise and influence at local and national levels, were appointed by the Community Planning Partnership to gain insight into what is getting in the way of people reaching their full potential and to set recommendations for positive change.

Between June 2016 and April 2017, the Commission spent time listening to local residents, groups, professionals and businesses and invited as many people as possible to share their experiences. Existing data was reviewed to help interpret and identify priority areas.

The Commission published the [Fairer Futures Report](#) in May 2017, with a series of nine recommendations for the Community Planning Partnership, based on what local people said would make the biggest difference to them. To take these recommendations forward, members of the Community Planning Partnership took on the leadership of individual workstreams and were tasked with overseeing activity to meet the aspirations set out in the report, with the Convener of the Housing & Communities Committee taking the lead elected member role in terms of oversight.

Some examples of progress are:-

- **Awareness Raising** – a programme of events and a campaign to raise awareness about the causes and consequences of poverty in Perth and Kinross is planned. Officers are also working on the development of an e-learning module to help staff improve knowledge and understanding of poverty and inequality issues, to benefit those who find themselves in these circumstances.
- **Socio-Economic Challenge** – an Integrated Equalities and Fairness Assessment approach has been introduced within the Council and learning has been shared with partner agencies.
- **Tackling Child Poverty and Co-production** – with an initial focus on outcomes for young people who are looked after, partners have collated the details of the opportunities which are currently available to young people or care leavers and have committed to identifying additional opportunities that can be made available (e.g. Modern Apprenticeships) . A specific initiative around improving breast feeding rates has been identified as being an excellent example of co-production in action.
- **New Approaches to Service Delivery** – this has initially focussed on the “digital divide” and services are being supported to improve how people accessing Universal Credit are helped to improve their digital literacy. A baseline survey to identify current service provision to support digital literacies has also been completed.
- **Fair Work** – a series of events and publications have been organised and produced to engage employers and highlight good practice. This work has clear links with the Tay Cities Deal and work has taken place at a Tayside-wide level to take forward Fair Work as part of the Delivery Plan. A Regional Skills Investment Plan for Tayside is being produced, which has a specific focus on Fair Work as a priority.
- **Support for the Third Sector** – work has focussed on improving partnership working and giving a stronger platform for third sector knowledge and intelligence to influence community planning priorities and outcomes at a local and strategic level. This workstream is also seeking to refresh a joint working “Compact” between the third sector and Community Planning Partnership.
- **Social Value of Procurement** – social benefits are becoming an integral part of the tendering and procurement process in PKC in particular. Communities are being asked to bring forward suggestions and influence the community benefit

clauses that can be included in contracts. An example of this is the Perth Transport Futures Project which was recognised on the Social Value Portal as an effective approach to delivering social value).

Further information and evidence is contained in the [Community Plan](#), [Corporate Plan](#), [Business Management and Improvement Plans and Service Annual Performance Reports](#), [Evidence Portal](#), [PK Performs](#), [Local Government Benchmarking Framework](#) report for PKC and statutory inspection reports.

Partnership and Collaboration

While some of our partnerships have emerged through statutory requirements, such as the Integrated Joint Board, the Council has long understood the value of partnership and collaboration in delivering efficient public services which meet the needs and priorities of our communities. The Council actively seeks opportunities to work with partners, external agencies, the private and third sector and communities.

Health and Social Care Partnership (H&SCP)

The creation of the IJB for Health and Social Care has seen major change in the operational and strategic management of these services, integrating to deliver the most positive outcomes for people who need support and working with local communities to deliver change.

Across care and support services, teams carry out self-assessments of their services, which are followed up by the Care Inspectorate announced and unannounced inspections. Over the period May 2017 to March 2018, different services were the subject of inspections and where assessed for care and support and management leadership received awards of very good and excellent. The inspection on home care told us that service users were involved in the planning of their support and they felt they were listened to and treated warmly with dignity and respect.

The Perth and Kinross Strategic Commissioning Plan 2016 -2019 sets out how, by working together, we meet people's needs both now and into the future. It is recognised that carers and families play a significant part in supporting people to live at home and there has been a focus on delivering a more tailored approach to support. 91.7% of respondents in the latest Adult Social Work Survey agreed that they were supported to live as independently as possible with 41% of carers saying they felt supported to continue in their caring role (the national average was 37%). The new Strategic Plan for 2019-2022 is currently under development.

The 'Housing Contribution Statement' is detailed within the plan and sets out how, through the Local Housing Strategy, housing will support the delivery of the aims of the Health and Social Care Partnership. The Integrated Joint Board approved a report in February 2019. This [report](#) and [appendix](#) provides an update on achievements as well as the challenges and next steps.

Sheltered Housing is just one example of the connections with the strategic aims of the partnership and can be demonstrated through the [Sheltered Housing Promotional Video](#). In addition, we know that, through recent inspection, the quality of care and support and leadership and management are “very good”. This reflects that the Council knows the importance of a safe and secure place for those who need it.

To mitigate some of the challenges, particularly around the need for specialist housing which meets the needs of the most vulnerable groups such as homeless, older people, people with mental health issues, people with learning disabilities and drug and alcohol issues, we are planning to do more, such as:-

- The collation of robust housing, support and care needs information on current and future demand for housing and support which recognises the importance of location and amenities, including broadband connectivity, has in sustaining independent living
- The development of a modelling tool to support short, medium and longer term planning for housing and support
- Further exploring the use of Technology Enabled Care solutions within Housing Services
- The development of an older persons housing, support and care strategy detailing plans for service transformation and remodelling of existing accommodation and the delivery of new models of older persons housing and housing with care, including the potential for a rehabilitation model

Collaboration

We have a programme of collaborative areas under review with our neighbouring councils, for example strategic collaboration and procurement. While progress in some areas has been slow, there is an ongoing commitment within this Council to driving this forward to deliver better and more cost effective services to the people of Perth and Kinross. We will also continue to examine all opportunities to collaborate across all sectors to further drive efficiency, effectiveness and improved outcomes.

Most progress has been made with a joint plan for children’s services, which has been taken forward by the Tayside Regional Improvement Collaborative (TRIC). A one year update ([Tayside Regional Improvement Collaborative \(TRIC\) Progress and TRIC Plan \(Phase 2\) 2018 Reports](#)) on the progress made by the TRIC, in taking forward the first joint Integrated Children’s Services Plan ([The Tayside Plan for Children, Young People and Families](#)), was taken to the Lifelong Learning Committee in October 2018 and approved for publication.

The phase 2 plan has been evaluated and reviewed by both the Scottish Government and Education Scotland, with funding being made available until, at least, the end of the 18/19 academic year. Goals for 2019 include a greater focus on clearly defined objectives and improvement outcomes, while continuing to provide evidence of how collaborative working is impacting on the lives of families and young people in Tayside.

The Care Inspectorate carried out a Joint Inspection of Services for Children and Young People in the Perth and Kinross Community Planning Partnership which identified particular strengths. Some comments included:-

- Joint planning to improve services was excellent. *“The work of the Child Protection Committee was a model of its type”*
- The extent to which services provided help and support at an early stage was very good. *“The principles of GIRFEC are well-understood and embedded into practice providing a strong foundation for child-centred planning and early help”*
- The impact of services on the wellbeing of children and young people was very good. *“Partnership working to ensure and promote the safety and protection of children and young people was a major strength”*

Tayside continue to endorse their more unique, holistic and innovative approach to their Regional Improvement Collaborative remit, by looking beyond securing improvement in the education system; four other key priority areas all link to the shared vision of making Tayside the best place in Scotland to grow up.

Another example of successful collaborative working is procurement. Procurement performance, and progress with planned improvements, was reported to the Strategic Policy & Resources Committee in June 2018. The committee considered the [Procurement Annual Report](#) and approved it for publication. Significant savings and increased efficiencies have been made through the procurement transformation project; the detail of these is set out in the report. The three Tayside authorities and Health and Social Care partnerships have recently commissioned Scotland Excel to assist them with the review of procurement and strategic commissioning, a revised approach to collaborative procurement will be launched in 2019/20.

The Council recognises that a lot more needs to be achieved, building on our experience of enhancing the social value we achieve through our contracts, and including how we intend to build on the improvements in our use of Community Benefit clauses. This links with work we are undertaking jointly with our Community Planning partners to deliver on Recommendation 9 of the Fairness Commission Fairer Futures report, which seeks to deliver greater social value through partners' procurement activities.

Three Council Collaboration

Perth and Kinross, Dundee and Angus Councils jointly procure key services such as catering, cleaning, roads and winter maintenance from our quasi commercial trading organisation. Tayside Contracts' structure allows them to compete in the wider market as well as being a major service provider for Council services. Since the last audit of Best Value, Tayside Contracts have been enabled to compete in a wider market and further services have been transferred to them including janitorial staff and school crossing patrollers, with further collaborative working undertaken through the Roads Maintenance Partnership and Street Lighting Partnership. This combination of a public sector ethos and commercial skills, has delivered savings and more effective use of resources, along with improvements in service delivery.

The benefit of this approach is recognised in the Annual Audit report 2018 where *‘the Council engages in a range of partnership working with Dundee City Council and Angus Council to realise efficiencies’*.

The three Councils have been examining opportunities for collaborative working for various roads related services such as asset management, carriageway and footway maintenance, traffic, network, roads safety and roads scheme design. The Chief Executives have agreed a small pilot for collaborative working in respect of urban traffic control and traffic signals and Network Management. Work is also continuing to explore opportunities to maximise the use of fleet vehicles, while ensuring that the legal requirements of vehicle licensing are met and there are efficiencies realised.

Collaboration for Economic Growth

The Council continues to play a lead role in economic development throughout Perth and Kinross. Working with the Perth City Development Board and other partners, we want Perth to be one of Europe’s great small cities, with the resultant benefits for the wider Council area. In addition, as part of the Tay Cities Deal, we are collaborating with Angus, Dundee City and Fife Councils across a range of economic development areas. This is with a focus on delivering the inclusive economic growth objectives set out in the Tay Cities Regional Economic Strategy.

Through its programmes and projects, the Council aims to ensure that economic opportunities are open to everyone; inequalities are being addressed; and that the Council’s support for business growth is also supported by investment in skills as well as both digital and physical connectivity.

The Story of Perth, launched in November 2018, celebrates the city’s great heritage and links to the Perth City Plan’s long-term vision and key initiatives to deliver sustainable growth for the city and the wider region. Developed by the Perth City Development Board, a partnership of private and public and sector organisations including the Council, the Story focuses on the region’s unrivalled quality of life, independent culture and connectivity to drive the social and economic development of Perth and Kinross. It provides a single unified narrative, which informs product development, promotion activity, and all parts of an effective strategic marketing approach.

The Council in August 2017 agreed to enter into a Minute of Agreement with Angus Council, Dundee City Council, and Fife Council to establish a Joint Committee under Section 57 of the Local Government (Scotland) Act 1973 to progress and implement the Tay Cities Deal along with other economic development collaboration opportunities

Our ambition is supported by the Tay Cities Deal, through which at least £150m of Scottish and UK Government money will be invested across Perth and Kinross to ensure inclusive growth. The deal includes the following commitments:-

- **Transport** – The Deal includes a commitment to close partnership working along with Transport Scotland to deliver on the regions transport ambitions including the

Cross Tay Link Road. We will be taking a leading role in this, to support our aspirations for the area.

- Perth Bus and Rail Interchange will receive £15 million, making vital connections to, from and across our region simpler for thousands of travellers.
- A total of £3.5 million to develop low carbon transport and active travel will support our aims of improving air quality and promoting walking, cycling and public transport across Perth and Kinross.
- **Tourism and culture** – Public and private sector, together with national agencies, will work together to invest £27 million in regional culture and tourism assets which will deliver more visitors to the area and encourage them to stay longer. This includes the opportunity to develop funding packages for projects such as Perth's Creative Exchange. A further £10 million for the cultural transformation of Perth supports the redevelopment of Perth City Hall into a museum and heritage attraction.
- **Food Production Capability** - Included within the funding announcement are the International Barley Hub (IBH) and the Advanced Plant Growth Centre (APGC) research and innovation projects which are set to receive £62m in total. These two initiatives will create industry focused and commercially viable innovation centres in Tayside and will further strengthen the Institute's world-leading research in plant science.
- **Skills and employability** - £20 million to support the delivery of the Tay Cities Skills and Employability Development Programme to deliver fair work. There is also £8.1 million investment from the UK Government in the Aviation Academy for Scotland, a Tayside-wide partnership project aimed at providing specialist training and skills in the aviation industry.
- **Digital infrastructure** - A total of £4 million towards world-class digital infrastructure will be of particular benefit to Perth and Kinross, supporting the 15% of our working population who are self-employed, and generating inward investment

We continue to identify ways of using our property assets in a more collaborative way. Examples of this include the Perth College UHI moving into Council offices in Crieff, allowing the disposal of another building for a community based local arts venue, and the relocation of the Perth based Skills Development Scotland staff in one of our main Council buildings. This is being used by the Scottish Futures Trust as an example of good practice, and this collaborative approach with partners will continue as a key focus within our property asset management transformation review to deliver significant savings.

Working with Scottish Development International and Perthshire Chamber of Commerce, we support businesses to develop new markets and trade outside Scotland and, through Invest in Perth we promote the whole of Perth and Kinross as a great place for business relocation and investment.

Delivering Better Outcomes through Partnerships

Transport Scotland Regional Transport Partnership - Shaping Perth's Transport Future – Phase 1 of the Perth Transport Futures Project has provided a new link road from the A85 Crieff Road across the A9 dual carriageway and River Almond into Bertha Park. The scheme will also deliver a number of measures and

improvements for pedestrians and cyclists. As importantly, the project has delivered the following social benefits:-

- 7 week long work experience placements to young people
- 21 longer duration work placements to a variety of individuals including 6 placements for prison leavers and 5 long duration placements for serving prisoners
- Engaged with over 2,000 school pupils and students across the local area
- 58 individual educational engagement events including taking the ICE (Institution of Civil Engineers) Bridges to Schools workshop to 6 local schools and over 700 pupils
- 16 Apprentices, Graduates or Trainees employed through the scheme and completing over 3000 days of work
- 26 NVQ starts or completions
- Over £8,300 raised for local charities

Energy Efficient Homes - We have successfully collaborated with SSE to improve the fuel efficiency of homes. To date, we have been awarded £12,093,127 of funding. This includes a funding award of £1,345,635 (2018/19) which will include 170 private homes. A Warm Homes Funding Grant of £1.4M has also been secured. The fund is primarily designed to encourage the installation of affordable heating solutions in fuel poor households who do not use mains gas as their primary fuel, addressing fuel poverty particularly in rural areas.

We are also continuing to maximise grant assistance from Scotland's Gas Network (SGN) to help pay for new gas connections. More than £1.75M has been saved since 2012 and 1,614 new connections have been installed. Mains gas supplies have been fitted to a further 68 Council houses during 2017/18.

During 2017/18, in recognition of the increase in and significant challenges that hoarding difficulties can present to both the individual and those supporting them, the Housing Service introduced a joint **Hoarding Protocol**, which was the first of its kind nationally. This was developed in partnership with Scottish Fire and Rescue Service and the Health and Social Care Partnership. This approach has a person centred focus, supporting and helping tenants regain control of their homes and their lives. A number of Local Authorities have approached the Council in recognition of the effectiveness of these new arrangements seeking to mirror a similar arrangement both in terms of the Protocol and the training and support provided as part of this to our frontline housing teams.

The effective partnership between Gannochy Trust, the Council and Perth and Kinross Association of Voluntary Service (PKAVS) in the commissioning and funding of **universal youth work provision** was highlighted in the recent inspection of Community Learning and Development Services as an area of good practice. The partnership aims to ensure universal provision is to an agreed standard with measurable impact.

Arms-Length External Organisations (ALEOs)

The Council commissions sport and culture services from three ALEOs, Culture Perth and Kinross, Horsecross Arts Limited and Live Active Leisure with a current total service investment of £8.9M. All three ALEOs are Sole Member Companies meaning the Council is not required to tender services, however in 2016 we completed a soft tender exercise to test value for money. The Council is currently reviewing its delivery structures for culture to protect and maximise future Council investment in cultural provision and ensure long-term sustainability for these services.

ALEO performance is monitored as follows:

- Annual review of the service contracts with key performance indicators (KPIs) and deliverables adjusted in line with performance data from previous year and new/emerging priorities
- Quarterly contract monitoring meetings chaired by a Head of Service
- Observer status of the Council at all ALEO Board meetings
- Performance reporting via the Corporate and Democratic Services BMIP (from 2019/20)
- Completion of the Annual Governance Statement
- Attendance by ALEO Chairs and Chief Executives at Scrutiny Committee on a rolling basis

On a rolling basis ALEOs are invited to the Scrutiny Committee to account for their performance and a programme is in place for the next year – [Scrutiny Committee Report and Forward Planner 2018/19](#). A review is underway of our arrangements for ALEOs to ensure the scrutiny and assurance functions are developed and refined.

Community Consultation and Engagement

A review of local decision making was completed by *What Works Scotland* in April 2018. This is an initiative to improve the way local areas in Scotland use evidence to make decision about public service development and reform. Work is underway with Action Partnerships to develop an improvement plan incorporating their recommendations. This will be presented to the Community Planning Partnership Board.

- The Annual Performance Report shows that we are meeting our targets in the majority of cases.
- How we are meeting our targets for transformation savings is shown in regular [Progress Updates](#).

[Business Management and Improvement Plans: Annual Performance Reports](#) are reported to Service Committees and Scrutiny Committee. These committees also receive 6 monthly updates on performance on BMIPs. The Council actively seeks the views and feedback of customers, staff, partners and other stakeholders in order to identify areas for improvement and to influence and shape service redesign. We

recognise the need for service users and other stakeholders to be effectively engaged and involved in the development of Council policies.

We have a broad range of consultative tools and processes in place to ensure that our strategic and management decisions and priorities reflect the needs of our communities. We are introducing a single, managed, consultation hub (consult.pkc.gov.uk) to promote and manage all consultation and survey activity, which assists in building the quality and transparency of consultation, whilst clearly 'closing the loop' in reporting to the public/consultees what has happened as a result of their input. A dedicated officer provides support to research and consultation activities across the organisation.

The Council has agreed a strategy for community engagement and has agreed a Statement of Intent with its Community Planning Partners to support a co-ordinated approach to community engagement. Our approach to consultations is based on the [National Standards for Community Engagement](#) and we have established a wide range of [consultation processes and procedures](#).

We have a good understanding of who our stakeholders are and have systems and structures in place to encourage participation and provide appropriate representation to shape and influence our decision making and policy development.

Through formal and informal consultation, surveys, roadshows, social media, complaints and direct customer contact, public meetings, Council and Committee meetings, deputations and petitions, customers and other stakeholders have a variety of means available to them of expressing their views and feelings in respect of any aspect of the Council's business.

The Council consults with stakeholders in respect of all major reviews of service and actions and outcomes are reported back.

Some examples of how consultation shapes our service design and delivery are:-

- **Tenant participation and engagement** is a particular strength in Perth and Kinross. During 2017/18, our tenants led by the Service User Review and Evaluation (SURE) Team developed and wrote our new Tenant and Resident Participation Strategy (reported to Housing & Communities Committee in January 2018). This strategy:-
 - adopted a new menu of tenant opportunities to get involved in shaping their services
 - focused on shifting delivery of activities to our locality housing teams to address local issues
 - outlined the value of greater feedback to tenants and residents about the things that matter to them
- The annual How Good is Our School at Helping Me to Stay Safe survey is carried across schools in Perth & Kinross – including Independent Schools on a biennial basis. The survey asks pupils about their awareness and understanding about keeping themselves safe, knowledge of where and when to seek help and confidence that they would get the help when they needed it. The survey attracts

over 6,000 responses, and is a key driver for improvements, with schools receiving individualised evaluation reports to inform their Improvement Plans.

- Building on previous years' consultations, the Council undertook a **public budget consultation** in the lead up to the full Council's budget meeting in February 2019. This extended its reach even further than previous years with over 1,200 responses and 129 comments on social media, from across all age groups. Public opinions on budget priorities, savings strategies and council tax income are concisely summarised and presented within Members' budget decision-making papers.
- Evaluations of the first round of Participatory Budgeting and the impact of the funds that were allocated highlight the difference this work with communities has made to local people. Over 7,000 people across all localities voted for projects in their area. Applications for 221 projects were received with 151 receiving funding. Projects were wide ranging and across all age groups for example, mother and toddler groups, cycle festival, exercise classes, climate youth action project, Men's Shed to name but a few. The focus was to tackle isolation, improve mental health and wellbeing and also to raise awareness of and to sustain existing groups. [videos](#)
- Perth and Kinross Council has undertaken an extensive range of detailed consultation to inform changes to the **school estate** in line with the approved transformation review, 'Securing the Future of the School Estate'. In the case of Balhousie and Forteviot primary schools, there has also been additional statutory consultation required under the Schools (Consultation) (Scotland) Act 2010. These led to decisions being made by Lifelong Learning Committee to make changes to the school estate that have educational benefits to pupils and also assist the Council to meet its statutory duty to achieve Best Value.
- The re-development of **Perth City Hall** into a modern cultural attraction is a key part of the Perth City strategy for Smart Growth and the Tay Cities Deal. Scheduled to open in mid-2021, in addition to statutory planning consultations, wider consultation and engagement with local residents and businesses has been extensive throughout the process with a community participation plan underway and a number of exhibitions and displays in the building being co-curated with communities. Designed by international architect Mecanoo, nearly 1,000 people offered views on the five shortlisted architects' proposals for City Hall with Mecanoo emerging as clear favourite. Planning and listed building consent was granted in January 2019.
- The Local Development Plan consultation process has been recognised as a model of good practice which offered a wide range of opportunities for the public to have their input.
- Education and Children's Services carry out a biennial consultation regarding care and early education provision. This exercise gives valuable insight from parents and carers into the experience of using childcare services, allows us to anticipate future needs and, is used as a driver to shape our Early Learning and Childcare Expansion Plan.

Individuals, particularly those who are vulnerable, are supported to have their voices heard through independent advocacy so that they are involved in the decisions which affect their lives. One example of this was through the work undertaken to advise the Fairness Commission. This involved Commissioners meeting with local residents, groups, professionals, organisations and businesses, to understand the

strengths and challenges within the area. As many people as possible were invited to share their personal and professional experiences and observations, and importantly, their perspectives on what needs to be different. These discussions shaped the Commissioners overall recommendations, which were agreed at an event to which all participants were invited, to ensure a joint ownership and understanding of the way forward.

Community Participation

Involving and empowering our communities is at the heart of creating sustainable communities where people want to live. In 2017/18, we established the Stronger Communities virtual team across Council services and wider partners, including Housing, Environment Services, Community Learning and Development, Services for Children and Young People and the third sector.

There are a variety of ways of where we are strengthening links between the Council and community groups. Some examples are as follows:-

- **Story of Place** -goes beyond displaying data tables and provides a narrative around the data, as well as the local intelligence which brings places to life – local identity, history, social and community networks and talents and sources of community pride. Feedback has been extremely positive; and we know Community Groups are using the platform to support their applications for funding and grants. The site also helps communities have the information they need to secure funding for their projects.
- **Estate Based Initiatives** (EBIs) evolved from feedback from local tenants and residents about improving the local neighbourhoods. This project has enabled the Housing Service to develop a different approach to involving communities of people in prioritising and deciding how a local Housing Revenue Account (HRA) budget is spent in their area ([video](#)). The EBIs are encouraging more tenants and residents to come forward and have a role in local decision making processes and local issues. A good example of this is the work undertaken in Gilmerton. Involvement through EBIs, has led to the community undertaking a local survey to help prepare a bid to the Local Action partnership to further develop parts of the village. Also as a consequence, two new community-led voluntary groups were formed: the Defibrillator Group for Gilmerton and the Gilmerton Parks and Gardens Group.
- The biennial '**Big Listen**' engagement exercise involves on average 2-3,000 people in shaping local cultural provision in libraries and museums
- The 2017 UK **City of Culture** bid for Perth engaged over 27,000 local people in surveys, community cultural projects and other initiatives to support the bid as galvanising more community engagement.
- **Community Greenspace** has actively encouraged the establishment of paths groups by providing hands on support through our greenspace rangers and coordinators. Our Path Group Development project promotes effective communication between paths groups and the Council.
- The 45 **Bloom groups** are the longest established of these partnerships, and have over 450 committee members. Together with hundreds of volunteers, they deliver over 20,000 hours of voluntary effort on an annual basis. This brings communities together, uniting them behind a single, common purpose; to make

towns and villages better and more attractive places to live in and to visit. This creates a very strong sense of civic pride and identity in these communities, encouraging cross generational social interaction, and healthy outdoor activities. Perth and Kinross are sector leading in this within the UK, based on a strong partnership and mutual trust between Community Greenspace and the volunteer groups. This approach will continue to be built on as one model for co-creation in service delivery, linking to a transformation project to transfer the greenspace areas to communities.

- The **Men in Childcare** Course was recently recognised for championing gender equality by the Scottish Public Service Awards.

Community Asset Transfer

The Community Empowerment Act requires the Council to provide an Annual Report on Community Asset Transfers (CAT), with the first one required to be published for 2017/18. We have a Community Asset Transfer policy and an objective to increase the number of CAT from 2019/20 onwards with work under development by the Stronger Communities Team. Groups are encouraged and supported to have initial discussions and submit an expression of interest before they start the formal process. A range of support, information and statistical information is readily available on the Council [webpage](#).

The annual report confirms that 8 Expressions of Interest were received, but none of these resulted in a full Community Asset Transfer Application being received and therefore, no assets were transferred to community use.

In 2018/19 we have had:

- 20 enquiries from groups about an asset
- 11 Expressions of Interest, of which 4 have been withdrawn
- 10 groups are currently being supported with their proposals
- 2 groups have successfully achieved their outcome through other routes

Participatory Budgeting

Local Action Partnerships play a vital role in the Council's approach to community empowerment and have delivered a Participatory Budgeting (PB) community grants scheme across Perth and Kinross in 2017 and 2018. This is to help communities tackle inequalities, build community capacity, increase participation and address health and social care needs.

Through PB, the Council acts as an enabler for communities to make decisions on the priorities that matter to them, promoting active citizenship and building community capacity and cohesion. By using the Local Action Plan as a guide, Action Partnerships were able to direct money to the most significant inequalities faced by people living in each locality. In 2017, £180,000 funding was allocated to 139 groups and 4000 people participated in the voting. In 2018, we built on this success and increased the number of people voting to 7,184 who decided on how to allocate £221,000 (151 projects received full or partial funding). In some areas the partnerships decided to make voting more accessible by allowing people to vote

online or by ballot boxes in the communities before the PB event. Both PB rounds received match funding from the Scottish Government's Community Choices funding.

In line with a joint agreement between COSLA and Scottish Government the Council is working to ensure 1% of its allocable budget to be determined by Participatory Budgeting by 2021.

The Council, along with our community planning partners, recognise the need to engage and empower our citizens and communities in more effective ways to ensure a greater focus on local democracy and governance. Key to the delivery of this will be the Perth and Kinross Offer, which has this approach at its very heart.

Equality and Diversity

The Council actively promotes equality and diversity. We value diversity and recognise our legal duties and responsibilities in respect of the nine protected characteristics (age, disability, gender reassignment, pregnancy and maternity, marriage/civil partnership, race, religion or belief, sex, sexual orientation). We also recognise that we must go beyond the protected characteristics and consider issues such as health, income, gender identity, employment status and housing circumstances and how they can impact on people's life chances.

We are committed to equality of opportunity as public service providers and as employers. This ethos is reflected in and evidenced through our plans, strategies, policies, processes and procedures. Services also complete equality and fairness impact assessments for expenditure pressures and savings proposals. This is analysed and a cumulative assessment produced and shared with all elected members in their roles as decision makers. The assessment process is also shared with the Strategic Equalities Group which comprises of representatives of the Community Planning Partnership, voluntary organisations and individual groups.

The Council uses a broad range of information to better understand diversity and inequality within its communities. We work continuously to provide services that are inclusive and accessible; working with partners on a number of initiatives to support our diverse communities to integrate and feel fully included.

The responsibility for monitoring compliance with our statutory duties in relation to equalities lies with the Corporate Equalities Team Leader. A governance infrastructure has been established to support this process internally (Equalities Operational Group); strategically (Equalities Strategic Forum); and at a community group level (Community Equalities Advisory Group). Importantly, everyone working for, or with, Perth and Kinross Council has responsibility for promoting equality of opportunity in their everyday business activity, be it through day-to-day service delivery, strategic planning systems, service support or partnership working.

There are 4 Equality outcomes; 3 of which commit PKC to treating service users fairly and equally. These are:

Equality Outcome 1 – The Council will ensure its services are accessible to all individuals and community groups, with due regard to the breadth of circumstances which impact on people’s experience of equality.

Equality Outcome 2 – All individuals and community groups in Perth and Kinross regardless will experience inclusive opportunities to participate in, and influence Council decisions.

Equality Outcome 4 – All individuals and community groups in Perth and Kinross will have opportunities to be involved in inclusive community activities and events in the area, in a safe and welcoming environment.

The **Annual Equalities Performance Report** was approved by Council in December 2018. The report provides members with an overview of our equalities work as an employer and service provider, demonstrating our commitment to equality of opportunity and how our equality outcomes have been achieved. This establishes a benchmark for us in future years and will become an established part of the performance reporting cycle.

The report clearly lays out why ***‘Equality is At the Heart of What We Do’*** as all services demonstrate how much equality is part of their mainstream day-to-day work. We are an employer which takes equalities seriously and the report includes our Annual Statutory Equality and Diversity In Employment Report.

The Council made a policy commitment to be a **Fair Work Employer** in 2016. Engagement with staff found that our employment policies and people practices support the Fair Work principles and they regard Perth and Kinross Council as a Fair Work employer. The Council is an accredited Living Wage employer, a Disability Confident employer; it holds the silver award for Healthy Working Lives and holds the Engaged Status as a Carer Positive employer. These are some of the many accreditations which reflect our positive people practices. We are now part of a small group of employers who are developing an Employer Recognition Scheme for Equally Safe – to eradicate gender violence in the workplace.

We enhanced our dedicated **Gypsy Traveller Engagement and Improvement Plan** to reflect the Scottish Government’s Guidance on Minimum Site Standards and Responsibilities. Our self-assessment of our two sites has demonstrated that all standards are already being met. During 2017/18, we supported the gypsy traveller community in Pitlochry with the provision of accommodation to support a project developed to assist community members to move their vision of an inter-cultural centre nearer to reality.

A Strong Start: An equal footing for life-chances, choices and confidence sets out some of the challenges for the Perth & Kinross area and identified what people told us would make a difference. To take forward these recommendations as well as responding to “Every Child, Every Chance: The Tackling Child Poverty Plan 2018/22 we are collaborating across all stakeholders to pull together all the good work that is currently making a difference as well as creating greater synergies for an increased joint approach to tackling poverty.

5. Continuous Improvement

Perth and Kinross Council continues to demonstrate a strong commitment to Best Value and continuous improvement along with an appetite for better services and improved outcomes for the area. This is supported through the improvements made following the previous Audit of Best Value in 2008 (Appendix A). Together with our partners, we share a clear vision and they are committed to the Perth and Kinross Community Plan. The vision and objectives have remained constant for a number of years, with the most recent review of the Plan more widely engaging citizens and communities in its development.

Both the Community Plan and the Corporate Plan reflect the significant challenges faced by the Council in securing sustainable, inclusive economic growth; addressing our changing demographics; reducing the impact of poverty in families and communities and supporting those most vulnerable; evolving the way we work with communities through the Perth and Kinross Offer; and working more collaboratively and further transforming our services.

The Council has an ambitious corporate improvement agenda which supports the delivery of its community and corporate plan objectives. It has robust performance management arrangements based on measuring progress against agreed outcomes. This is in the process of being refocussed to ensure that it continues to measure what is important to be people of the area, and will link clearly with the Perth and Kinross Offer. Key to this will be our need to be ambitious and aspirational yet honest and realistic about what we can and cannot do, now and in the future. Continuous improvement activity is embedded within service and team plans and is part of the culture of the Council. Scrutiny arrangements to support performance and continuous improvement are sound and the Scrutiny Committee is committed to reviewing its own development regarding its coverage of the Council's decision-making processes.

The Council continues to benefit from strong and effective collective leadership. The Leader of the Council and the Chief Executive work well together in taking forward corporate priorities and are committed to the involvement of strategic partners in improving services for the area. The mature and effective working relationship between political group leaders is a key feature in providing clear strategic direction.

The refreshed Executive Officer Team will continue working effectively with the Council Leader, elected members, officers and our communities to deliver our emerging ambitious Offer to deliver efficient and effective services and better outcomes for the people of Perth and Kinross.

Community Planning is well developed in Perth and Kinross, supported by a strong commitment to partnership working, effective planning structures and a clearly defined set of outcomes. While effective partnership working has already delivered improved outcomes, the Council and our partners recognise that there needs to be further improvement to ensure that, collectively, we are clear on where further improvement can be made and are working together to deliver these. .

In particular, the CPP recognise that there is a need to review the arrangements across the Partnership to support the delivery of the Community Plan.

The Council continues to demonstrate many positive examples of directly involving local communities and service users in shaping plans and services. We are aware that our communities are changing and we also recognise that we must engage more systematically and proactively with communities, again linked to a collective approach for the Perth and Kinross Offer.

As part of our improvement agenda, the Council has successfully undertaken significant structural change over the last few years. Political and executive structures clearly align with the delivery of our corporate priorities. These continue to be kept under review to ensure that we deliver on our commitments.

The Council manages its financial and asset resources very effectively and has made significant efficiency savings over the years. Many of these have been linked to an agreed transformation programme, and again we realise that in challenging financial times, more is required to continue to deliver services across the area.

Key to the Council's continued success is our hardworking and committed workforce. Their role in providing services, developing change and transformation projects and putting people at the centre of what they do plays a significant and immeasurable part in delivering our ambition and objectives. We will continue to support their development by investing in the skills and talent we need for the future.

The Council continues to use the Local Government Benchmarking Framework as one key tool in our performance monitoring. In addition, there have been improvements in key areas such as planning, homelessness and attainment, which were recognised internally and through external inspection, as areas requiring significant improvement. Changes which have occurred over the last few years are working through to services and the Council is aware of those aspects where improvement is needed, taking robust action to achieve it.

As such, the Council has an ambitious corporate improvement agenda and has established a culture of continuous improvement among employees and elected members. We use a wide range of self-assessment and review methodologies to drive change; we are aware of what its priorities are and that we need to increase the pace of improvement in the areas identified as key priorities.

To achieve this, we are embarking on a period of radical change. This will be a shared approach, with joint accountability with our citizens, communities and partners, and with its success being able to be measured at both a local and authority wide level. It will not be something 'done' to our residents, but will involve them fully – beginning in some of our rural areas. At the outset we will co-create our performance measures so we know what we are seeking to achieve, how we will collectively achieve, who is responsible, the resources required, timescales and, most importantly, what difference it will make to improving the lives of our citizens, visitors, investors and businesses.

This will encompass the following themes, to underpin our joint ambitions for the people of Perth and Kinross, create a shared focus, and drive our collective efforts as those jointly responsible for the sustainable future of our area. The Offer will be underpinned by the themes of:-

- Equalities and Fairness (Diversity, Perceptions, Commitment, Rurality)
- Economy and Entrepreneurship (Investment, Employment, Location, People)
- Education and Learning (Attainment, Investment, Collaboration, Strengthening Families)
- Empowerment (Enabling Structures, Communities, Partnerships, Third Sector)

The Perth and Kinross Offer is driven by the need to change the way we do things, co-creating a more equal partnership between the Council, our citizens, partners and our communities. This is about doing the right thing by empowering everyone who lives, works, visits and invests in Perth and Kinross.

It is about how we all **LIVE LIFE WELL**

Next Steps/Key Priorities

Within the Community Plan/LOIP, the Corporate Plan and Service Business Management and Improvement Plans, the Council has clearly articulated its vision, direction and objectives. These are understood by elected members, and employees, with opportunities provided to our residents to contribute to and identify what matters most to them. We also recognise that we need to continue our successful approach in relation to pace and scale of change and improvement, while recognising that given the levels of efficiencies and transformation already undertaken, that a fundamental review of how we work for, and with our citizens and communities will need to change.

As a result, we will need to focus our activities on what is important and to deliver the very best outcomes we can within the resources available – not simply from Council budgets – but taking into account the strong community and individual resources which also exist.

Our major focus over the next 2 – 3 years will therefore be to:

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

- Develop the Perth and Kinross Offer, based on our aspirations for community empowerment and commitment to local democracy and governance, beginning in our rural areas;
- Review and implement outcomes focused performance measures;
- Further develop new approaches to workforce development, succession planning and talent management;
- Continue to seek collaborations that drive efficiency, effectiveness and improved outcomes; and
- Review our governance and performance arrangements using the CIPFA Mark of International Excellence Framework.

Glossary

ALEOs	Arms Length External Organisations
APGC	Advanced Plant Growth Centre
APR	Annual Performance Report
APSE	Association for Public Service Excellence
BMIP	Business Management and Improvement Plan
CfE	Curriculum for Excellence
CIF	Community Investment Fund
CLD	Community Learning and Development
CMG	Corporate Management Group (PKC Heads of Service)
CPP	Community Planning Partnership
CPPEG	Community Planning Partnership Executive Group
ECS	Education and Children's Services
ELC	Early Learning and Childcare
EOT	Executive Officer Team (of PKC)
EU	European Union
FTE	Full Time Equivalent (someone working 36 hours per week is 1 FTE, 18 hours is 0.5 FTE)
GDPR	General Data Protection Regulation
H&E	Housing and Environment
HRA	Housing Revenue Account - Ring fenced account for expenditure and income on social housing and associated activities
IBH	International Barley Hub
IJB	Integration Joint Board (Health and Social Care Integration)
LAP	Local Action Partnership
LGBF	Local Government Benchmarking Framework
LOIP	Local Outcomes Improvement Plan
MTFP	Medium Term Financial Plan
NHS	National Health Service
ODGs	Outcome Delivery Groups
PB	Participatory Budgeting
PDP	Personal Development Plan
PSN	Public Sector Network (the government's high-performance information technology network which helps public sector organisations work together)
SCQF	Scottish Credit and Qualifications Framework (identifies the level studied and makes it easier to transfer credit points between different learning programmes)
SHBVN	Scottish Housing Best Value Network
SIMD	Scottish Index of Multiple Deprivation
SOCITM	Society of Chief Information Technology Managers
SURE	Service User Review and Evaluation Team (housing staff and tenants work together to scrutinise the standard of housing services provided)

Best Value Improvement Plan 2008 – Position Statement

Improvement Action	Position	Action if remains an improvement priority
<p>Ensure that effective progress is made on the key strategies that support sustainable growth and regeneration, and in particular, the specific issues around planning for growth and affordable housing.</p> <p>Background text from report: <i>... the council has important decisions to make if it is to meet its affordable housing targets and respond to the additional demands anticipated from high population growth projections. (bold para page 7)</i> <i>Despite making improvements to the way it approaches affordable housing, the council needs to examine how it can better translate this into successful outcomes for its growing and increasingly diverse population (para 123)</i></p>	<p>Good progress made - evidence in planning for growth and affordable housing information. (P1 of BV submission.) Increased investment, the setting of more ambitious new build targets along with a range of measures such as the buy- back scheme , property conversions and empty homes initiatives have increased the supply of affordable housing. Reduced waiting list numbers are evidence of the impact of these measures. All new build properties meet the housing for varying needs standards and the Housing Needs Demand analysis and Independent Living Group supports the delivery of housing for people with specific needs.</p> <p>The Council continues to prioritise the provision of affordable housing through Planning Policy by ensuring all new developments of more than 6 units require at least 25% of the homes to be affordable. In addition, the formation of the Housing and Environment Service has ensured a greater link between planning for growth and affordable housing.</p>	

Improvement Action	Position	Action if remains an improvement priority
<p>Enhance performance management processes by being more systematic in the use of customer satisfaction information, clearer articulation of milestones and outcomes and benchmarking comparators.</p> <p>Background text from report: <i>A more consistent approach in place to collate customer feedback at corporate level to better influence and shape service delivery and performance (para 105)</i> <i>Better links developed between customer feedback and the performance management framework to better inform future decision-making and corporate improvement activity (para 105)</i> <i>Corporate plan performance reports to demonstrate more clearly progress against overall objectives through the inclusion of interim BMIP targets (para 52)</i></p>	<p>Work has been ongoing in relation to this, through the Community Plan/LOIP, the Corporate Plan and the Service Business Management and Improvement Plans. Greater use has been made of benchmarking information, along with a stronger focus on</p>	<p>To be further embedded and enhanced through the Perth and Kinross Offer, particularly in relation to citizen and community satisfaction and engagement</p>
<p>With strategic partners, further develop performance management arrangements to support the delivery of the Single Outcome Agreement (SOA)</p> <p>Background text from report: <i>Effective partnership performance arrangements in place to routinely scrutinise the delivery of intended outcomes and indicators of impact (para 45)</i></p>	<p>Good progress was made in developing partnership performance management arrangement for the SOA; this will be re-established to support performance reporting on the current LOIP. Strong partnership performance management and reporting arrangements continue to support the work of CPP Outcome Delivery groups, i.e. CYPF Partnership. In addition, with the introduction of the Local Action Partnerships, there is systematic feedback on each of their Local Improvement Plans.</p>	<p>To be further embedded and enhanced through the Perth and Kinross Offer, particularly in relation to citizen and community satisfaction and engagement along with the governance review</p>

Improvement Action	Position	Action if remains an improvement priority
<p>Implement and monitor the community engagement strategy, to enable the council to become more systematic in involving communities and in particular, equalities groups</p> <p>Background text from report <i>...the need to become more systematic in involving communities in planning and service delivery.(para 37)</i> <i>....could have involved equalities groups more effectively in developing its policies and statutory equalities schemes.council has identified the need for better engagement with equalities and minority groups. This is outlined in its equalities strategy and its community engagement strategy action plans, although these would benefit from clearer targets against which to judge success (para 92)</i></p>	<p>Good progress made – evidence includes development of local community planning arrangements (LAPs); also Bridging the Gap, Rent restructuring Project, Community Path Group Development and Participatory Budgeting, see case studies in Outcomes and Case Studies appendix.</p>	<p>To be further embedded and enhanced through the Perth and Kinross Offer, particularly in relation to citizen and community satisfaction and engagement</p>
<p>Further develop medium-term financial planning linked with asset management plans</p> <p>Also Commission findings – create linkages between asset management, financial management and workforce planning arrangements. (Para 4, Commission Findings, page 5).</p> <p>Background text from report: <i>....the process (medium term financial planning) is not yet sufficiently developed to show whether resources are shifting to meet changing priorities. (para 69)</i></p>	<p>All committee reports have to address workforce, financial and asset management issues within the Annex. In addition, asset management plans for roads/structures, Fleet and community greenspace are tabled on an annual basis to</p>	

Improvement Action	Position	Action if remains an improvement priority
Develop and implement workforce planning and ensure that all employees have reviews that are up to date and objectives set and monitored Background text from report: <i>The council values its employees and regards them as central to delivering improvement but it has yet to develop a coordinated approach to workforce planning and needs to ensure its employee review process is up to date across all services.</i> (bold para page 20)	Good progress has been made in developing our workforce planning approach and tools, evidence presented. ERD process was robustly implemented and model further developed to introduce 'Learn Innovate Grow' Development Discussion model h	Monitor implementation of new model.
Develop a more robust approach to competitiveness which considers a more strategic programme of cross cutting areas, benchmarking and options appraisal Background text from report: <i>In order to robustly challenge existing approaches to service delivery across the council and to achieve greater impact, the council recognises that it needs to identify and deliver a more extensive programme of strategic best value reviews.</i> (para 79)	Good progress has been made, evidenced by engagement in and use of LGBF and other benchmarking frameworks, as well as regular use of informal benchmarking to learn from good practice and improve or transform services. This has resulted in the transfer of some further services to Tayside Contracts. The review of the Arms Length Organisations was also undertaken using robust options appraisals. Options are also examined as part of the Council's transformation programme, where appropriate, supporting significant savings.	
Sustain performance improvement in handling planning applications Background text from report: <i>Performance in dealing with planning applications has been poor in recent years. Recent changes are beginning to improve performance and this needs to be sustained.</i> (Bold para, page 34)	The Planning Performance Framework clearly demonstrates sustained improvement in handling planning applications	

Improvement Action	Position	Action if remains an improvement priority
<p>Continue to provide corporate support to the new service management team in education and children's services to maintain stability and sustain improvement</p> <p>Background text from report: <i>The recent improvements follow a period of instability in management and leadership. Indications are that the new leadership team is providing clear direction and a focus on improvement. (page 29)</i></p>	<p>A stable SMT has continued to very effectively support ECS to develop high performing services as evidenced in a range of important performance data and very good inspection reports: including two Inspections of Services for Children and Young People. The quality of leadership was evaluated as excellent in both inspections (the most recent inspection report was published in April 2018).</p> <p>Although all the original members of the 2008 team have now retired or moved to other positions, their departures were staggered enabling new post holders to be well integrated within the existing team.</p> <p>On-going development opportunities are provided for each individual and for the team as a whole.</p>	

Improvement Action	Position	Action if remains an improvement priority
<p>the council needs to further improve ...educational attainment (Para 4, Commission Findings, page 5)</p>	<p>Over the period since the last Audit attainment and achievement have improved; this is routinely monitored and reported.</p> <p>The breadth and depth of the attainment of SCQF awards shows good progress, with the proportion of S5 pupils achieving 5 or more awards at SCQF level 6 increasing from 15% in 2013 to 23% in 2018, and the proportion of S6 pupils achieving 5 or more awards at SCQF level 6 increasing from 31% to 33% in the same period. The average total tariff score of school leavers shows a clear attainment gap across the SIMD quintiles. Pupils from lower quintiles tend to leave school earlier and this has a strong influence on number of tariff points accrued. This gap has slightly narrowed since 2012/13, and performance is generally above the virtual comparator.</p>	