



Appendix 1

15/16

Annual Public Performance Report



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EDUCATED, RESPONSIBLE AND INFORMED CITIZENS	11	PS Police Scotland
PROSPEROUS, SUSTAINABLE AND INCLUSIVE ECONOMY	16	SFRS Scottish Fire and Rescue Service
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EOT / Council Version: Final
Version will be produced by the Design Team.

Introduction

Welcome to our Annual Performance Report 2015/16

Our Annual Performance Report provides information on how the Community Planning Partnership has worked together to deliver on its shared objectives during 2015/16, and in doing so, make a positive difference to peoples' lives in Perth and Kinross. The report also provides an update on how the Council delivers its services, ensuring we secure both Best Value and provide outcomes which benefit our communities.

This report presents an opportunity both to celebrate some of the outstanding work that employees in all our organisations have achieved, working together to support our communities, and also to review where we need to make further improvements.

Public Service Reform is moving us into an entirely new era, with Community Planning being a central element of the reform agenda, reinforced by new statutory duties on Community Planning partners to increase the pace of working together to deliver better outcomes for our communities, and reduce stubborn inequalities.

These new duties also reflect a growing expectation from communities that they will be entitled to take control of issues that affect them and their area, and this will drive forward the way we work with our communities. Our continued approach to early interventions and preventative action will be essential to making a difference to our most vulnerable citizens and giving people an equal chance in life.

The Community Planning Partnership is currently building on our positive work to date, by developing community empowerment at a locality level. Sharing our performance information with our communities in a dynamic way will be a key part of informing our discussions with communities about their needs. In addition, the advent of new Local Outcome Improvement Plans will change the way we currently report on our performance, including future versions of this Report.

We are confident that through close working between our Community Planning Partners, and by engaging even more directly with our communities, we can continue to report that we are collectively delivering positive outcomes for the people of Perth and Kinross.



Councillor Ian Miller
Council Leader



Bernadette Malone
Chief Executive

Performance Summary 2015/16

89% and 87% of respondents in P&K were satisfied with local health services and schools, respectively.
(Scottish Household Survey)

98% of respondents in P&K rated their neighbourhood as a very good/good place to live, significantly greater than the Scotland figure.
(Scottish Household Survey)

Top Performance Highlights

- The Incredible Years pre-school parenting programme has delivered significant improvements in behaviour, social and emotional concerns.
- People involved in family learning and parenting programmes increased by **22%**
- **634** houses built in Perth and Kinross.
- We have reduced the impact of homelessness on children and families by moving those affected straight into permanent homes instead of temporary accommodation.
- We are continuing to make very good progress in raising the attainment of S4, S5 and S6 pupils achieving both literacy and numeracy at Scottish Credit and Qualifications Framework Levels 4 and 5 for all years.
- **2,100** people are now employed in the food and drink sector and our investment in the Perth Food and Drink Park has the potential to sustain a further 400 jobs.
- **689** people were helped into work. Our overall employment rate of 98.8% is amongst the highest in Scotland
- **Perth City Plan** was developed to drive forward economic development for the city and the local area.

- We have enabled individuals to have more choice and control over their health and social care support by working with our partners.
- We undertook a number of activities to allow people to remain in their own home or in a homely setting such as Rapid Response, Immediate Discharge Service, Reablement, Home and Day Services
- **97% of older people are living at home**
- Our Reablement Service is key to supporting people following discharge from hospital with over **50%** of people no longer requiring ongoing support following this intervention.
- Nearly **1,800** people from minority ethnic groups were supported through our Minority Communities Hub with multilingual information, advice, advocacy and casework.
- **20** community resilience plans have been supported with a further 5 underway.
- **6** additional breastfeeding groups have been established by volunteers, 5 in rural locations and one to support Polish speakers.

Overview of our Key Performance Indicators

(to be updated once all indicators are included)

55 (72%) are improving

12 (16%) remain steady

9 (12%) need attention

Improvement Themes 2016/17

- Inclusive economic growth
- Strengthen our communities by further developing our approach to local action partnerships
- Progress integration of Health and Social Care services
- Support vulnerable families
- Help older people to stay in their own homes
- Provide targeted intervention to reduce inequalities
- Protect, reform and improve our public services



Best Start in Life

Our strategic aim, to give every child and young person the best start in life, can only be achieved if we ensure that we provide opportunities to develop through nurtured and supported families.

Our partners work together to provide a network of extended family support and opportunities for children, young people and parents.

We have focussed on developing a support network for breastfeeding, providing training opportunities for volunteers to offer peer support and reach more mums in local communities. To date, eight groups including a Polish peer support group, have been established, and a Facebook page has been created to provide out of hours support by the trained volunteers.

<i>2015/16 Performance Highlights</i>	
•	509 families engaged in our family learning and parenting programmes.
•	262 young carers were supported through the PKAVS Young Carers' Service.
•	The proportion of children who are looked after in kinship care continues to grow and we now have as many children placed with Kinship Carers as with Foster Carers.
•	6,738 childcare places offered with a pre-registration for Childminders course now being offered.
•	The Family Nurse Partnership is now fully operational, and has been independently evaluated as one of the most effective programmes to improve outcomes for first time teenage mothers and their babies.

The provision of 600 hours of Early Learning and Childcare for three to five year olds has now been extended to some two year olds in need of additional help and support.

Our Early Learning and Childcare and Support Services have been inspected and rated as 'good' or 'very good' with **feedback from parents expressing confidence in the care provided at Kids' Clubs at 95%, and crèches at 100%.**

The Incredible Years pre-school parenting programme has delivered **significant improvements in behaviour, social and emotional concerns**. High risk and borderline behavioural concerns affecting three year olds, was reduced by 43% and other school readiness increased.

We have developed a multi-agency team – Change Is A Must (CAM) to support vulnerable children and families who are affected by parental substance abuse. The Multi-Agency Screening Group (MASG) reinforces close working relationships between Education and Children's Services staff, Police Scotland and Health services, to ensure early intervention and timely support for children and families.

Perth and Kinross was one of the first areas in Scotland to respond to the Syrian Vulnerable Persons' Relocation Scheme to provide accommodation to Syrian refugees who fled the conflict in their country. Working in partnership to plan and deliver this project, the Syrian families were welcomed to the area. We were able to support their needs by securing and providing accommodation for the families, identifying suitable schools for the children to attend,

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arranging for training in English for speakers of other languages, delivering cultural awareness sessions, and preparing a 'Welcome Pack' which provided information on Perth and Kinross and Scottish culture and services.

Through careful planning and effective partnership working, five families (**26 people**) have settled in safe, secure and warm accommodation with daily support provided to them in their new lives within Perth and Kinross.

Case Study: P&K Young Carers' Strategy 2015-2018

Perth and Kinross Association of Voluntary Service (PKAVS) worked in partnership with colleagues at NHS Tayside and Perth and Kinross Council Education and Children's Services to develop and then launch a standalone Perth and Kinross Young Carers' Strategy 2015-2018. From past experience, young carers need a separate strategy from a general carers' strategy, simply because their support needs are so different from those of adult carers.

A working group of the key agencies was set up. Within this strategy a three year action plan has been put in place. This will be overseen by the PKAVS Young Carers Coordinator by chairing the Young Carers' Strategy monitoring group meetings, which take place on a quarterly basis.

This strategy will be used to raise awareness of young carers and the challenges they face throughout the whole of Perth and Kinross, and within every sector.

Case Study: *POST promoting healthy lifestyle and healthy weight in schools/ The Daily Mile*

In our area 22.7% of Primary 1 children are either overweight or obese. There is strong evidence that childhood obesity persists in to adulthood with the likelihood increasing markedly for obese teenagers. Obesity raises the risks of people experiencing a number of health conditions including cancer, type 2 diabetes and heart problems, so promoting healthy lifestyles is important from an early age. The Paediatric Overweight Service Tayside (POST) team at NHS Tayside deliver key services to deal with childhood obesity in Tayside including one to one clinics, community groups and local schools.

The POST Team have delivered workshops in schools and there was a week long programme in early 2016 in which approximately 330 S1 to S3 pupils took part. The POST team delivered workshops using quizzes and games to share information about body image, and self-esteem. The team's workshop sugar included information about sugar recommendations, and games to highlight how much sugar is in popular fizzy drinks, along with messages about the consequences of excess sugar.

One child, referred to the service for several one-to-one sessions with a specialist, said: "Taking part in the programme has made me try lots of food I wouldn't have eaten before and I am enjoying all the different meals. I have more energy and confidence now and a much better choice when it comes to buying clothes. I would tell other children to take part in the programme because if I can do it, then anyone can." David Taylor, Principal PE teacher at St John's said, "St John's Academy ran their first health week at secondary level and it was a great success. The health and wellbeing of every child is a critical part of their holistic development and NHS Tayside played a vital part in highlighting key messages to pupils during their workshops. I'd like to give a huge thank you to the POST team for their commitment and support throughout."

Recognising that exercise is an important part of maintaining a healthy weight and healthy lifestyle, 30 of our schools are now completing 'The Daily Mile'. This aims to improve the physical, emotional and social health and wellbeing of our children, regardless of age or personal circumstances. Children are encouraged to walk, jog or run outside for about 15 minutes each day and as the children undertake this in their school uniforms there is no need for a separate sports kit and no time is lost in changing.

In Grandtully and Kenmore where both primary schools do The Daily Mile, Headteacher, Laura McIntosh said: "The pupils love it. They say they feel fit, healthy; love being outdoors and they are able to focus in class more. A big success for us!"

As more and more schools are feeling the benefits of The Daily Mile it has been endorsed by The Scottish Government, and its popularity is continuing to grow with some schools as far away as Belgium and Spain taking up this initiative.

2015/16 key performance indicators

Data available for 2015/16 has been included in the charts below.

Data will be published for all other key performance indicators as it becomes available via [PKperforms](#) RAGs (Red/Amber/Green) are based on the time period presented for each performance indicator.

Key

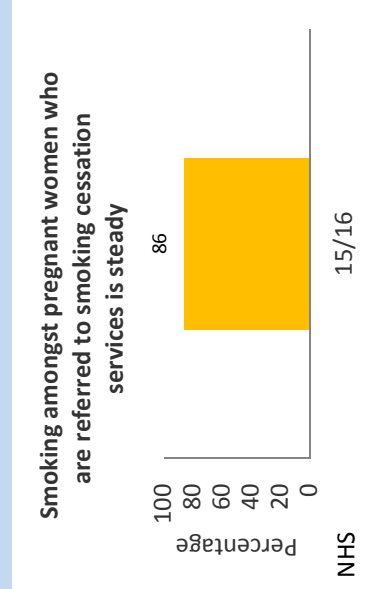
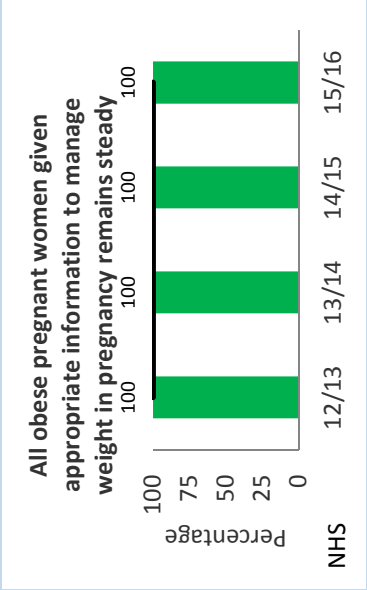
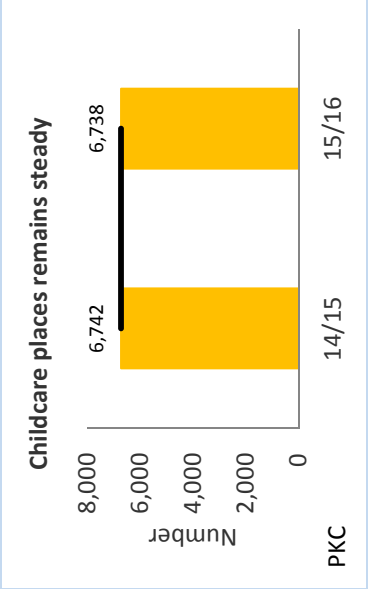
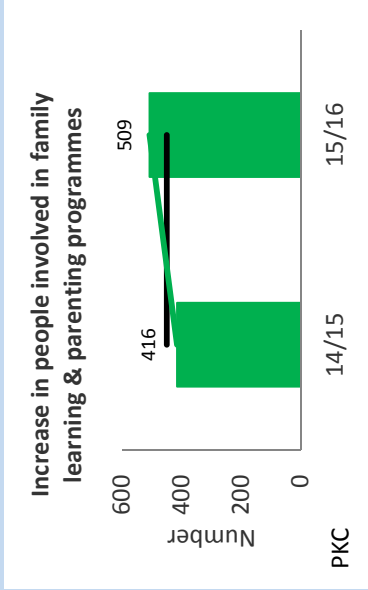
Improving

Steady

Needs attention

Target 2015/16 where available

Trend



Figures are not yet available for the following indicators. When they become available they will be reported on [pkperforms](#). Please refer to [Data Release Timescales](#) for indication of when figures should be available.

- Stillbirth rate per 1,000 total births.
- Children successfully reintegrated full time into their mainstream class from nurture provision.
- Women who continue to give breast milk up to 10 days.
- Children reaching expected development milestones at time of 27-30 month health review.
- P1 children free of any diseases at dentine level.
- % of severe obesity levels in P1 children.

Case Study: Supporting Parents

Perth and Kinross Council's Lifelong Learning Committee agreed to implement two evidence-based programmes to improve children's school readiness; reduce the likelihood of young people using alcohol in their early teenage years; and improve the emotional wellbeing of young people. Both programmes provide opportunities for parents to increase their parenting skills.

The Incredible Years Pre-school Parenting Programme (IY), is a group work programme to support parents of 3 year olds with behavioural concerns to develop their parenting skills. During 2015/16, 24 IY groups were delivered. In total, this has resulted in 200 families completing the programme since the first groups were run. Levels of behavioural concerns were measured for 170 of these children; the measures identified that 140 of these children had improved behaviour levels; with the behaviour of 47 children improving to normal behaviour levels. This will enable these children to take more advantage of early learning opportunities at nursery and school and has reduced their need for additional services. Many parents also noted an improvement in their confidence to parent and in their own health and wellbeing.

The Strengthening Families Programme (SFP) is a group work programme for families with a 10 year old child. In 2015/16 12 SFP groups were delivered, attended by 71 families. Evaluations demonstrate that by the end of the programme all of the parents were likely to use positive behaviours in relation to some key family management areas 'some' to 'most' of the time. Similar improvements in the amount of times young people use positive behaviours in family and peer settings were also evident. Engagement in the SFP enables young people and their parents to be better prepared for the teenage years, improving family communication and resilience, which will help young people be less likely to engage in risk taking behaviour, such as drinking alcohol early, and to have better emotional wellbeing.

Case Study: Extension of Free School Meals

One of the new provisions introduced by The Children and Young People (Scotland) Act 2014 is that all P1 – P3 pupils became eligible to receive Free School Meals (FSM). The introduction supports improving health and wellbeing and could provide families with an annual saving of up to £375 per child.

Alongside capital investment, to enable school kitchens to increase production capacity and dining areas, a model for delivery for both schools and Tayside Contracts was agreed and implemented. A communications plan was developed for schools and parents, and schools adopted creative approaches to ensure the meal service continues to be provided within current lunch breaks. These included:

- increased sittings
- improved seating arrangements
- extensions to electronic pre-order systems and
- trays and colourful crockery

Meal uptake has increased by more than 50%. The planning and execution of this service development went very well with partnership arrangements being clearly communicated which contributed to the successful co-ordination of stakeholder activities. Monitoring and evaluation continues.

Comments on

Infant Massage:

"The benefits were amazing."

"It's just been a really good experience...I would highly recommend it to anybody."

What are our customers saying?

- **Comments from Syrian Refugee** – *"I love my house. It makes me feel safe, warm and happy"; "I cannot put into words how I feel about the support and assistance that I've received. It makes me so humble to see how happy my children are."*
- **Feedback from the Incredible Years Programme:**
*"The staff were amazing; they cared and they were so understanding."
"It has had a massive impact on my life; I am a much happier, calmer person."
"From the beginning to the end of the course I felt like a completely different person."*

Focus for 2016/17 - We will:

Plan for any necessary expansion of Early Learning and Childcare provision.
Implement the actions identified in the Perth and Kinross Parenting Strategy 2015-2019.
Work to maintain and continue to improve timescales in Permanence Planning for looked after children, helping children to reach positive destinations sooner.
Establish and implement an Improving Emotional Wellbeing Collaborative; to work on improving the emotional wellbeing of 11-15 year olds.
Continue to develop our Early Years services for vulnerable families in localities and focus support pre-birth to two years.

Links to further information

[Education and Children's Service's Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16](#)

[PKperforms](#)

[Community Planning - Working in Partnership](#)



Educated, responsible and informed citizens

As we build on the foundations of our pre-school and nursery provision, so too we see our primary and secondary school pupils making progress in their Reading, Writing, Listening and Talking and Mathematics.

Following an Education Scotland inspection of schools, 95% of parents reported that their child felt safe at school; 95% said their child enjoyed learning at school and 89% were happy overall with their school.

All our secondary schools have an Enterprise and Employability lead, supporting the Scottish Qualifications Authority (SQA) 'skills to work', with links to local employers providing work placements, mentoring, mock interviews and subject based lessons. There has been a 45% increase in pupils participating in the course from 736 to 1,066. Around 50% of all S4 and S5 leavers are now leaving with at least one vocational qualification.

2015/16 Performance Highlights

- The proportion of pre-schools and primary schools rated as good or better outperforms our comparator authorities and the national average.
- The 2015 Scottish Qualification Authority results show we are continuing to make very good progress in raising the attainment of S4, S5 and S6 pupils achieving both literacy and numeracy at Scottish Credit and Qualifications Framework Levels 4 and 5 for all years.
- The new Skills Development Scotland Participation Measure shows Perth and Kinross performing above the national average in all age groups.
- The Council achieved Investors in Young People Gold Level standard in recognition of work with young people.
- Young people have successfully taken part in "Renting Ready" courses in Perth to prepare for a successful tenancy.
- Improved outcomes for those with an Autism Spectrum Condition. This included creating an Autism website providing a one stop shop for advice, support and learning opportunities.

Working with 30 local employers, our Career Ready Programme offers a structured way for employers to engage with schools, mentor senior pupils and offer paid internships. More than 120 pupils from across our secondary schools have benefitted from this programme.

Our young people are supported and encouraged to participate in wider cultural, sporting and community programme opportunities. These activities increase confidence and resilience and can often result in an award that is beneficial in later life. This year, over 800 young people have been involved in achieving awards from Duke of Edinburgh, Youth Achievement Awards, Dynamic Youth Awards and Saltire Awards. These awards are underpinned by our commitment to provide training for teachers, youth workers and volunteers, extending the availability of activities supporting the development of young people into successful learners, confident individuals and responsible citizens.

Our Employment Support Team worked with adults with learning and mental health disabilities successfully supporting 148 people into paid jobs, voluntary and work experience placements.

PKAVS Minority Communities Hub supported nearly 1,800 people from minority ethnic backgrounds by providing multi-lingual information, advice, advocacy and casework to help them lead more integrated lives and improve their quality of life.

Case Study: ENGAGE Project

A noticeable gap was identified in engaging pupils with additional support needs through music. The ENGAGE project was formed to close this gap. An instructor with experience of teaching pupils with additional support needs began providing instrumental lessons to a number of pupils wishing to participate at Fairview School.

The pupils enjoyed learning to play an instrument and playing in small groups. With this success, the project was expanded to Robert Douglas Memorial School autistic base in Scone. The music provision experienced by these pupils made a huge impact to their learning and teaching, not just in music but across the whole curriculum. It has also assisted with their health and wellbeing, and has improved their ability to cope with change, which is a major difficulty for pupils with additional support needs. This project has also been identified and acknowledged on a national level by the Scottish Brass Band Association and Creative Scotland who have jointly commissioned this work to be further developed and to create a report of “Good Practice” that would be beneficial to all Scottish local authorities.

As a result of this success, as well as supporting the Expressive Arts and Health and Well-Being Experiences and Outcomes, there are now pupils with Additional Support Needs participating in SQA Access 3 and National 4 performing units. These lessons are at Fairview and a National 5 unit in music class at Perth Academy.

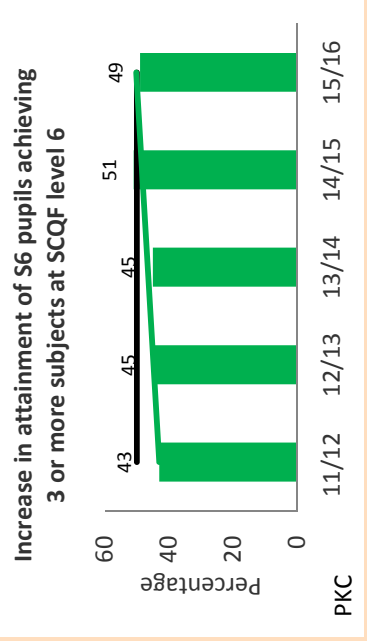
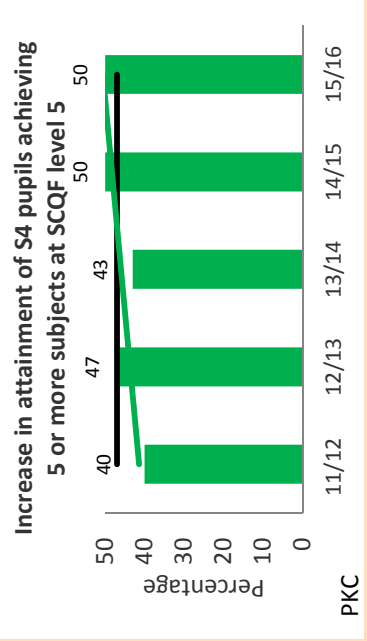
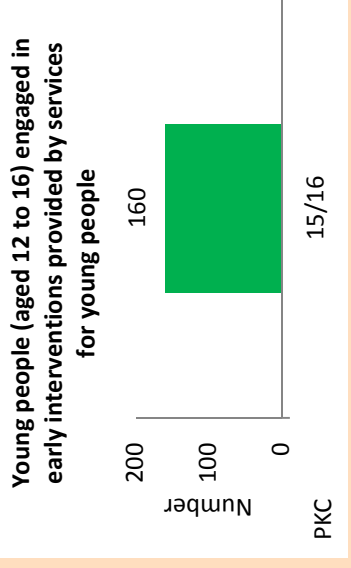
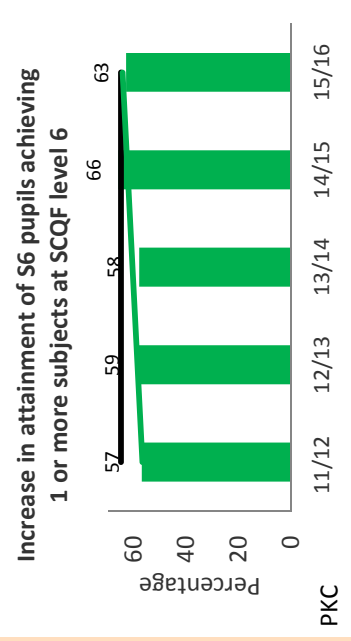
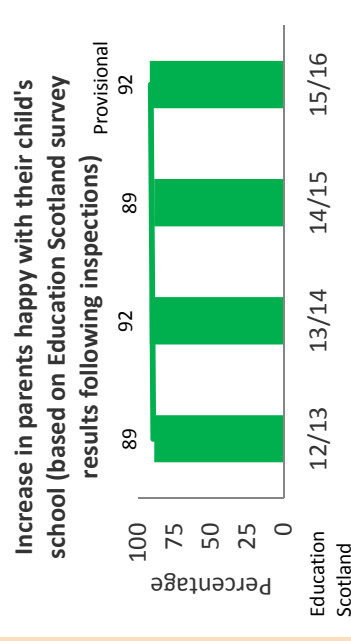
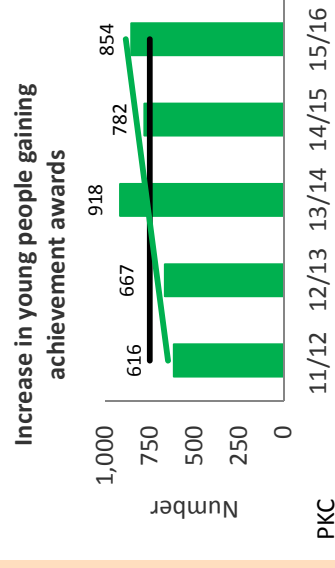
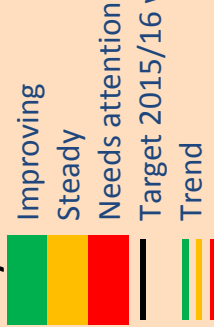
2015/16 key performance indicators

Data available for 2015/16 has been included in the charts below.

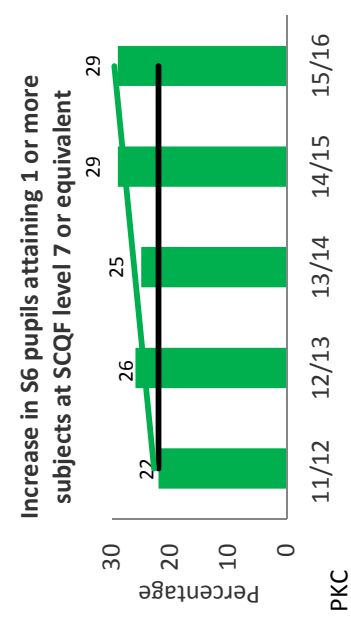
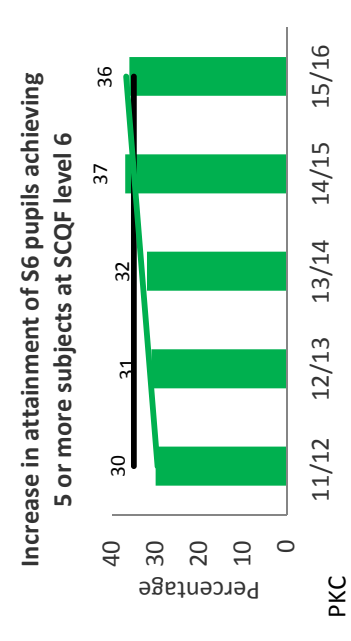
Data will be published for all other key performance indicators as it becomes available via [PKperforms](#).

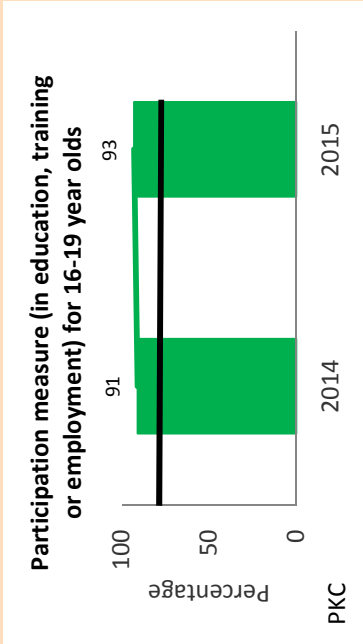
RAGs (Red/Amber/Green) are based on the time period presented for each performance indicator. S6 attainment is calculated as a percentage of the total S4 school roll from two years previously.

Key

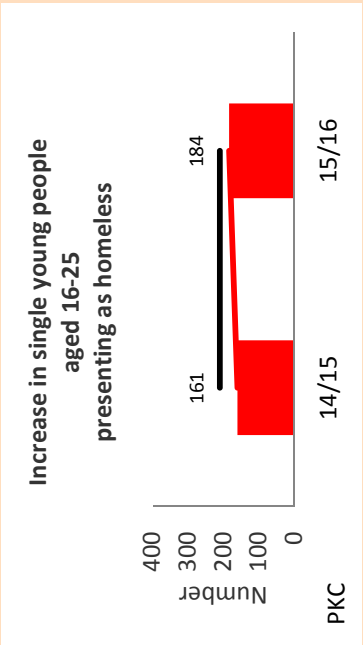
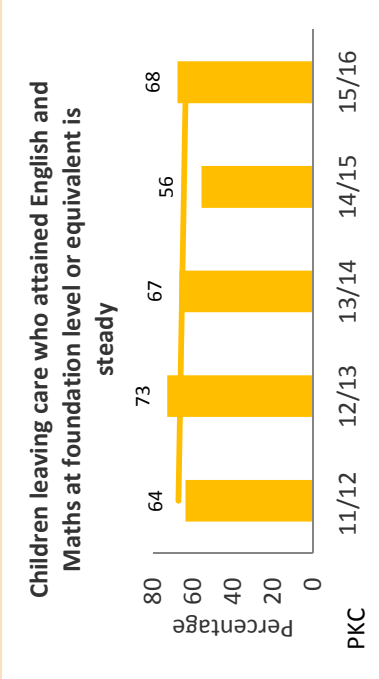
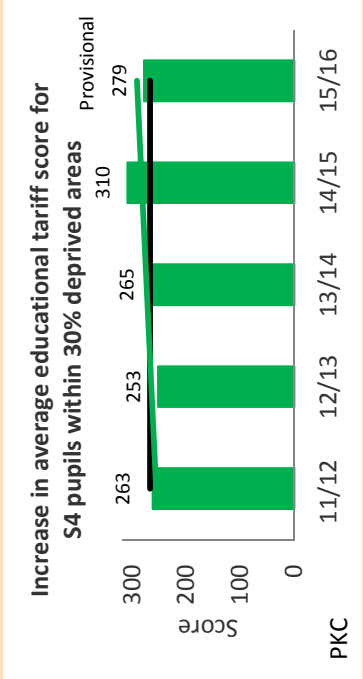
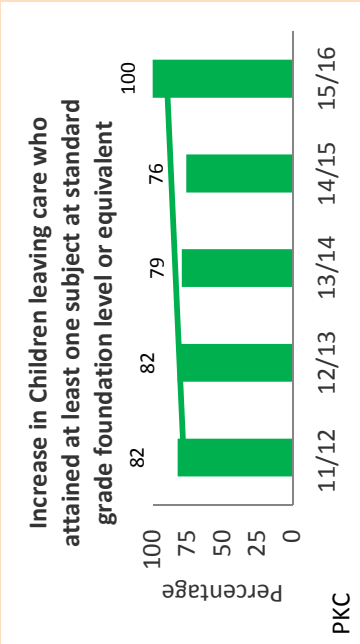


From April 2015 the data relates to the number of young people (aged 12 to 16) engaged with early interventions provided by Services for young people. There is a new baseline as the performance indicator has changed. Previous years' data is based on young people (aged up to 16) engaged in early intervention processes who did not reoffend within one year.





The national Participation Measure has a focus on all 16-19 year olds, rather than just school leavers. The latest report shows that Perth and Kinross continues to perform above the national average, and is doing so in every individual age group as well as overall. National average is 82%.



Although there has been an increase in presentations over the two year period this was significantly less than we had anticipated when setting targets. We had projected 210 presentations with the actual being 184. This was achieved as a result of extensive homeless prevention activity undertaken within schools and other youth settings.

By facilitating homeless awareness sessions in all secondary schools, young people are aware of the services and support available to them. This approach has enabled the Homeless Service to intervene early and offer family mediation and support where needed and in many cases resolve homelessness at an early stage.

Figures are not yet available for the following indicators. When they become available they will be reported on [pkperforms](#). Please refer to [Data Release Timescales](#) for indication of when figures should be available.

- % of school leavers moving onto positive and sustained destinations.
- % of adults with qualifications above SCQF level 4

Case Study: 'French Storytimes'

The Scottish Government's policy, Language Learning in Scotland, is aimed at ensuring that every child has the opportunity to learn a modern language from P1 onwards. Libraries were keen to support the project by offering French Storytime led by volunteers. Strathearn Community Library was the pilot library for the project with a plan to hold a fortnightly French Storytime in the library. Volunteers were identified and trained in storytelling techniques, led by library staff and partners from the Institute de Français.

A taster session was organised for all Crieff High School feeder primary schools to promote French Storytime. S3 French pupils from Crieff High School organised activities and read to the P1 children in French. The fortnightly 'French Storytimes' were launched in June 2015 and on average 10 children and six parents attended.

Four to eight year olds were stimulated by French stories and had the experience of listening to French being spoken by the volunteer. They actively participated in French games which included identifying numbers, colours and animals. S3 pupils also gained confidence in storytelling and interacting with P1 pupils.

Partnership working with volunteers, primary and secondary schools and libraries has created a valuable session which supports reading for enjoyment as well as supporting the Curriculum for Excellence. The sessions at Strathearn have been highly regarded and consequently similar sessions at Loch Leven, North Inch and Breadalbane are to be introduced.

Case Study: Young Adult Project

People with Autism have great difficulty in communicating and forming relationships with other people which in turn can affect their future through isolation. The Young Adult Project was formed to provide the support needed to develop independence and to look at positive destinations for young adults with autism.

When young adults with autism express an interest in a subject, one to one support is provided and clear plans are put in place. Access to a young adult social group is also provided where a number of young adult activities are available. Once they are making significant progress with their independence and confidence, the young person's level of staff support is decreased.

The one to one sessions have enabled young people to be supported with their desire to study their specific subject which may not be an area of study readily available in the area. Following completion of the course of study, there is potential for the young person to further their education and study the SVQ in the desired area.

Volunteering opportunities are also available for the young adults to gain experience, work towards qualifications and gain independence to allow them to move on to positive destinations in life.

What are our customers saying?

"They have supported me to get my own flat and to live independently for the first time. It's the only place I have felt comfortable and is the only time in my life I have had a group of friends".

- Over 2,600 primary and secondary pupils took part in the annual **"How Good is Our School at Helping Me to Stay Safe"** survey. The results clearly demonstrate that children and young people have a good awareness and understanding about keeping themselves safe; a good knowledge of where and when to seek help and confidence that they would get help when they need it.
- **Customer of Employee Support Team:** *"The team supported me to get work experience in a garage and also with a temporary paid job doing valeting. I have done work experience in the Bike Station and with Green 2 Go. Without the support of the team I feel that I would not have been able to get these work experience skills."*
- **Young People Project for those with an autism spectrum condition:** *"They make me feel that being 'Different' is not a bad thing. They make you feel as though you have a purpose in the world".*

Focus for 2016/17 – We will:

Take forward actions outlined within the Strategic Commissioning Plan that relate to Learning Disabilities and Employability for people on the Autism Spectrum.
Implement our 'Raising Attainment for All' strategic plan.
Work towards achieving 2020 readiness for the 1+2 approach to Language Learning; giving every child the opportunity to learn two languages in addition to their first language.
Work to meet the ongoing requirements of the Education (Scotland) Act 2016.
Work to develop Perth and Kinross' young workforce; lead by the Developing our Young Workforce Board and supporting employers, young people, schools, Perth College UHI, a regional group and the Schools – College Strategic Partnership.
Work to meet the requirements for continuing care arising from the Children and Young People (Scotland) Act 2014; supporting young people to make the transition into adulthood.

Links to further information

[Education and Children's Service's Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16](#)

[PK Performs](#)

[Community Planning - Working in Partnership](#)



Prosperous, sustainable and inclusive economy

We recognise the need for an integrated approach to developing sustainable long term economic and physical benefits for Perth and Kinross.

There are 2,100 people employed within the hospitality trade across Perth and Kinross and the Council's investment in the [Perth Food and Drink Park](#) has the potential to sustain up to 400 jobs once the park is fully occupied.

£3.8m of funding from the LEADER Programme to develop the rural economy, will be invested across Perth and Kinross over the next five years, bringing a boost to rural economies.

The Business Development Team rolled out the World Host customer care initiative with 319 delegates from businesses in Perth and Kinross going through the programme. Four businesses achieved Business Recognition accreditation. We held seminars and clinics for businesses including tourism investment along with

2015/16 Performance Highlights

- The [Perth City Plan](#) was approved to drive forward economic development.
- 63% of premises across Perth and Kinross are now able to access superfast broadband (over 30 Mbps).
- We assisted 689 individuals into work during the year.
- We have a supply of 160 hectares of marketable land; 25 hectares more than the supply required in the Local Development Plan. 54 hectares of the total employment land has been identified as immediately available serviced business land.
- The Perth Theatre Redevelopment Project is underway, with a £16.6M refurbishment of this historic building.

‘Masterclasses for marketing’ and our annual Business Enterprise month saw 70 events with 938 attendees.

The Perth Winter Festival Programme brought a footfall of over 98,000 visitors with a crowd of over 30,000 present when the Christmas lights were switched on. An evaluation concluded that more than £6.5m was spent in the local area during the festival.

Our Employment Initiation Team assisted over 700 people into work and our overall employment rate of 98.8% is amongst the highest in Scotland.

We have developed a service specific Universal Credit action plan and delivered staff training to mitigate the impact on our communities.

The 21st century visitor tourism market is increasingly centred on cultural attractions, public programmes and consistent, high-quality branding of the cultural offer, to create a strong cultural destination which is cohesive and compelling for UK and international visitors. The Perth City Plan identified a very significant visitor market potential through cultural activities.

To maximise the cultural offer, the Council’s culture services functions transferred to a new charitable Trust, *Culture Perth and Kinross*, on 1 April 2016. Our museums, galleries and libraries all benefited from further investment in facilities, which allowed us to exhibit the Breadalbane Brooch at Perth Museum, on loan from the British Museum, and we commenced redevelopment of the historic Perth Theatre.

Case Study - Kinross High Street Environmental Improvements

The final phase of the long term strategy for Kinross saw the development of a scheme to design and deliver significant improvements to regenerate the town centre. This provides a platform to help the businesses in the High Street attract more of the 250,000 people who visit Loch Leven each year.

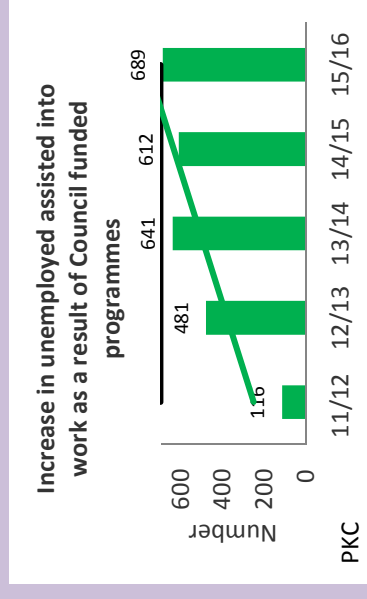
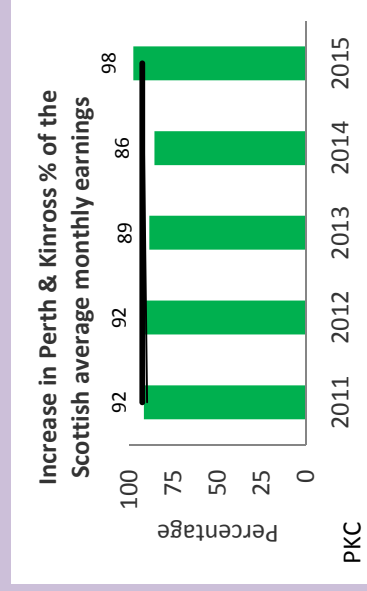
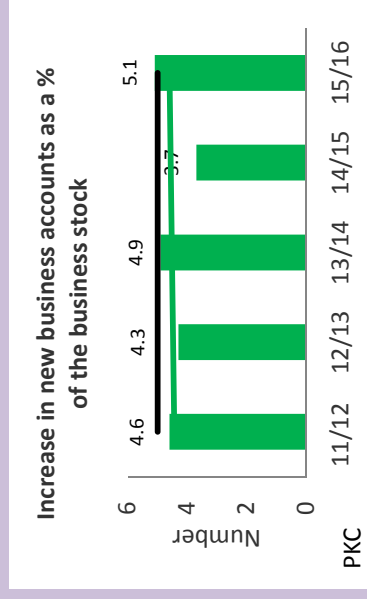
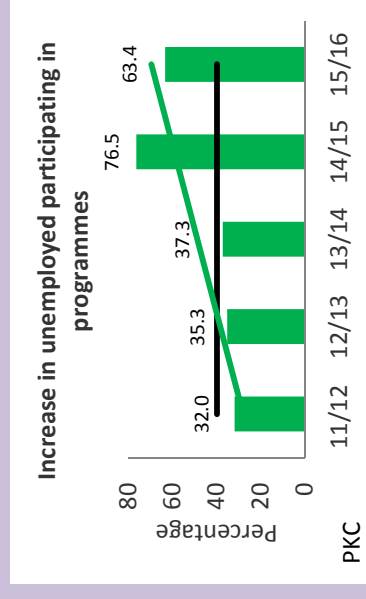
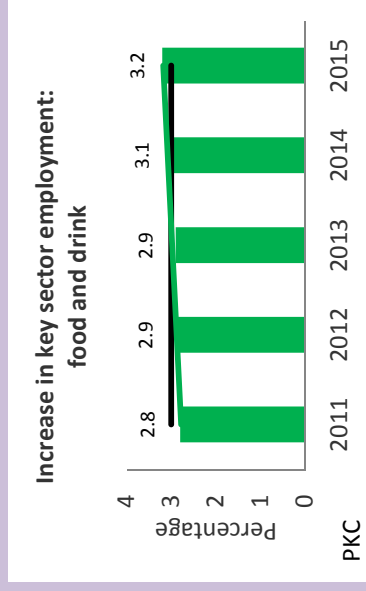
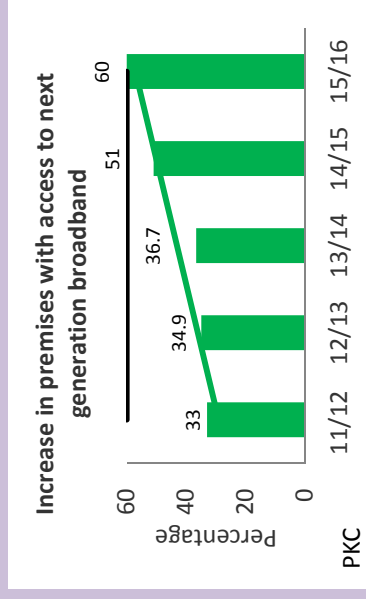
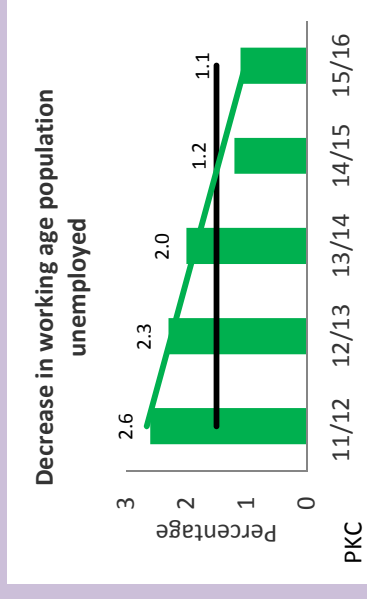
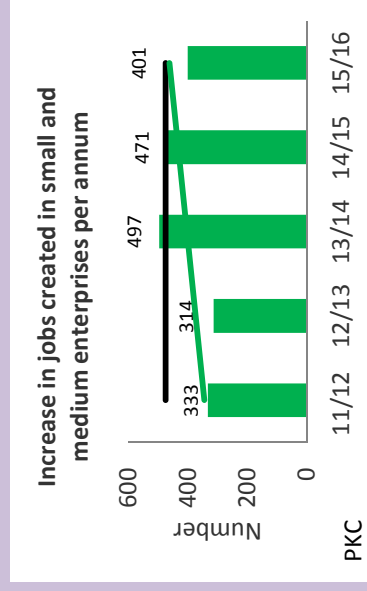
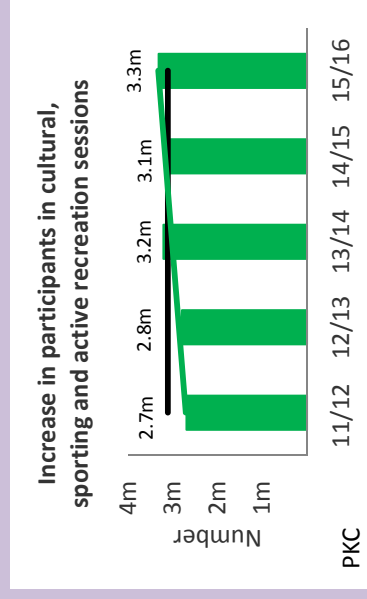
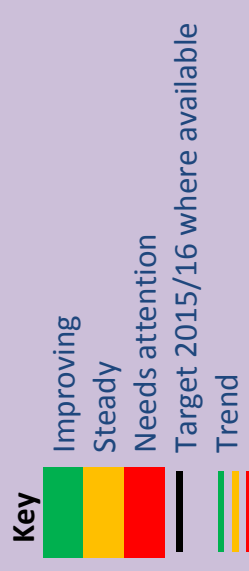
The scheme was constructed between April and October 2015 with traffic calming introduced, wider footways and a large space for outdoor events developed, creating a more attractive and accessible High Street for visitors and local shoppers to take advantage of businesses in the area.

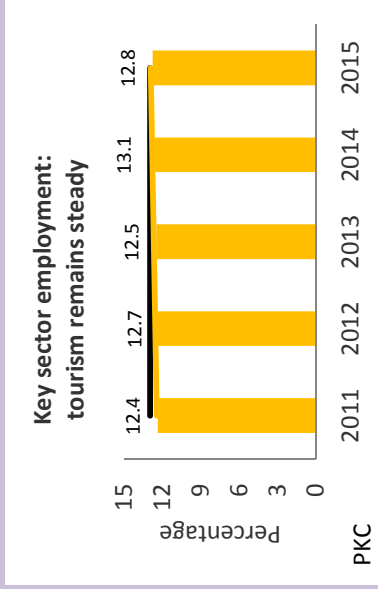
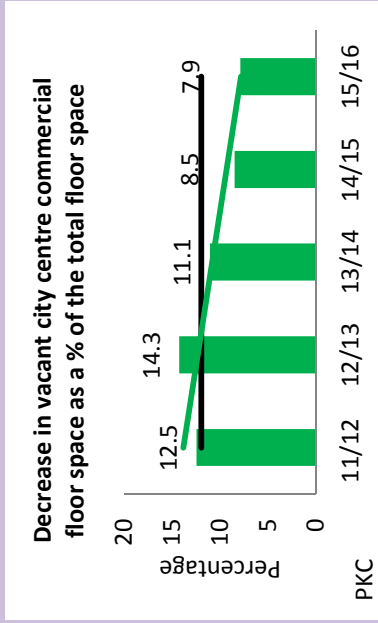
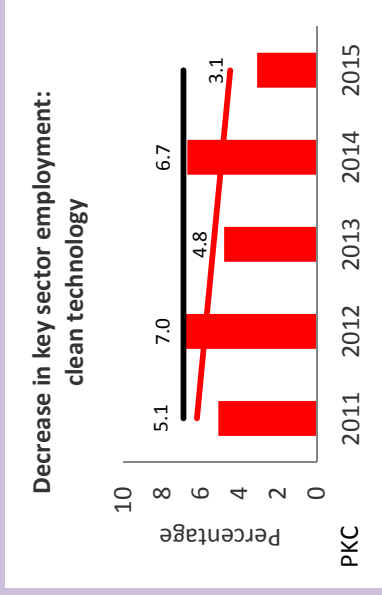
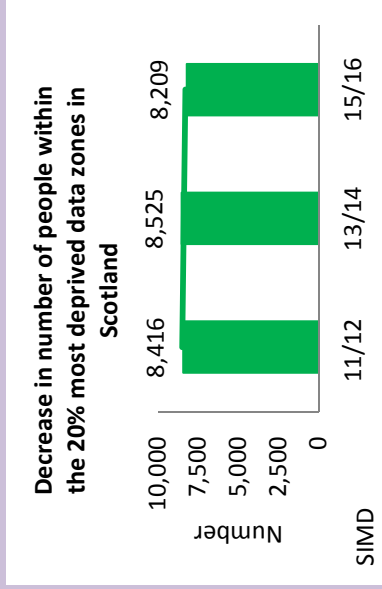
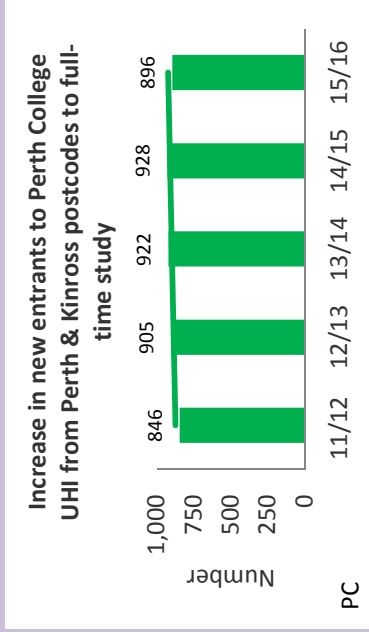
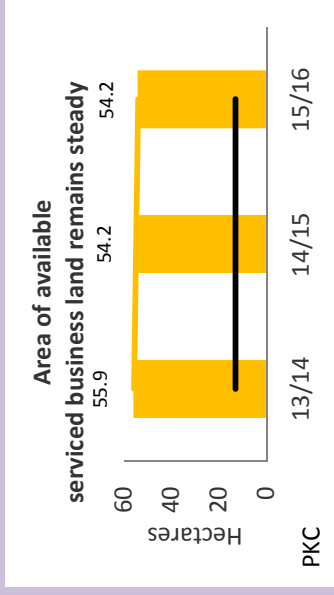
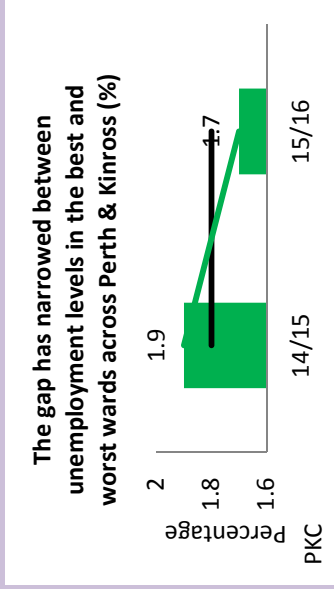
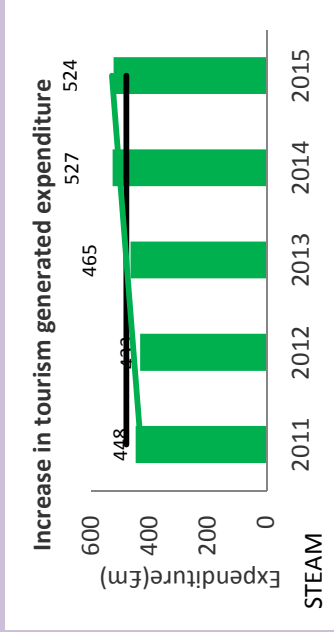
The community, supported by the Council and partners, held a street party on 3 October 2015 attracting several thousand locals and visitors into the town where businesses took advantage of the event to promote their goods in the shops and at stalls. Since then there have been numerous events in the High Street, new businesses have opened up and reports from local access groups indicate that the High Street is now more accessible than it was.

2015/16 key performance indicators

Data available for 2015/16 has been included in the charts below.

Data will be published for all other key performance indicators as it becomes available via [pkperforms](#)
RAGs (Red/Amber/Green) are based on the time period presented for each performance indicator.





The Scottish Government updated the collection method for clean technology. This has shown an apparent dip in performance for 2015.

Performance in future will be measured in relation to the new methodology.

Case Study - Perth City Plan

As a city region, we have always been ambitious, and successful in developing our city to meet the needs of our residents and businesses. We have an opportunity now to capitalise on the award of city status to take Perth City and surrounding area forward into the 21st century and beyond.

Perth City Development Board (PCDB) was formed to help support growth of the city and surrounding region with input from both the public and private sector. The Board has worked hard to develop a vision for the growth of the city and how that could be achieved through the public and private sector working together through a revised version of the Perth City Plan - Smart growth for Perth City: Perth City Plan 2015-2035

Drawing on the evidence of other successful small northern European and UK cities the Plan sets out a collective vision – “Perth will be one of Europe’s Great Small Cities” to support population and economic growth. The Plan supports public investment in transport and digital infrastructure, the public realm, new and improved cultural attractions, inward investment services and support for business, education and skills. Employers and developers will take up the opportunities arising from this, enabling investment by creating and growing businesses and investing in property schemes, linked to ambition, quality and innovation.

Case Study -- Repairing our Historic Tenements

The Perth City Plan is a 20-year vision for Perth to be ‘one of Europe’s Great Small Cities’. Part of the Plan includes finding new uses for underused buildings.

Well repaired historic buildings contribute to Perth’s reputation as a vibrant place in which to work, live and visit, and they contribute to promoting a prosperous inclusive and sustainable economy, by attracting high quality businesses.

Two historic listed tenements in Perth High Street were repaired and a long term empty shop owned by the Council has been fitted out. Partnership between the Council and Perth and Kinross Heritage Trust (PKHT), was key to ensuring success.

Owners of five adjacent tenements motivated and inspired by the support of the Council and PKHT have formed groups to discuss significant communal repairs. Improvements to these historic tenements will have a positive impact on the townscape of central Perth and the standard of the commercial and residential property within them.

As a result of this project and wider work on vacant properties, the Council’s Vacant Property Development Officer won the Camelot Scottish Empty Homes Champion of the Year Award 2015.

What are our customers saying?

"Having joined the Council's Graduate Programme, it was a great experience that enabled me to go on and secure a further post within the Council"

Participant in the Council's Graduate Trainee Employment Programme

- *"Perth is a beautiful city, which has all the attributes to make it truly great. We have the history, the culture, a central location, a growing population and an expanding university and college campus. What we have lacked, till now, is a clear vision, commitment and resources on how to bring all of these together with our business community to give Perth the infrastructure, identity and skills it needs to become a modern world-class destination". John Bullough Chairman, Perth City Development Board.*
- *"We are a small business hiring out 4x4 Vehicles from a rural location in Perthshire. We were struggling to get the business off the ground with just the two of us and needed an additional member of staff who would be office based to deal with the admin/accounts side of the business. It was catch 22 as we were not making enough money to pay someone. This was when I was put in touch with the Employment Initiatives Team who has transformed our business. We were able to bring on an Administrator who has been absolutely key in making this a profitable business."*

Focus for 2016/17 – We will:

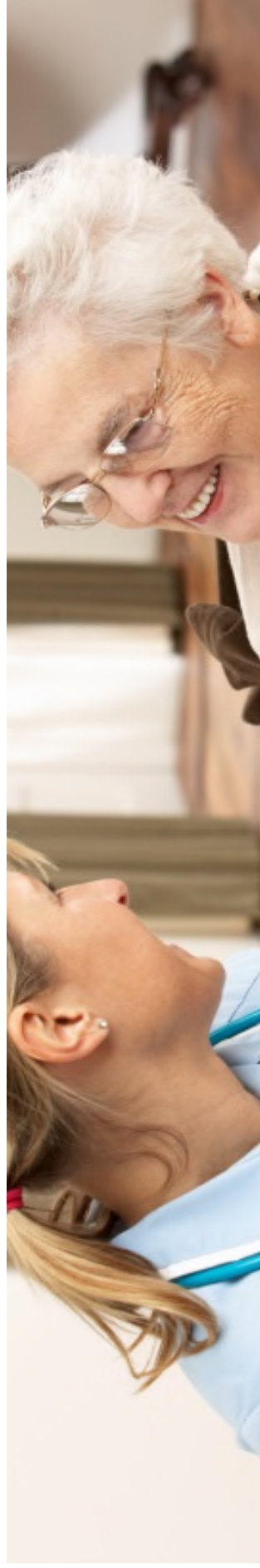
Progress the " City Region Deal " with our partners in Dundee, Angus and Fife.
Progress the long term investments for smart growth and the short-medium term delivery plan based on the four strategic themes and eight big moves in the Perth City Plan to catalyse economic growth in partnership with the City Development Board.
Develop our bid for Perth to become UK City of Culture 2021 .
Manage the impact of Universal Credit by supporting tenants and other customers and ensuring all staff are fully prepared for challenges that Universal Credit will bring.
Continue to focus our efforts on the prevention of rent arrears and where they occur we will manage and reduce them with a continuum of support.

Links to further information

[The Environment Service Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16](#)

[PKperforms](#)

[Community Planning - Working in Partnership](#)



Independent, healthy and active lives

With the introduction in 2016 of the Health and Social Care Integration Joint Board, we have prepared for major changes in how we will deliver our services. Over 4,000 people took part in our “Join the Conversation” to help inform the priorities of our Health and Social Care Strategic Plan.

Over the past year we have focused on early intervention and prevention to promote healthier lives, tackle health inequalities and ensure care is personal to the needs of the individual.

We launched our [Carers’ Strategy](#) introducing participatory budgeting for carers and bringing their expertise into the development of services. We established the Integrated Care Fund Programme with representation from health, social care, third and independent sector - 35 projects supported people with complex needs.

2015/16 Performance Highlights

- As part of the Integrated Care Fund, Healthy Eating Healthy Living has supported 43 people with learning disabilities to improve their own health and wellbeing through encouraging healthy eating as a way of life
- The number of older people requiring no further service after Reablement has increased by 14%.
- 28% increase in older people with Technology Enabled Care helping them to stay at home.
- The Council has achieved the Carer Positive Kitemark award for demonstrating we have a working environment where carers are valued and supported.
- Alcohol and Drug Partnership launched a new website and social media platform to help people who suffer from drug and alcohol misuse.

One of our strategic aims is to support people to remain safely at home or in a homely setting for as long as possible. **97% of older people are living at home** and our Reablement Service is key to supporting this. Over 50% of people no longer require ongoing support following this intervention.

The Care Inspectorate carried out an unannounced inspection of our Housing Support Service in March 2016 and rated Perth and Kinross Council as **‘Excellent’ for the Quality of Care and Support, Staffing, Management and Leadership**.

We consulted on our Learning Disability Strategy and made revisions to improve access to healthcare and improve support. Our Smart Recovery Programme helps people with addictions to use self-empowering skills and to support one another.

For the third year running, we held our Mental Health Awareness Week and the Office for National Statistics Annual Wellbeing Survey indicates **people in Perth and Kinross report a higher than average personal wellbeing**.

The numbers participating in sport and active recreation is very high and increasing in key areas (0.8% increase on last year). Overall indoor fitness use is positive with an ongoing trend from gym to group fitness classes. The promotion of swimming lessons has seen the number of swimmers increase (a focus on family swimming and learning to swim should continue the positive trend), and participants in Active Schools have also increased. We have worked to remove a number of barriers to increase

participation figures of under-represented and marginalised groups. A partnership between Active Schools, St Johnstone FC, Letham FC and Glenrothes Strollers/Shared Care Scotland, led to the development of ‘Letham Lions’, a pan disability football team. This is now an integral part of the local football club, with over 20 young people from across Perth and Kinross attending regularly.

Case Study: Perth & Kinross Wellbeing Fair

“I’ve had mental illness for 20 years and my opinion is this is the closest a group has been to understanding Recovery and ‘what works’ ” (participant at the Penumbra ‘Music And Mood POW WOW’).

Poor mental health is one of the top public health challenges in Scotland. It is estimated that more than a third of the population are affected by poor mental health each year, particularly depression. In our Mental Health and Wellbeing Strategy 2012-2015, we have been clear that we have wanted to do more to support those struggling with poor mental wellbeing, including depression, anxiety and stress. We wanted to give people the support they need to manage their poor mental wellbeing and to make it easier for people to discuss their mental health problems. We have developed activities to create an environment which fosters recovery, personal growth and fulfilment across Perth and Kinross.

The Project achieved all its key aims: To make people more aware of the spectrum of support available in Perth & Kinross; to reduce the stigma around poor mental wellbeing and mental health; to increase people’s awareness around their own mental wellbeing and that of others and to make people more open to creating and seeking support (in the widest possible sense).

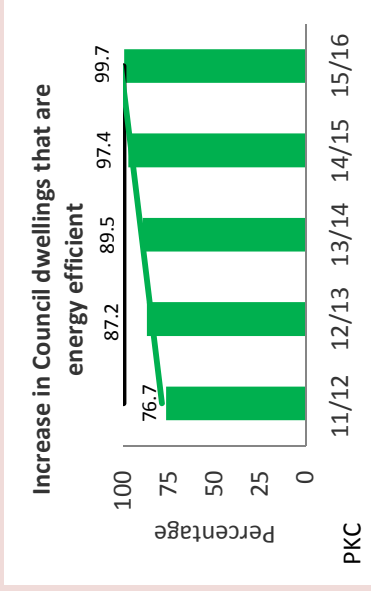
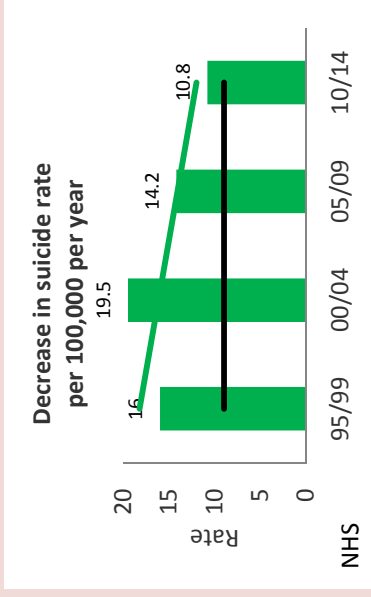
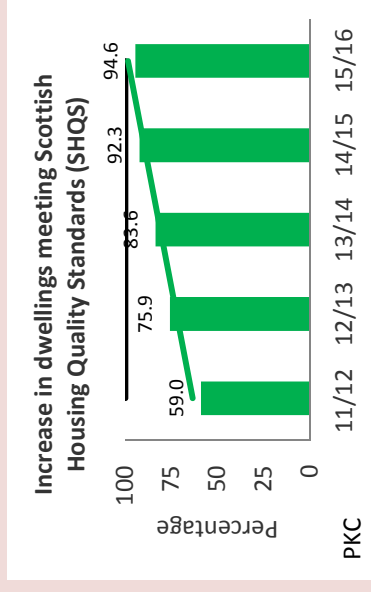
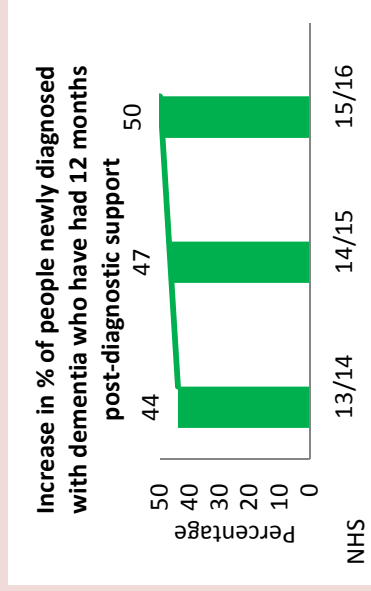
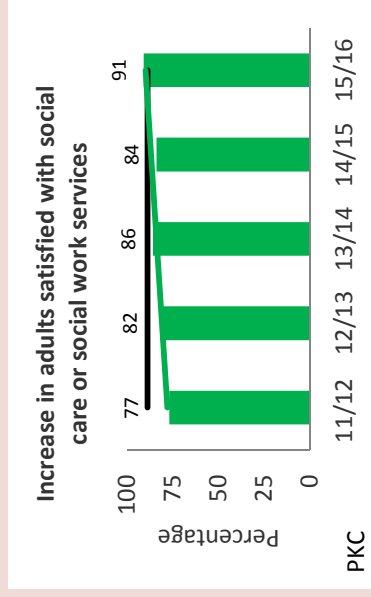
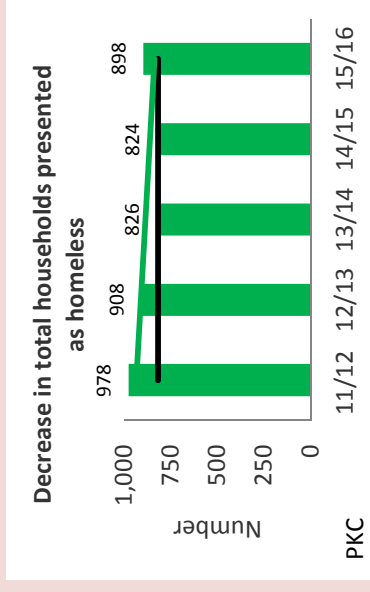
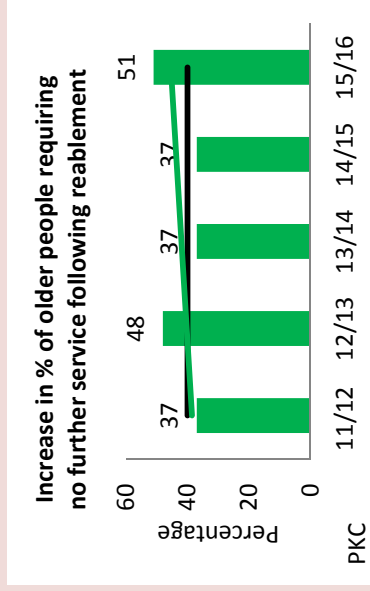
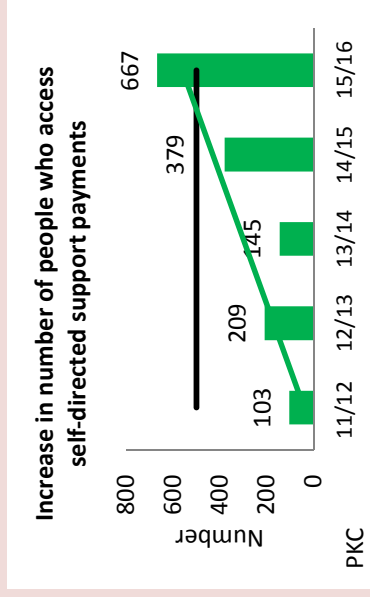
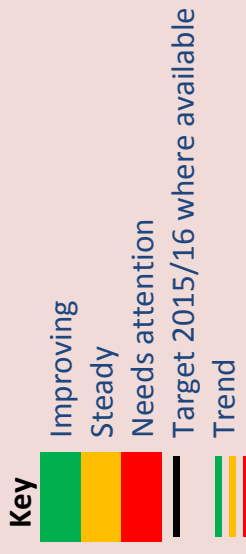
We aim to see Perth and Kinross top the table when it comes to life satisfaction and happiness and the Wellbeing Fair and all the work that surrounds it, can only strengthen our communities and help us be an even better place to live. Evidently there is a community need and desire for collaboration and participation in community wide Wellbeing events.

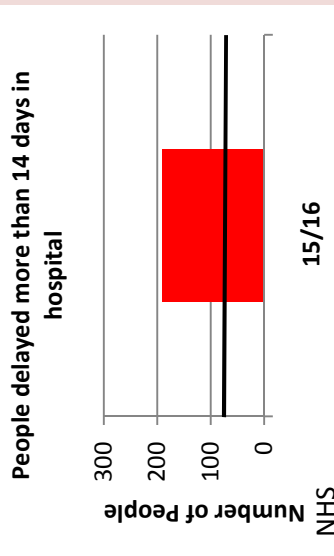
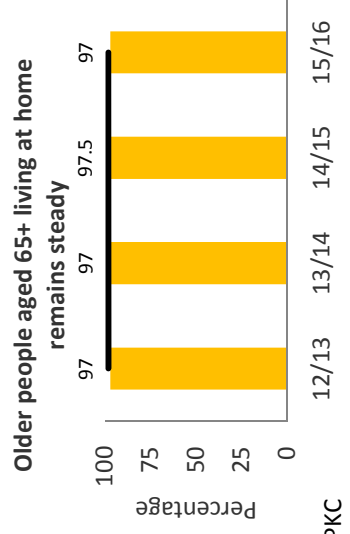
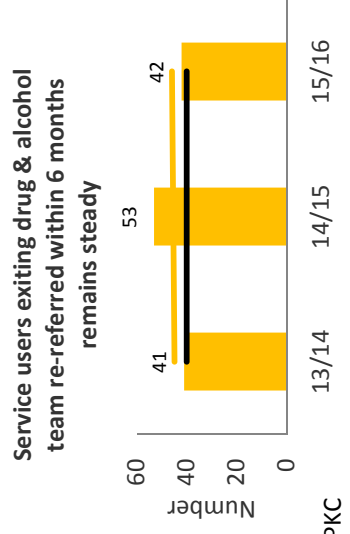
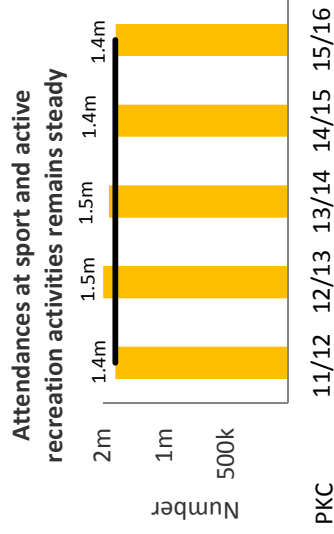
2015/16 key performance indicators

Data available for 2015/16 has been included in the charts below.

Data will be published for all other key performance indicators as it becomes available via [PKperformance](#)

RAGs (Red/Amber/Green) are based on the time period presented for each performance indicator.





This is a new baseline as previously this performance indicator reported on delays of more than 28 days .

The average age of people entering care is 82yrs. This, together with increase in demand, demonstrates an increasingly frailer older population. Emergency admissions create pressures across the health and social care system with knock on effects on delayed discharge, social work assessments and care at home. The increase in unplanned admissions for those aged 85+ is higher than other age groups and it is this group that are more likely to be delayed in hospital. Delayed Discharge is a complex area to address. An example of this would be the ability of the home care market to respond to increasing demand. To this end we are working alongside our partners and providers to attract people to take up roles within the care profession. The market will also benefit from the improved rates of pay brought about through the introduction of the Living Wage. In addition, the Council and NHS partners have invested in a number of initiatives to provide alternatives to hospital admission e.g. Rapid Response Team, Immediate Discharge Team and the Enhanced Care Support Service.

Figures are not yet available for the following indicators. When they become available they will be reported on [PKperformers](#). Please refer to [Data Release Timescales](#) for indication of when figures should be available.

- Life expectancy years: Women.
- Life expectancy years: Men.
- Alcohol related hospital discharges.
- % of smoking population in areas of less affluence who quit at one month of receiving community smoking cessation services.
- Proportion of people diagnosed and treated in the first stage of breast, colorectal and lung cancer.
- % households in fuel poverty.
- Rate of emergency inpatient bed days for people aged 75+ per 1,000 population.

Case Study: Coupar Angus – Pride of Place and Beyond



The Take A Pride in Perthshire Campaign has built steadily since its inception over 20 years ago when Perth and Kinross Council started working with a small core of volunteers. The Campaign has grown and flourished over the years and a total of 44 groups in Perth and Kinross are now members. The campaign brings together most communities in the area to make towns and villages better and more attractive places to live, and visit. Supported by Community Greenspace Officers, this magnificent effort is sustained by 450 committee members, hundreds of volunteers and thousands of hours of voluntary effort.

In 2006 Coupar Angus formed their own group – Pride of Place and since then the community has worked tirelessly to ensure the village is an excellent environment in which to live, work and visit, through horticultural excellence, environmental responsibility, community participation and community cohesion.

In 2015, Coupar Angus was awarded a **gold medal** by the Royal Horticultural Society (RHS), Britain in Bloom and achieved **Best Large Village** in the whole of the UK. The opening remarks in the judge's feedback states "The Pride of Place group works hand in hand with Perth and Kinross Council".

The project was also a finalist in the Scottish Charity Awards 2015 and Keep Scotland Beautiful has asked the team to host a best practice workshop for all of Scotland's Britain in Bloom finalists.

Case Study – Carers Voice, Carers Choice! Participatory Budgeting Event

Through this project, we have transformed the way we relate in Perth and Kinross to unpaid carers. For the first time in Perth and Kinross we engaged unpaid carers in deciding how money will be spent to support them in their caring role. This is Participatory Budgeting (PB) in action, where unpaid carers, the experts in their own field, decided how resources would be allocated to other carers like themselves.

£20K was up for consideration (£15K from Housing and Community Care, Perth and Kinross Council and £5K from NHS Tayside) and only unpaid carers could vote. The projects could bid for up to £2,000 and they had to give a three minute presentation to the carers on their project or initiative. The carers then voted and decided where and how the £20K would be spent.

58 carers voted with approximately 100 people attending throughout the day. Fifteen of the 23 projects which applied were awarded funding after voting from carers themselves and were projects targeting some of our most vulnerable carers.

"Should do more often like this", Minority Ethnic Carer, Carers Voice, Carers Choice, 4 February 2016

"Another great presentation from PKAVS Young Adult Carers Service who did a short play", SCDC Tweet, 4 February 2016

Carers Participatory

Budgeting event:

"Excellent event giving unpaid carers the opportunity to speak about things that impact on their day to day life"

Older People's

Housing:

"I like staying here, it makes me feel secure", "I like living in Carpenter Court, the staff are helpful and friendly, I enjoy the social activities".

What are our customers saying?

- **Comments from disabled users on the Digital Inclusion project** "I can take my iPad to a coffee shop and use it to communicate to staff without feeling out of place, everyone has an iPad"; "this is the first time since becoming ill that I have actually felt anything like hope".
- *May I pass on our thanks to all involved, the **Access Team, Occupational Health** and all others involved in rescuing us! We very much appreciated the delivery of the necessary equipment via the Immediate Response Team on the same day".*
- *"We are very pleased with the care provided by the staff at Dalweem. All the residents appear to be happy and content. Staff are always available to discuss any concerns and keep us fully informed of what is going on".*
- **Older People's Housing:** The Care Inspectorate found out an inspection of Older People's Services in relation to Housing Support in March 2016. The Inspectorate found that the Council offers an excellent service in meeting the housing needs of older people, people with a disability and other complex needs. The service actively promotes and encourages the independence of the individual and enabling people to live as normal and satisfying a life as possible. Older People Housing Support Service was awarded Excellent for Quality of Care and Support, and for Management and Leadership and Very Good for the Quality of Staffing.

Focus for 2016/17 – We will:

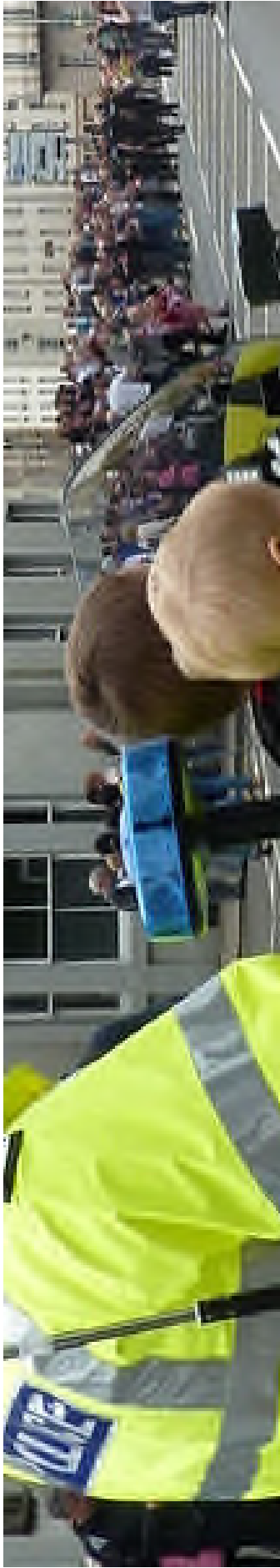
Deliver the new Strategic Priorities for Sport, Active Perth and Kinross and set the strategic framework for all commissioned services delivered by Live Active Leisure, and activities delivered by other partners funded by the Council
Improve health & wellbeing in Perth and Kinross by increasing overall participation in sport and physical activity.
Deliver the Transformation Programme in respect of Communities First Review.; Review of Residential Care; Review of Day Care Services and Review of Community Care Packages for Adults.
Develop a new Mental Health Strategy.
Implement Care at Home Redesign/Commissioning.
Take forward actions in the Strategic Commissioning Plan.

Links to further information

[Housing and Community Care Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16](#)

[PKperforms](#)

[Community Planning - Working in Partnership](#)



Safe and sustainable place for future generations

The quality of our environment is one of our area’s greatest assets, both for the well-being of residents and communities and as a catalyst for economic growth. Our focus continues to be on ensuring people feel protected and that they can benefit from the natural environment in which they live and work.

Our Community Capacity Team has increased the number of community organisations receiving support from 146 to 177. We have also supported the Letham Climate Change Challenge to access £60,000 from the International Climate Fund to create and support their allotment project.

We have embarked on a 10 year programme to upgrade all street lighting to energy efficient LED lanterns that will deliver a 40% reduction in energy consumption and significantly reduce CO₂ emissions.

2015/16 Performance Highlights	
	• There has been an unprecedented increase in the number of community resilience plans supported with 20 in place and a further 5 in the pipeline.
	• We built 132 new homes for social rent compared to 62 last year and these are in areas where there are high housing needs.
	• 1,750 homes within Perth and Kinross received improved insulation measures and this has helped to reduce the number of households in fuel poverty.
	• 100% of Multi-Agency Public Protection Arrangements (MAPPA) cases with an up-to-date risk assessment completed jointly by the Criminal Justice Service (CJS) and Police Scotland.
Perth City’s newest social enterprise partnership between the Shaw Trust and Perth and Kinross Council with 400 unpaid work placements producing 200,000 bedding and basket/container plants and 2,000 hanging baskets.	
Our recycling rate of 50.9% is among the highest in Scotland.	

Our Service User Review and Evaluation (SURE) Team carried out an evaluation of the delivery of our Repairs Service which resulted in an improvement plan to deliver improved customer service.

Through our private sector and empty homes initiatives, in the past three years, we have provided 152 people with suitable accommodation in 33 properties. This work has been recognised by Shelter Scotland as best practice and has been shortlisted for a COSLA (Convention of Scottish Local Authorities) Excellence Award.

There has been a significant increase in house building in Perth and Kinross during 2015/16, with 628 new houses being built. Completions on sites of five or more homes are up by 49% and up by 36% for sites of under five homes on 2014/15 figures. This is a significant increase when compared to a predicted annual growth rate of approximately 4% and emphasises the attractiveness of Perth and Kinross as a destination.

We have developed a number of successful projects to promote safety and community spirit. One such project is the [Right Track](#) initiative for young people aged 16-26 who have been convicted at Court. Instead of a custodial sentence, they undertake community pay back orders. This has been expanded to include graffiti removal and litter picking. Due to the excellent local leadership and commitment of the Community Justice Team, and their multi-agency work with partners and commissioned providers of service, Perth and Kinross has the fifth lowest frequency of reconviction rate in Scotland.

Our Anti-Social Behaviour Team, Housing, Legal Services and Police Scotland have developed closer links to deal with anti-social behaviour and vandalism allowing ASBO's to be granted in a few weeks rather than months.

Case Study: Flooding Response

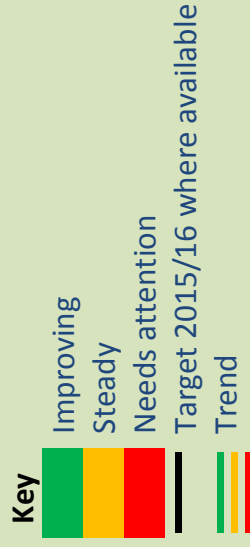
During winter 2015/16, the weather had severe consequences on the lives of many residents. At this time, river levels were high for a number of days; some burst their banks causing water damage to buildings and the surrounding area with many residents evacuated from their homes.

Council staff worked round the clock with Police Scotland, Scottish Fire and Rescue Service, SEPA and Scottish Water to support residents and businesses.

The public were kept up to date using social media advising of live updates and responding to requests. This was well received.

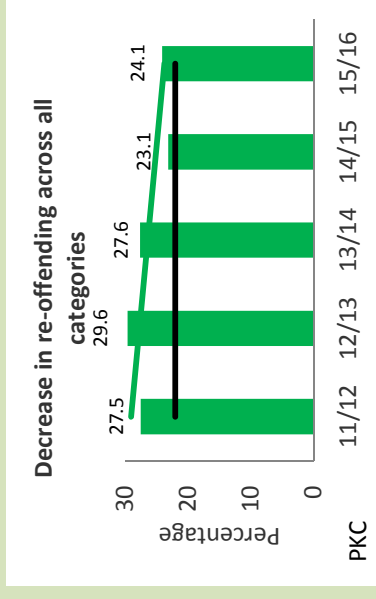
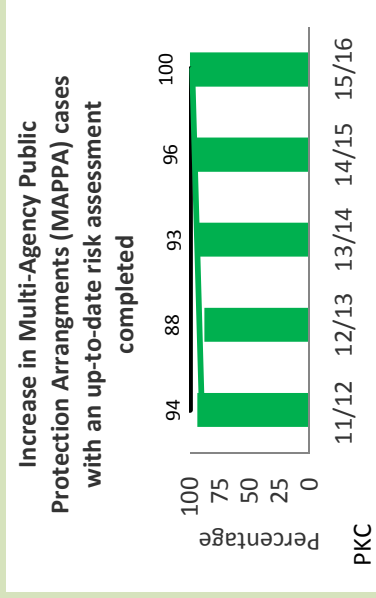
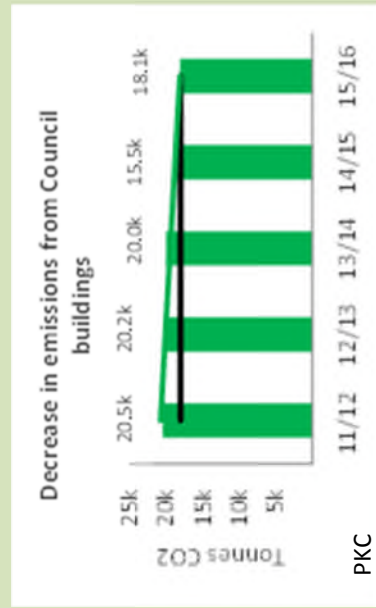
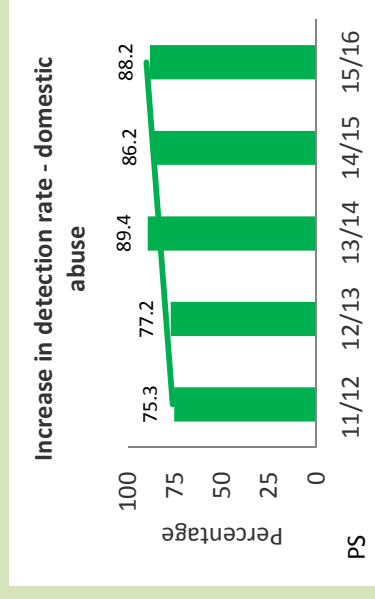
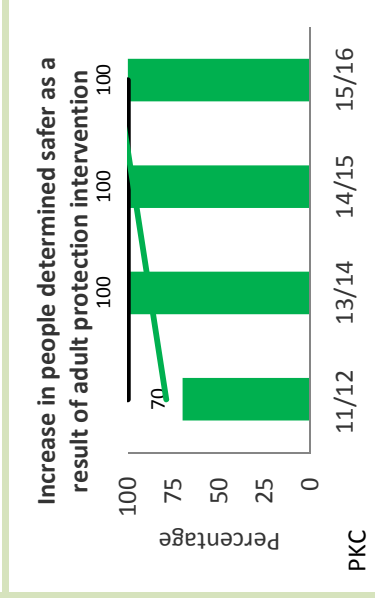
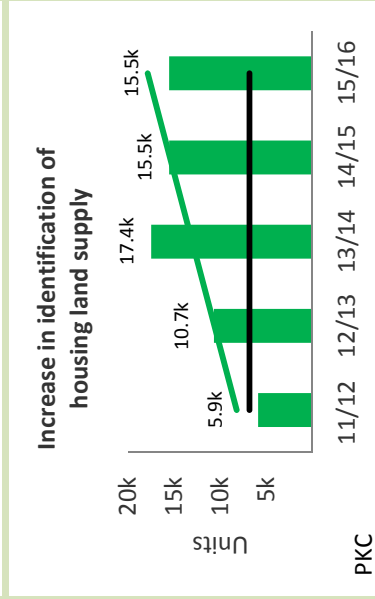
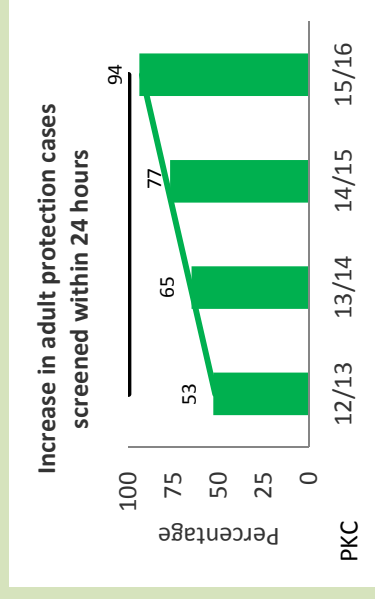
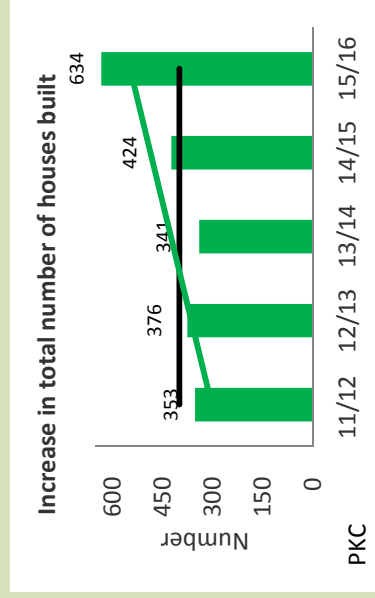
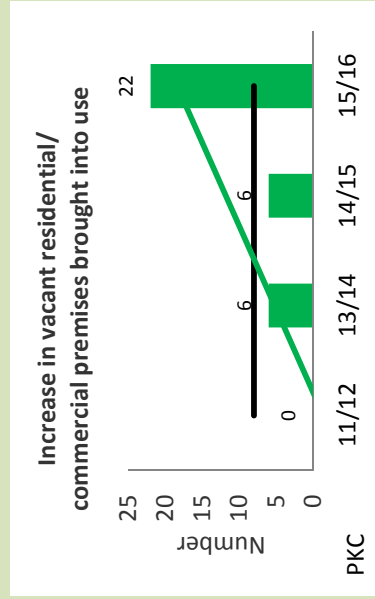
"I was alerted via social media that the water levels were rising in my street. I went home and couldn't believe how high the water was and how fast it was happening – it was very scary! Tayside Fire and Rescue were amazing and the Council did a fantastic job of keeping everyone up to date on their Facebook and Twitter sites". (Comment from a local resident).

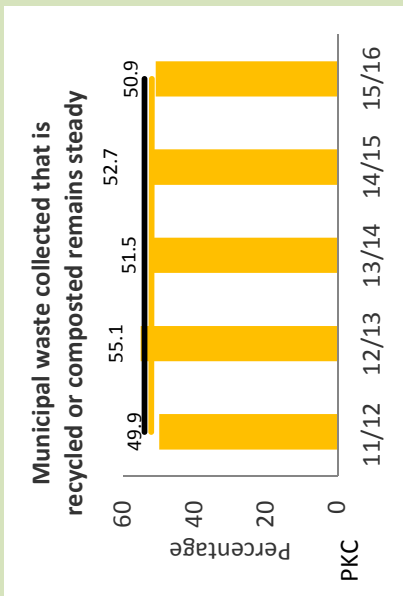
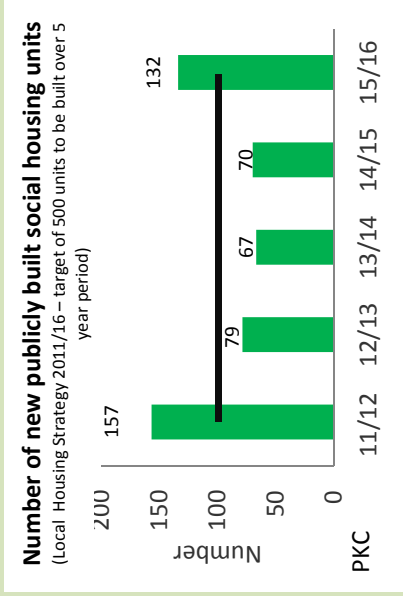
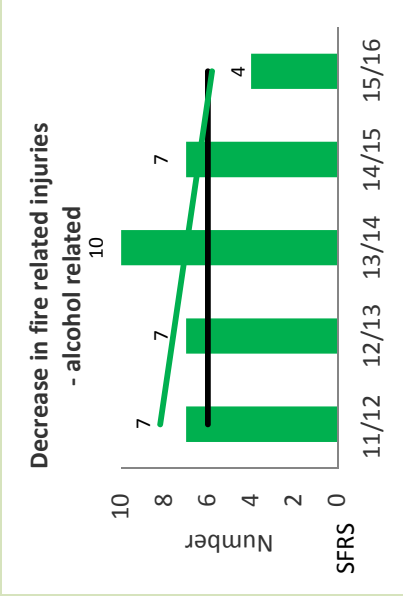
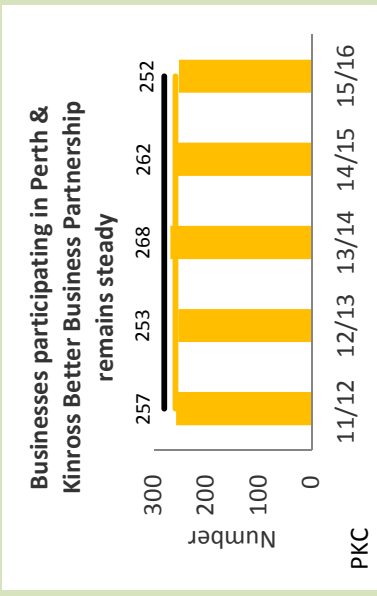
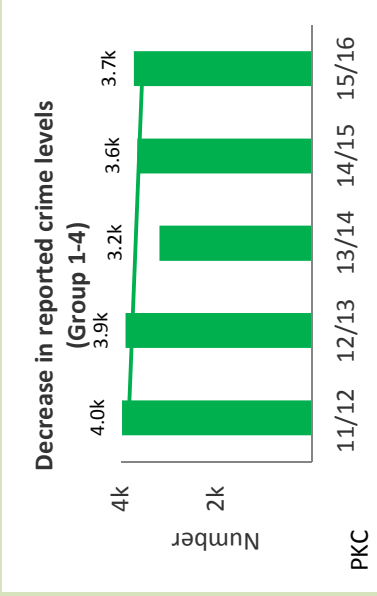
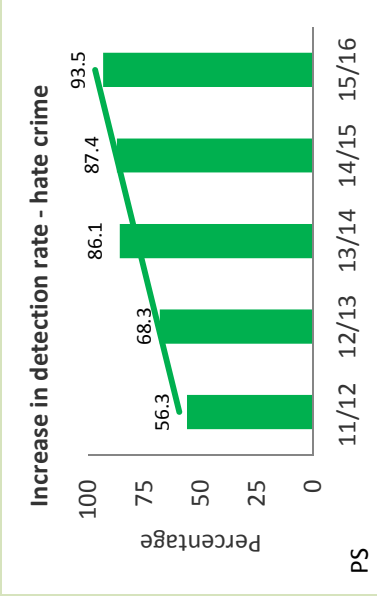
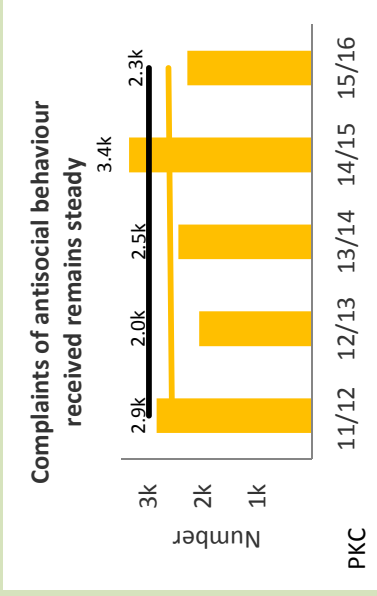
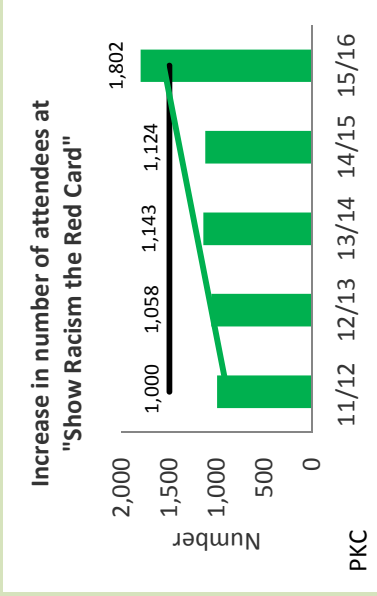
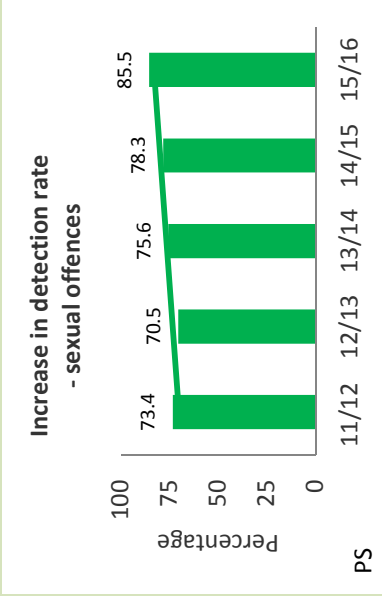
2015/16 key performance indicators

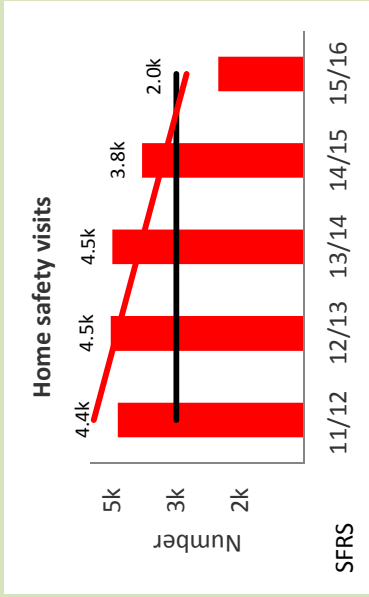


Data available for 2015/16 has been included in the charts below.

Data will be published for all other key performance indicators as it becomes available via [PKperforms](#). RAGs (Red/Amber/Green) are based on the time period presented for each performance indicator.



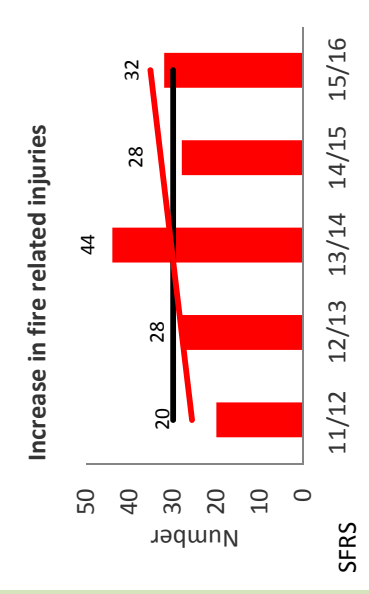




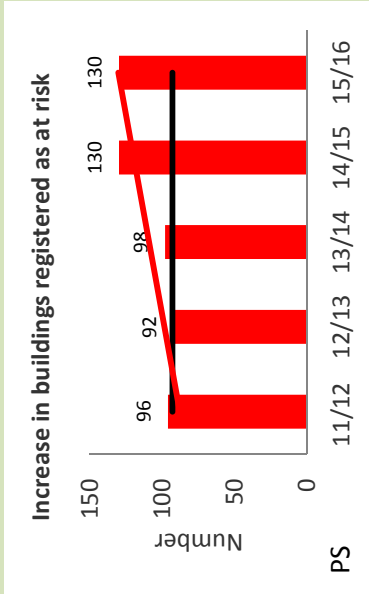
In 2011/12 the focus on home fire safety visits was concerned solely with outputs. In 2013/14 the approach was reviewed by the Fire Service and its Safer Communities partners who recognised the home fire safety visit afforded an opportunity to deliver a broader safety service targeting those at most risk of harm. A pilot commenced in April 2014 whereby Firefighters were joined on the visits by Safer Communities Wardens to deliver a range of safety inspections in addition to the traditional Fire inspection (Slips, Trips and Falls, Financial Harm, Security etc.) This reduced the number of visits but markedly improved the quality.

The Joint Home Safety Visit has been mainstreamed following the successful pilot. Since then, the scope of the visits, which are generally carried out as a result of referrals from various of the partner agencies, has continued to increase and other agencies (Police, Social Work, NHS, PKAVS Home Safety Volunteers) have participated when there is a need.

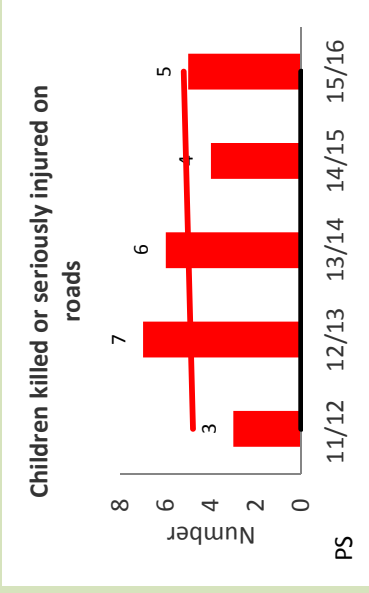
It is now regarded as an important tactical option for protecting vulnerable people, helping to keep them in their own homes and supporting a variety of agencies by taking responsibility for providing a 'one stop' approach to basic assessments, signposting and referral.



Whilst the number of overall casualties has seen a slight increase, the number of those presenting with an actual injury reduced by one from 22 to 21. There was an increase from six to 11 of person(s) being given a precautionary check by ambulance personnel.



We are in discussion with Buildings at Risk Register for Scotland to discuss the revised Buildings at Risk methodology.



Road safety is a priority for Perth and Kinross. Our Road Policing Unit continues to be proactive in speed monitoring and linking in operations with our neighbouring divisions.

We worked closely with Crieff Primary School, St Dominic's Primary School and Crieff High School and formulated the Broich Road Safety Action Group. The partnership delivered on physical alterations to the road, updated the schools' travel plans and business community engagement to ensure deliveries are out with peak times on this road.

Figures are not yet available for the following indicators. When they become available they will be reported on [PKperforms](#). Please refer to [Data Release Timescales](#) for indication of when figures should be available.

- % of residents happy with the areas they live
- Number of hospital admissions of over 65s as a result of unintentional injury in the home
- % of adults giving time to volunteer in the last 12 months.

Case Study: Working together to support vulnerable people

The Scottish Fire & Rescue Service works with the PKC's Community Care Service and NHS Tayside to improve people's safety and well-being in their own homes. The Fire Service carried out 2,000 home safety visits in 2015-16. Many of the visits were based on referrals from health and social care staff. Front line staff working together saves resources and reduces the risk of accidental home fires.

There are many examples of where firefighters referred vulnerable people to health and social care colleagues so they could receive the care they need. One example in 2015 took place when the Fire Service received a smoke alarm call from an elderly lady who was not managing her Schizophrenia. Officers discovered the lady had tried to set her bedding on fire for the purposes of cleaning it. Fire Services contacted adult health workers in the Council to assess her needs, the lady was later admitted to a care facility so she could receive the care she needed.

Case Study: North Muirton Community Action Plan



The North Muirton Community Action Plan was developed to improve the public open spaces in North Muirton, Perth. The Community Council received £220,000 of funding from the 1993 Flood Fund for improvements to be made to the areas' local environment.

The Community Capacity Building Team worked in partnership with the Community Council to reach the wider community and gather ideas from local residents. The project used a clear community engagement process where the emphasis was supported by strong community participation and partnership, therefore consultation took place with local residents to share information and gain their feedback on how best to improve the area. This was achieved through a variety of methods including surveys, social media and at the annual gala day.

As a result of the project, there is now a better understanding of assets and the needs of the community; communication has improved resulting in joint planning and actions such as solutions around the issues of greenspace and the landscape of the area; partners have a better understanding and insight into community views and ideas for future improvement; and local people are volunteering for local improvement initiatives.

What are our customers saying?

"Repairs are dealt with quickly, staff very helpful at office."

- *"You've been brilliant at updating us all on the roads - thanks very much for all the updates!"*
- *"Big thanks to all the drivers clearing the roads in difficult conditions."*
- **In response to flooding:** *"You're doing a brilliant job keeping us all updated in difficult circumstances at the moment and the events in December. Thank you for all of your hard work."*
- *"Superb work from you and your partner agencies keeping Perth and in particular North Muirton safe yet again, looks like its money well spent on the defences."*

"The peace that the Scams Hub Project has given me is great; it is helping with my recovery because I am not being bamboozled by people."

Focus for 2016/17 – We will:

Deliver the Council's sustainability agenda and meet carbon reduction obligations through ongoing work on energy efficiencies, air quality, street lighting, recycling and public transport.

Support locality community planning partnerships and help communities become more resilient through local community partnerships and developing local community resilience plans.

Protect and enhance the natural and built environment through planning frameworks that support sustainable development.

Establish a Shadow Community Justice Partnership in 2016/17 which will develop an improvement plan and appropriate governance for the Community Justice Partnership when it is formally established in April 2017.

Prepare the Council and its partners to meet the requirements of the Community Empowerment (Scotland) Act, including the development of Local Community Planning Partnerships based around five localities and the development of our Local Outcome Improvement Plan (LOIP).

Links to further information

[Housing and Community Care Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16](#)

[The Environment Service Business Management and Improvement Plan 2016/15 and Annual Performance Report 2015/16](#)

[PKperforms](#)

[Community Planning - Working in Partnership](#)

How the Council is delivering Best Value

The Local Government in Scotland Act 2003 places a statutory duty of Best Value on local authorities and specifically recognises the importance of partnership working and joint delivery of outcomes.

The Scottish Government defines its expectations of Best Value from Local Authorities on six generic themes. These are Vision and Strategic Direction, Partnership and Community Leadership, Community Engagement, Governance and Accountability, Performance Management and Use of Resources. This section provides a headline update of the Council's progress over the last year in delivering this duty. More detail is available within the Council's Business Plan, which also sets out how we are organising ourselves to deliver our Best Value duties in the future.

Vision and Leadership

- Leadership roles in the organisation are evolving to respond to the increasingly complex landscape. In readiness for the challenges over the next ten years we have clearly set out a phased approach to reshaping the Council's senior management arrangements, as part of a larger cultural change programme.
- A new Organisational Development Framework was approved by Council in July 2015 to ensure we continue to harness the talents of our people, based around the 'Learn Innovate Grow' principles.

- We recognise that simply making incremental savings to existing services are neither sufficient nor sustainable solutions, when set against the scale of the financial challenge ahead. We have taken a more strategic approach by establishing a comprehensive Transformation Programme to radically address challenges, demands and opportunities. We are also planning for the longer term financial future through our Medium Term Financial Plan.
- We recognised the importance of planning and resource alignment to target the use of limited resources for the best outcomes. This is evident from approaches such as Integrated Resources Framework (IRF) and [Evidence2Success](#) (E2S).

Partnership and Community Leadership

- The Council delivers public services increasingly through partnerships at all levels - including both statutory partnerships (such as arrangements for Child Protection, Health and Social Care and Community Justice), and partnerships which engage communities of interest (e.g local environmental partnerships and disability networks).
- At the centre of our approach is the Perth and Kinross Community Planning Partnership (CPP) which has successfully led the community planning activities, by providing strategic direction, agreeing joint priorities and managing performance

through the [Community Plan/Single Outcome Agreement 2013-2023](#).

- In anticipation of emerging Community Empowerment legislation, and the establishment of new integrated Joint Health and Social Care provisions, the CPP reviewed its arrangements, with changes made to ensure we are best placed to continue delivering better outcomes for people in Perth and Kinross over the next five years.
- Through partnership we developed the most significant transformation of public services in recent times, by establishing the Integration Joint Board for the Health and Social Care Partnership, with NHS Tayside, for adult health and social care requirements.
- We reviewed the provision of commissioned services from expert arm's length external providers, [Live Active Leisure](#), and [Horsecross](#), as well as creating a new cultural Trust, [Culture Perth and Kinross](#).
- We worked collaboratively with other councils, for example through the Scottish [Cities Alliance](#), [Tay Cities Deal](#) and [Tayside Contracts](#). We also developed Economic development Partnerships such as the [Perth City Development Board](#) which jointly produced the Perth City Plan.
- We have commenced work on new [Community Justice Partnership](#) arrangements.
- We established a new initiative to tackle [Inequality](#) through the establishment of a [Fairness Commission](#).

- We maintained strong links with the voluntary sector. For example Perth and Kinross Association of Voluntary Services ([PKAVS](#)) is a member of the Community Planning Partnership Board and is the Third Sector Interface for the Perth and Kinross area. PKAVS has also led much of the engagement work with local communities, as we developed our locality planning arrangements.
- We established a Safe Place Scheme for people with disabilities in Perth City Centre involving local third sector organisations and businesses.
- We continued our successful schools workshop programme with Show Racism the Red Card including the first delivery of educational programmes to support schools welcoming new refugee families.
- We became part of Stonewall Scotland's Diversity Champions programme.
- The Council continued to commit funding to support organisations working with our local minority ethnic communities.

Community Engagement

- The Council led on the establishment of Local Community Planning Partnership (LCPP) arrangements, to allow the [Perth and Kinross CPP](#) to fulfil its new statutory duties. Multi-agency Locality Teams were proposed for five defined localities across Perth and Kinross with Chairs and lead officers coming from a

range of CPP organisations. These new teams will support local community engagement, and assist in the co-ordination and delivery of priority needs for local areas. To assist with this approach, the Community Empowerment Working Group has set out [principles for community empowerment in local community planning](#).

- The Council has also led on other forms of personalisation and engagement, for example [Self-Directed Support](#), which places decisions in the hands of individuals, families and communities about how services can be designed around them.
- Participatory budgeting pilots were developed to engage and empower people to use public sector funding to deliver projects that improve outcomes in their communities. The pilots are targeting communities of interest (carers) and communities of geography (Tulloch: Coupar Angus).

Governance and Accountability

- We initiated a review of our governance framework to demonstrate to our stakeholders that our assurance mechanisms are moving with the changing times.
- Performance information is available through our [Performance](#) web pages. Our [Customer Service Standards](#) clearly set out how we will meet the needs of local people and our [Council plans and reporting](#), which supports our service delivery and decision making, are also available to all our stakeholders through our web pages.

- We undertook a review of the procurement capability and capacity for supporting improved supply chain management, and produced a new Procurement Strategy for the Council.
- We enhanced the central support for contract development to ensure we have robust agreements in place which meet the needs of our community.
- We commenced a review of our risk management, to ensure we strike the balance between ensuring proper levels of control and governance, whilst creating an innovative, authorising environment to respond to the changing.
- The Local Area Network of audit, inspection and regulation bodies (which assesses level of scrutiny required for councils) recognised Perth and Kinross Council as a low scrutiny risk.

Performance Management

- [Audit Scotland](#) has identified Perth and Kinross as a high performing Council for public performance reporting (PPR), identifying our structured approach to PPR and innovative use of social media to send out performance updates, as best practice.
- The Council's performance management framework is comprehensive and integrated with service planning and delivery. It allows the scrutiny of performance against our key priorities and objectives. Business Management and Improvement Plans (BMIPs) set the direction for services' focus in keeping with the Community Planning Partnership's shared

vision and priorities for the area, previous performance and customer feedback.

- We have a strong track record in managing our finances and delivering efficiency savings. We demonstrate our efficiency activity via our annual efficiency statement. We have also prepared ourselves for the future by maintaining recurring revenue budget headroom (excesses of income over expenditure) to cushion the anticipated tough financial settlements over the short to medium term, and also through the development of our transformation change programme.

professional traineeships and graduate work experience placements.

- The Council's excellent track record of supporting young people through employment and training was recognised by achieving the 'Investors in Young People Gold Award'.
- We have a [Corporate Asset Management Plan](#) and individual [asset streams](#) have approved asset management plans.
- We have developed a new Digital Strategy, which recognises the importance of ICT as an enabler for organisational change
- Our [Procurement Strategy and Action Plan](#) were approved in December 2015, and as part of the Council's [Building Ambition Transformation Strategy](#), our Procurement Reform Transformation Review is projected to achieve £2.5m recurring savings by 2019/20
- Collaborative partnerships are a key part of maximising efficiencies in procurement processes and outcomes, for example the Tayside Procurement Consortium and Scotland Excel.

Use of Resources

- People remain at the heart of everything we do, and what sets us apart as a Council is our ongoing commitment to acknowledging and maintaining a collective focus on the connection between leadership, employee engagement and organisational culture. To support this, we developed a strategic approach to people management which is set out within the recent annual workforce report to the [Council](#), the [Corporate Workforce Plan, 2013-2018](#) and the [Corporate Organisation Development Framework](#).

- The Council became a Living Wage Accredited employer which is an important indicator of our commitment to fair work and eliminating in-work poverty.

- We have seen a 65% increase in young people aged 16-24 within our workforce between 2012 and 2016. This is achieved in part through our intake of probationer teachers, modern apprentices,

Case Study: Education and Children's Services (ECS) Finance Support Team Efficiency Improvements



The ECS Finance Support Team is committed to ensuring they provide the best possible service to their customers and efficiently use resources. In turn, they were able to see improvements which could be made to finance processes to make systems more efficient so savings could be realised.

Three key areas were identified to be reviewed and improved; these were Budget Monitoring Reports, Commitment Accounting Systems, and Modern Ways of Working.

With changes to these processes this would allow Budget Managers to access up to date financial information when required allowing better informed decisions to be made; a reduction to the team's workload; better use of technology which would all allow the team to work more efficiently; better support to customers; and auditing of School Fund financial records to be undertaken.

Changes have now been implemented through engagement with customers on a phased basis with training and support provided. Following feedback provided from stakeholders adaptations were made to the processes, and these are now reviewed regularly. Savings of £104,000 have been made due to the improvements. We have been approached by another Council which indicated that they were envious of our system and agreed *"that we must work towards replicating it"*.

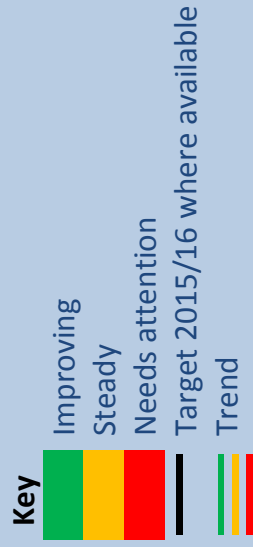
Case Study: Investors in Young People

The Council's Human Resources service, on behalf of the Council, have achieved Investors in Young People (IYYP) Gold Level standard in recognition of work undertaken with young people in the Council, schools, and with partners, including Careers Scotland, Career Ready and Youth Justice.

The award recognises the commitment from Elected Members and officers from all Services with regard to the learning, employment and training of young people, including our Modern Apprenticeship Programme, Work Experience Graduates and Professional Trainees. We are the second local authority in Scotland to gain the IYYP accolade and only one of a small number of employers to be accredited with the Gold Level award.

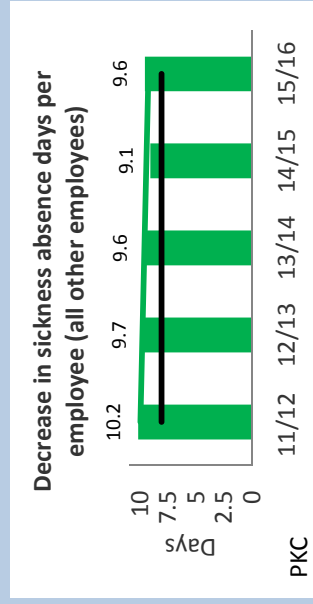
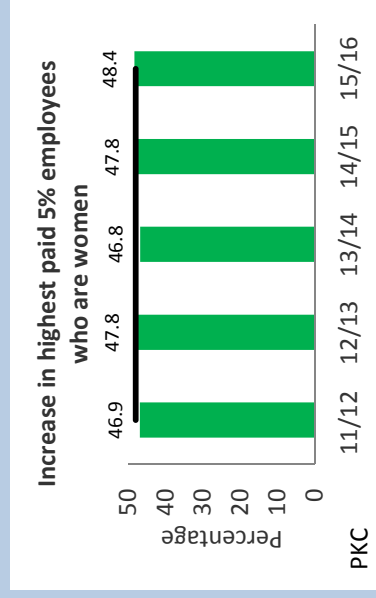
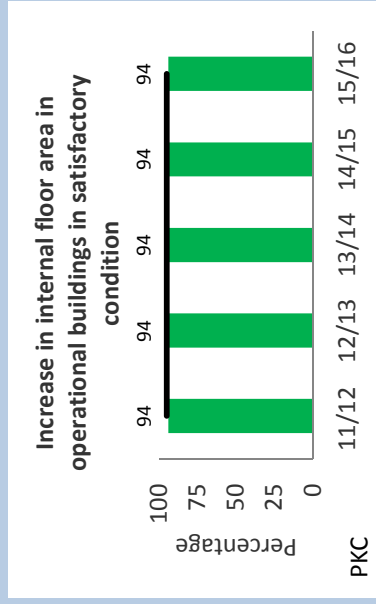
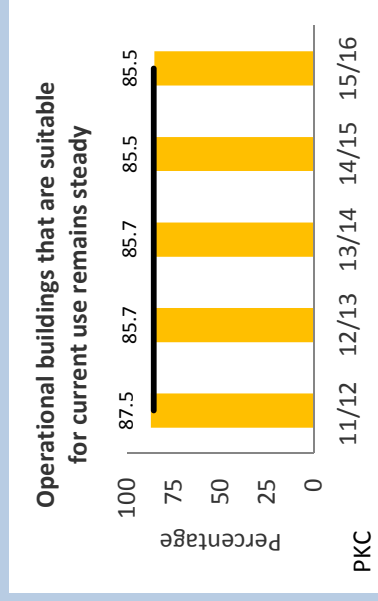
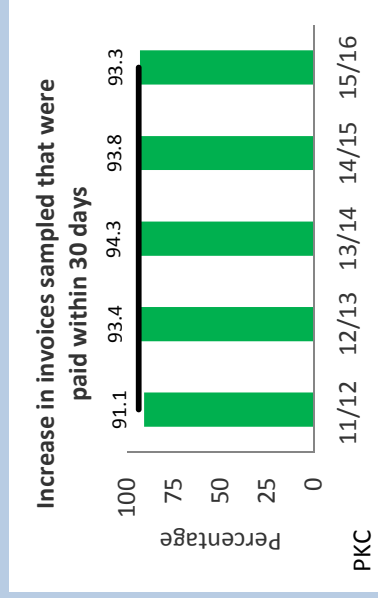
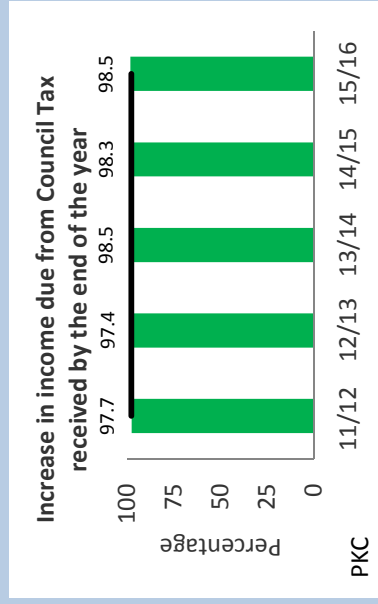
Our Chief Executive, Bernadette Malone said *"We are delighted to have been awarded the Investors in Young People Gold Award in recognition of our commitment to the recruitment, retention and development of our young people. Providing opportunities which allow young people to succeed and realise their potential is at the heart of the Council's ethos and allows them to learn and grow within our organisation. By investing in the talents of our younger workforce and providing the right support and encouragement we can help them become the leaders of tomorrow."*

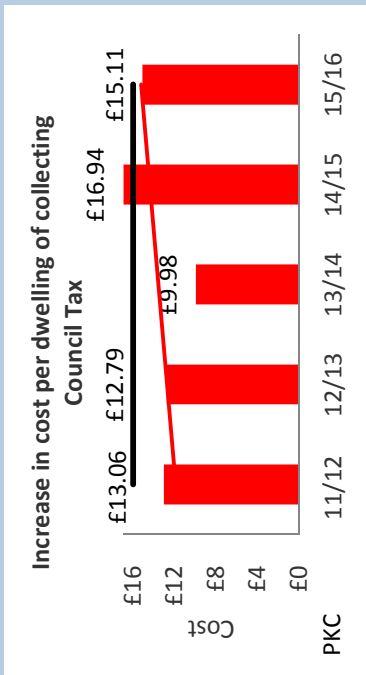
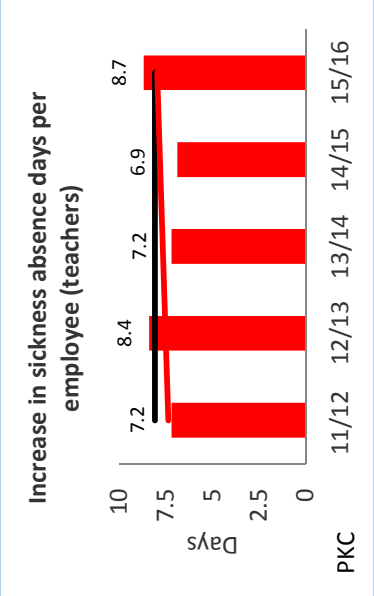
2015/16 key performance indicators



Data available for 2015/16 has been included in the charts below.

Data will be published for all other key performance indicators as it becomes available via [PKperforms](#). RAGs (Red/Amber/Green) are based on the time period presented for each performance indicator.





There has been a change to the methodology of recording sickness absence in 2015/16. This is now based on actual work patterns which means that the PI value for part time staff moves from an average to an actual record. This change has contributed to an increase in the performance indicator; however, it provides greater accuracy on the impact on working time. The increase is also explained by more medium and long term sickness absences. Proactive wellbeing measures and support for employees who have sickness absence will be reviewed.

Data Release Timescales

Data for all performance indicators will be published on [PKperforms](#) when it becomes available. The table below provides an indication of timescales for the remaining 2015/16 data.

Best Start in Life

Stillbirth rate per 1,000 total births.	November 2016
Children successfully reintegrated full time into their mainstream class from nurture provision.	August 2016
Women who continue to give breast milk up to 10 days.	November 2016
Children reaching expected development milestones at time of 27-30 month health review.	November 2016
P1 children free of any diseases at dentine level	November 2016
% of severe obesity levels in P1 children	May 2017

Educated, responsible and informed citizens

% of adults with qualifications above SCQF level 4	December 2016
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Independent, healthy and active lives

Life expectancy years: Women	November 2016
Life expectancy years: Men	November 2016
Alcohol related hospital discharges	November 2016
% of smoking population in areas of less affluence who quit at one month of receiving community smoking cessation services	September 2016
Proportion of people diagnosed and treated in the first stage of breast, colorectal and lung cancer	July 2016
% households in fuel poverty	
Rate of emergency inpatient bed days for people aged 75+ per 1,000 population.	November 2016

Safe and sustainable place for future generations

% of residents happy with the areas they live	2017
Number of hospital admissions of over 65s as a result of unintentional injury in the home	November 2016
% of adults giving time to volunteer in the last 12 months	February 2017

Key Contacts

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