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Council Building
2 High Street
Perth
PH1 5PH

5 June 2019

A Meeting of the **Scrutiny Committee** will be held in the **Council Chamber, 2 High Street, Perth, PH1 5PH** on **Wednesday, 12 June 2019** at **13:00** .

If you have any queries please contact Committee Services on (01738) 475000 or email Committee@pkc.gov.uk.

KAREN REID
Chief Executive

Those attending the meeting are requested to ensure that all electronic equipment is in silent mode.

Please note that the meeting will be recorded and will be publicly available on the Council's website following the meeting.

Members:

Councillor Grant Laing (Convener)
Councillor Andrew Parrott (Vice-Convener)
Councillor Chris Ahern
Councillor Michael Barnacle
Councillor Harry Coates
Councillor Dave Doogan
Councillor David Illingworth
Councillor Sheila McCole
Councillor Tom McEwan
Councillor Callum Purves
Councillor Colin Stewart

Scrutiny Committee

Wednesday, 12 June 2019

AGENDA

MEMBERS ARE REMINDED OF THEIR OBLIGATION TO DECLARE ANY FINANCIAL OR NON-FINANCIAL INTEREST WHICH THEY MAY HAVE IN ANY ITEM ON THIS AGENDA IN ACCORDANCE WITH THE COUNCILLORS' CODE OF CONDUCT.

1 WELCOME AND APOLOGIES

2 DECLARATIONS OF INTEREST

3 MINUTE OF MEETING OF SCRUTINY COMMITTEE OF 17 APRIL 2019 FOR APPROVAL AND SIGNATURE 5 - 8
(copy herewith)

4 BUSINESS GATEWAY

Following the agenda item on funding for Business Gateway at the Scrutiny Committee of 20 March 2019, the Chief Executive of Dundee City Council has written to the Chief Executive of Perth and Kinross Council advising that the reduction in funding to Business Gateway will be reversed, taking effect from 2020/21.

5 HOUSING & ENVIRONMENT BUSINESS MANAGEMENT & IMPROVEMENT PLAN 2019-20 9 - 56
Report by Executive Director (Housing and Environment) (copy herewith 19/133)

Note: The above report was approved by both the Housing & Communities Committee and the Enterprise & Infrastructure Committee at their respective meetings on 15 May 2019.

6 EDUCATION AND CHILDREN'S SERVICES JOINT BUSINESS MANAGEMENT & IMPROVEMENT PLAN 2019-20 AND ANNUAL PERFORMANCE REPORT 2018-19 57 - 122
Report by Executive Director (Education and Children's Services) (copy herewith 19/154)

Note: The above report was approved by the Lifelong Learning Committee on 22 May 2019.

7 CORPORATE AND DEMOCRATIC SERVICES BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2018-21 123 - 142
Report by Depute Chief Executive, Chief Operating Officer (copy herewith 19/177)

8	ANNUAL GOVERNANCE STATEMENT Report by Head of Legal and Governance Services (copy herewith 19/178)	143 - 158
9	DATA PROTECTION COMPLIANCE 2018-19 Report by Data Protection Officer (copy herewith 19/179)	159 - 170
10	ANNUAL REVIEW OF CYBER SECURITY Report by Head of Legal and Governance Services (19/180)	171 - 182
11	FOI PERFORMANCE REPORT 2018-19 Report by Head of Legal and Governance Services (copy herewith 19/181)	183 - 192
12	REGISTRATION OF BIRTHS, DEATHS, MARRIAGES AND CIVIL PARTNERSHIPS - INSPECTION REPORTS BY NATIONAL RECORDS OF SCOTLAND Report by Head of Legal and Governance Services (copy herewith 19/182)	193 - 202
13	UPDATE BY ARMS-LENGTH EXTERNAL ORGANISATION (i) Horsecross Arts Ltd	

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PERTH AND KINROSS COUNCIL
 SCRUTINY COMMITTEE
 17 APRIL 2019

SCRUTINY COMMITTEE

Minute of meeting of the Scrutiny Committee held in the Council Chamber, 2 High Street, Perth on Wednesday 17 April 2019 at 1.05pm.

Present: Councillors G Laing, A Parrott, C Ahern, M Barnacle, D Doogan, D Illingworth, A Jarvis (substituting for Councillor H Coates), T McEwan, C Purves and C Stewart.

In Attendance: Councillor S Donaldson; K McNamara, Depute Director (Housing and Environment); J Pepper, Depute Director (Education and Children's Services); A Seggie (Housing and Environment); R Hill, S Johnstone and J Chiles (both Education and Children's Services); J Clark, M Mahmood, L Potter, L Simpson, M Terava and D Williams (all Corporate and Democratic Services).

Apologies: Councillor H Coates.

Councillor G Laing, Convener, Presiding.

THE COMMITTEE AGREED TO HOLD A 30 MINUTE RECESS.

. **WELCOME AND APOLOGIES**

The Convener welcomed all those present to the meeting and apologies were noted as above.

. **DECLARATIONS OF INTEREST**

Councillors C Ahern and A Parrott both declared a non-financial interest in Item 4(i).

Councillor G Laing declared a non-financial interest in Item 4(ii).

. **MINUTE OF THE MEETING OF THE SCRUTINY COMMITTEE OF 28 NOVEMBER 2018**

The minute of meeting of the Scrutiny Committee of 6 February 2019 (Arts. 66 - 70) was submitted, approved as a correct record and authorised for signature.

. **UPDATE BY ARMS-LENGTH EXTERNAL ORGANISATIONS**

(i) **Culture Perth and Kinross**

H Smout, Chief Executive, C Kinnoull, Chair, H Revill, Finance Officer and J Findlay QC, Board Member, Culture Perth and Kinross, gave an update on progress and answered members' questions. Members sought assurance on matters such as: Board and Committee structures; organisational development; key priorities for the coming

PERTH AND KINROSS COUNCIL
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17 APRIL 2019

year, expertise within the organisation and opportunities for shared service. The Convener thanked the representatives for their attendance and they left the meeting at this point.

(ii) Live Active Leisure Ltd.

Having declared a non-financial interest in this item, Councillor Laing remitted the chair to Councillor Parrott, Vice-Convener, who presided for the following item.

P Cromwell, Chief Executive and F Cameron, Deputy Chief Executive, Live Active Leisure Ltd., gave an update on progress and answered members' questions. Members sought assurance on matters such as: catering operations; leisure facilities and assistance for sports clubs, sustainability and outcomes. The Convener thanked the representatives for their attendance and they left the meeting at this point.

(iii) Horsecross Arts Ltd.

M Griffiths, Interim Chief Executive and P Winkles, Interim Head of Finance, Horsecross Arts Ltd, gave an update on progress and answered members' questions. Members sought assurance on matters such as budget and financial management, staffing, future programming and options to improve income generation; sustainability and options for sharing services. The Convener thanked the representatives for their attendance and they left the meeting at this point.

SUMMARY REPORT ON CARE INSPECTORATE AND EDUCATION SCOTLAND INSPECTIONS

There was submitted a report by the Executive Director (Education and Children's Services) (19/119) providing an overview of the performance of Education and Children's Services inspected and reported over the past year by the Care Inspectorate and Education Scotland and setting out the Service's approach to implementing improvement actions arising out of inspection.

In response to a query from Councillor Doogan regarding inspection of Secondary Schools, R Hill informed members that there had been no Secondary School Inspections in Perth and Kinross since 2014, since the introduction of new quality indicators, 'How Good is Our School 4', and that a further inspection of Secondary Schools would be welcomed.

In response to a query from Councillor Doogan regarding performance compared to comparator local authorities, S Johnstone informed members that in terms of Quality Indicators, Perth and Kinross was bucking the national trend in terms of performance in Early Years and Primary Education, but stated that performance in numeracy remained an area for improvement.

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In response to a query from Councillor Stewart regarding the potential benefits of a comparison with other local authorities in the Tayside Region, J Pepper advised that this was an area which could be discussed within the Tayside Regional Improvement Collaborative.

Councillor Parrott commented that he felt the comparatively low number of school inspections was a positive, praising the risk management of the authority and the standards set by the authority.

Resolved:

The contents of Report 19/119, be noted.

J PEPPER, R HILL, S JOHNSTONE AND J CHILES LEFT THE MEETING AT THE POINT.

COUNCILLORS JARVIS AND McCOLE LEFT THE MEETING DURING THE CONSIDERATION OF THE FOLLOWING ITEM.

BUSINESS GATEWAY

K McNamara, Depute Director (Housing and Environment), delivered a verbal update on Business Gateway, updating members on the present situation regarding Business Gateway in Perth and Kinross. Following the Verbal Update, K McNamara answered questions from members on the present situation with Business Gateway in Perth and Kinross.

The Committee agreed that a Report on Business Gateway would be submitted to a future meeting of the Scrutiny Committee.

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## PERTH AND KINROSS COUNCIL

**Housing and Communities Committee – 15 May 2019**  
**Environment & Infrastructure Committee – 15 May 2019**  
**Scrutiny Committee – 12 June 2019**

### **Business Management & Improvement Plan 2019-20**

#### **Report by Executive Director (Housing and Environment) (Report No. 19/133)**

This report presents the first combined Housing & Environment Annual Performance Report for 2018/19, and Business Management Improvement Plan 2019-20.

#### **1. BACKGROUND / MAIN ISSUES**

- 1.1 Council Services produce a combined Annual Performance Report (APR) and Business Management Improvement Plan (BMIP) on an annual basis. These documents set out the key actions which the Service will deliver in the coming year, to ensure better outcomes for everyone in Perth & Kinross that also report on the previous year's performance.
- 1.2 These plans are an important part of the strategic planning framework for the organisation, translating the strategic objectives of the Community Plan (Local Outcome Improvement Plan) and Corporate Plan into the contributions that each Service makes to achieving these objectives, including supporting actions and performance indicators. Individual team plans are then developed, based on Service BMIPs.

#### **2. PROPOSALS**

- 2.1 This is the first combined APR and BMIP for the Housing and Environment Service. The BMIP focusses on our key service objectives and aims to:-
  - provide clear direction and actions for the future within the context of national agendas, the Community Plan (Local Outcome Improvement Plan) and the Corporate Plan.
  - set the context within which we work, including workforce development, financial overview and performance and risk management.
  - outline our key strategic priorities and improvement areas.
  - provide a focus on delivery of outcome focused services.
  - set out our objectives, with measures and targets.
- 2.2 Our Annual Performance Report includes the following:-
  - what we have done to achieve our strategic objectives and outcomes
  - key performance indicators, with results for each indicator
- 2.3 The APR and BMIP have continued to be developed in collaboration with managers and team leaders. A number of workshops have been undertaken to collectively build on our ethos, culture and objectives across the Service

We aim to further embed this approach over the coming months through more staff engagement sessions and visits.

2.4 In the coming year our key priorities will be:-

- Supporting business to grow and attract investment and higher value jobs into Perth & Kinross, along with working towards securing new hotel accommodation in Perth City Centre.
- Narrowing inequalities gaps and demonstrating a consistent and systematic approach to prevention, particularly in relation to The Child Poverty Action Plan.
- Further supporting our homelessness approach through our Rapid Rehousing Plan.
- Focussing on the connections between leadership, organisational culture and employee engagement to continue the integration of our Service.
- Enhancing our consultation and engagement with communities to ensure consistently high standards across the Service.

2.5 We will take forward these priorities by building on and embedding our performance management framework across the Service. Key to demonstrating progress towards the achievement of these priorities will be team plans which will :-

- provide clarity of purpose for teams across the Service and a yardstick to assess progress against targets.
- link strategic plans to employee roles.
- improve accountability.
- ensure learning and development is linked to supporting improvement.

### 3. CONCLUSION AND RECOMMENDATIONS

3.1 The Housing and Communities Committee and the Environment and Infrastructure Committee are asked to approve the first combined Housing & Environment Annual Performance Report (2018/19) and Business Management Improvement Plan (2019/20).

3.2 The Scrutiny Committee is asked to scrutinise and comment as appropriate on the contents of the Annual Performance Report and the Business Management Improvement Plan.

#### Author

| Name          | Designation                  | Contact Details                                                                                     |
|---------------|------------------------------|-----------------------------------------------------------------------------------------------------|
| Fraser Crofts | Head of Business & Resources | <a href="mailto:TESCommitteeReports@pkc.gov.uk">TESCommitteeReports@pkc.gov.uk</a><br>01738 475 000 |

#### Approved

| Name           | Designation                                 | Date       |
|----------------|---------------------------------------------|------------|
| Barbara Renton | Executive Director<br>Housing & Environment | 3 May 2019 |

|                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

|                                                     |             |
|-----------------------------------------------------|-------------|
| <b>Strategic Implications</b>                       |             |
| Community Plan/ Single Outcome Agreement            | <b>Yes</b>  |
| Corporate Plan                                      | <b>Yes</b>  |
| <b>Resource Implications</b>                        |             |
| Financial                                           | <b>Yes</b>  |
| Workforce                                           | <b>None</b> |
| Asset Management (land, property, IST)              | <b>Yes</b>  |
| <b>Assessments</b>                                  |             |
| Equality Impact Assessment                          | <b>Yes</b>  |
| Strategic Environmental Assessment                  | <b>Yes</b>  |
| Sustainability (community, economic, environmental) | <b>Yes</b>  |
| Legal and Governance                                | <b>None</b> |
| Risk                                                | <b>Yes</b>  |
| <b>Consultation</b>                                 |             |
| Internal                                            | <b>Yes</b>  |
| External                                            | <b>Yes</b>  |
| <b>Communication</b>                                |             |
| Communications Plan                                 | <b>Yes</b>  |

### 1. Strategic Implications

1.1 The Community Plan and the Council's Corporate Plan, has five outcomes which provide clear strategic direction, inform decisions at a corporate and service level and shape resource allocation.

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

This report contributes to all five outcomes.

### 2. Resource Implications

#### Financial

2.1 None

#### Workforce

2.2 There are no workforce implications.

#### Asset Management (land, property, IT)

- 2.3 None

### **3. Assessments**

#### Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) and were assessed as not relevant for the purpose of EqIA.

#### Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. However, no action is required as the Act does not apply to the matter presented in this report.

#### Sustainability

- 3.4 None

#### Legal and Governance

- 3.5 None

#### Risk

- 3.6 Risk Management features as part of the 'organised to deliver' section of the BMIP. The Housing and Environment Senior Management Team regularly review monitoring reports that highlight individual project progress and risk.

### **4. Consultation**

#### Internal

- 4.1 The Head of Legal and Governance has been consulted in the preparation of this report.

#### External

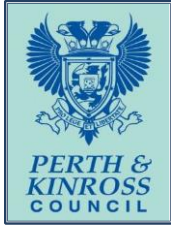
- 4.2 None

## **2. BACKGROUND PAPERS**

2.1 There are no background papers.

## **3. APPENDICES**

3.1 **Appendix 1** – Housing & Environment Business Management Improvement Plan 2018/19.



# **HOUSING and ENVIRONMENT SERVICE**

## **Joint Service Annual Performance Report 2018/19 & Service Business Management and Improvement Plan 2019/20**

Version as at 03.05.19

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# 1. INTRODUCTION

Housing & Environment are pleased to introduce our second Business and Management and Improvement Plan for Housing and Environment, following our formation on 1 April 2018. It has been a very exciting and productive year. We have continued to undertake a range of activities to create a unified service, focused on our key objectives developed by staff. This has included an ongoing programme of engagement across the whole service to ensure that the aims, ethos and culture are understood and adopted in all of our areas of activity, and demonstrated by all our employees.

We continue to deliver a significant number of successes over the last year – our tenant satisfaction levels have never been higher, our approach to homelessness continues to achieve good outcomes for people, we work with large number of volunteers to make Perth and Kinross more attractive and we have supported many people into jobs. These are only a few of our highlights.

A key issue for us over the next year, and beyond, will be to consult and engage more effectively with our employees, our service users and our communities. As a service, we currently do this in a variety of ways, but there is a need to do it on a more consistent basis. While we have many examples of good practice in working with our tenants, service users and communities, we need to develop this further, particularly within the context of our new service. Over the last year, we have produced a consultation and engagement policy and we will roll this out across the Service as the year progresses. This will also be undertaken through the emerging Perth and Council Offer, which will be developed in a collaborative way with all our stakeholders. Listening more will be a key component of our future approach. We will develop our ‘think yes’ approach across the Service, and when we are unable to do things asked of us, we will explain why, while looking for other ways we can help.

As ever, we continue to face a number of challenges including changing demographics both in terms of our ageing population, a growing number of people with additional support needs, the ongoing financial pressures faced by the public sector, and the unknowns currently arising as a result of exit from the European Union. The latter has added considerably to the work of the service, both from the business continuity perspective and the leading role officers have undertaken to ensure that the Council, EU citizens in our area and businesses understand the potential impact of the EU Exit.

There has been genuine commitment to the level of ownership of our improvement agenda by everyone across the whole Service. There is still work to be done, but it is clear that the development of the Service, along with the required culture change, is not simply the work of managers to lead and deliver. It is the role for all of us across the Service. Based on the evidence, commitment and enthusiasm to date from all those involved, there is confidence that we will continue to work together towards our objectives, and deliver the best services possible to our residents, investors and visitors.

Barbara Renton  
Executive Director

Keith McNamara  
Depute Director

## 2. VISION, STRATEGIC OBJECTIVES and SERVICE PRIORITIES

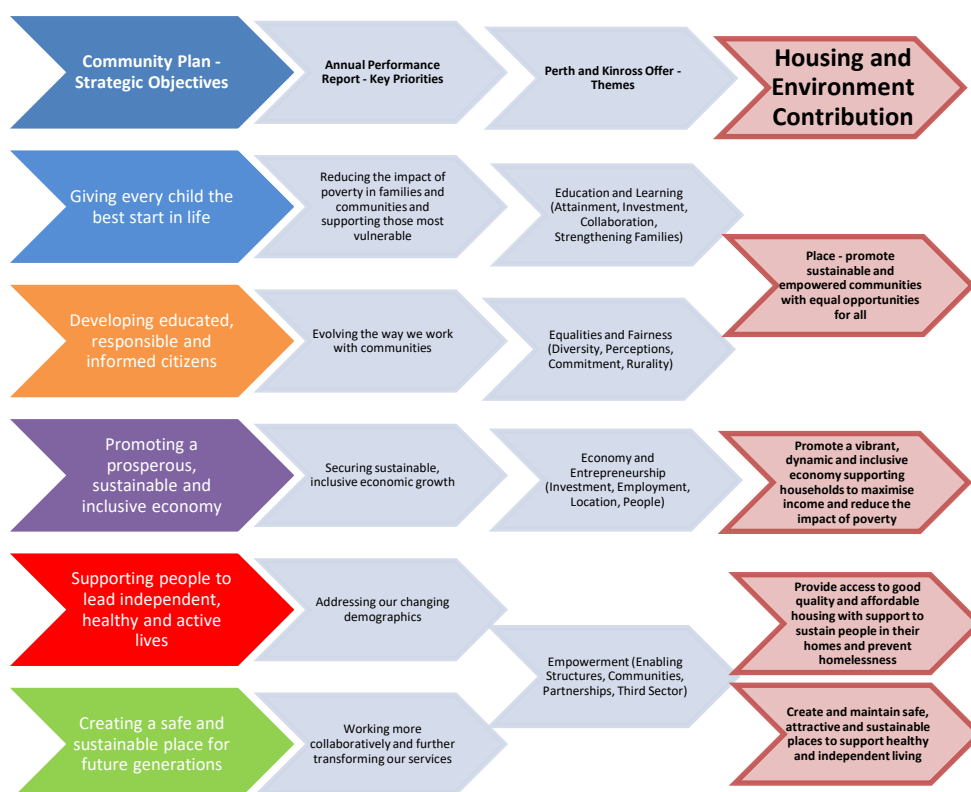
### OUR VISION

We support the Vision of the Community Planning Partnership, for our area:

***“Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here.”***

This report and plan translates how Housing & Environment contributes towards the achievement of both the vision and the strategic objectives set out within the Community Plan and Corporate Plan in the delivery of positive outcomes for our citizens and communities. The following diagram set out how the Housing and Environment objectives fit with the wider corporate and Community Planning strategic priorities.

### THE COUNCIL’S STRATEGIC OBJECTIVES



The delivery of these outcomes is underpinned by our shared ethos and culture:-



# GIVING EVERY CHILD THE BEST START IN LIFE & DEVELOPING EDUCATED, RESPONSIBLE AND INFORMED CITIZENS

## Our contribution:

Teams across Housing and Environment have a key role in giving every child the best start in life and in helping to develop responsible and informed citizens. We continue to work with all partners to achieve positive outcomes and deliver the Fairer Futures ambition to give every child a **strong start** and **equal footing in life** in respect of chances, choice and confidence.

Overcrowding, homelessness, dampness, fuel poverty, poor neighbourhood condition, and negative aspects of place and community can have a detrimental impact on our children and young people's developmental milestones, educational attainment, emotional wellbeing and wider outcomes in life.

Our contribution includes preventing and responding to homelessness by ensuring that families have immediate access to good quality housing. We recognise that good quality affordable housing, of the right size and close to family networks, employment and education can positively impact on children and young people. Through our Common Housing Register and Housing Options approach, we aim to meet the housing needs of households in our communities.

We recognise the significant challenge faced by all services and communities in tackling and mitigating the impact of child poverty. We are supporting the development of the Child Poverty Action plan and have a key contribution to make in mitigating and addressing child poverty in the area through a focus on:

- maximising our tenants incomes, reducing households costs and maintaining rents at affordable levels
- minimising fuel poverty
- supporting the availability of affordable public transport
- supporting digital connectivity within rural areas
- the delivery of employability initiatives
- investment in a range of activities to sustain and grow our economy

Open space allows children and young people to be physically active and challenge themselves so they sleep and eat well and form healthy habits. We know that children and young people who play outdoors often have better social networks, are more confident and are more involved in their local communities than those who are outside less often.

We recognise that communities value opportunities that enable children to play outdoors including green space, parks and in their local streets.

Our contribution is significant. Our Community Greenspace team ensures the provision and maintenance of 142 high quality play parks, paths and open spaces, along with a range of activity programmes and educational events that encourage family activity and sport. Our local spaces are well designed, maintained and free to use, so all children and young people can get involved – regardless of their background, gender, age, stage or ability.

We recognise the importance of the whole play landscape for children and young people, and where appropriate take measures to curb or calm traffic, provide well-lit footpaths and walk ways, gathering spaces and litter bins. Our Community Safety team work with communities and Police Scotland to address any concerns and ensure that young people feel safe.

Our Public Transport team organises travel to school for school age children and, through active engagement with schools and parent teacher associations, we raise awareness and undertake enforcement of safe parking around schools.

## Performance Summary for 2018/19

A proactive approach to early intervention and prevention through a range of measures including the integrated schools programme, family mediation, our hospital and prison discharge protocols and personalised budgets has led to a **reduction of 6.1%** in the overall number of households presenting as homeless (from 999 in 2017/18 to 938 in 2018/19).

Positively, the number of families presenting as homeless over the last 12 months has **reduced by 24% from 306 to 232**, demonstrating our continued commitment to minimising the impact of homelessness on children.

We have reviewed our Integrated Schools Programme during 2018/19. The programme, initially focussed on homelessness and housing issues facing young people, has been enhanced to incorporate awareness of drug and alcohol issues. The sessions enable young people to think about their personal attitudes and values which influence homelessness and their decisions about drug and alcohol use. Sessions have been delivered to all S3 and S4 pupils in the majority of our secondary schools.

While the overall reduction in homeless presentations is very encouraging, we continue to face challenges in supporting young people with their housing situations. A small increase in the number of young people presenting as homeless can, in part, be attributed to our proactive schools programme and the delivery of comprehensive information for young people on housing options. This demonstrates that young people are accessing and receiving professional advice and assistance in respect of their housing circumstances.

In April 2018, we introduced personalised budgets to allow frontline staff to use this fund for homeless prevention or to respond to crisis situations.

Nationally, many Local Authorities have been criticised for their continued use of Bed and Breakfast and indeed for breaches of the Unsuitable Accommodation Order, whereby households with children are placed into B&B accommodation for longer than 7 days. In Perth and Kinross we have not used B&B routinely for a number of years, and where we do, this is in response to emergency situations such as fires, floods or domestic abuse cases that occur over the weekend.

During 2018/19, there were 4 short stay bed and breakfast placements of one or two nights while alternative housing was sought. This is a significant achievement in the **national** context of homelessness with 345 breaches of the Homeless Persons (Unsuitable Accommodation) (Scotland) Order 2014, between April and September 2018 across Scotland. Perth and Kinross Council have not breached the Unsuitable Accommodation Order since 2008.

Our 1.5% rent increase has placed us at around the 6<sup>th</sup> lowest Local Authority rent in Scotland and ensured that our rent levels remain affordable to all of our tenants. The installation of a range of home improvements and energy saving measures across our housing stock and within the private sector has helped to reduce household fuel bills and minimise fuel poverty. These measures support our commitment to mitigating the impacts of child poverty for many of our households.

This year, our intergenerational work involved primary school children interacting with residents within our sheltered housing complex to share skills. Residents were able to help children with projects on the eco system by sharing their gardening knowledge and the children were able to assist residents to develop technological skills.

During the year the Housing Team have revised our child and vulnerable adult policy and procedures. Staff across the service have continued to attend relevant child protection training and to further enhance our person centred approach, we undertook a programme of awareness training to staff in relation to Adverse Children Experience (ACE).

Officers from Housing and Community Greenspace have played a key role in supporting colleagues in Education & Children's Services with the development and implementation of the Perth and Kinross Play Strategy. This has a particular focus on play in the community and a review on the Council's Playground Strategy.

Community Greenspace has continued the programme of capital investment upgrading 9 play areas during 2018/19. These included community led improvements at St Fillans with a new play area and MacRosty Park in Crieff with the completion of a new 'all abilities' extension of the play area. A further 4 play area upgrades have started on site and design work for the next priority sites, including engagement with local schools and workshops is underway.

A new seven year café franchise has been opened at the South Inch Pavilion in Perth, seeing significant private investment in developing a much enhanced facility beside the premier children's play area.

In partnership with Pitlochry High School, the Cairngorms National Park Authority and the John Muir Trust our Community Greenspace Team supported, the Junior Ranger programme in Highland Perthshire. Young participants completed a weeks' course, learning about the National Park, exploring new areas, getting involved in conservation projects and learning bush craft skills. The week concluded with a presentation to parents and past pupils. A follow-up programme, run at weekends and during school holidays, enables pupils to participate in conservation management and practical tasks.

The Council's Westbank site has developed its role as a community asset where people and partners work together. It offers Modern Apprenticeships in horticulture and other related outdoor skills and activities: In Addition, young people who have disengaged at school are able to come to the site and gain an insight to work, learn new skills, and develop qualifications in partnership with their school.

The Council's wider capital investment plan including schools has allowed the Service to leverage community benefits related to construction activities being planned and in progress. Graduates, school placements and training opportunities/achievements are tracked and form part of continuous improvement targets.

The cumulative impact of our work has been significant. We have minimised the impact, stigma and duration of homelessness for many children and young people. Participation in outdoor play, intergenerational activities and work experience has enhanced many young people's resilience, confidence, social skills and general wellbeing. Our commitment to staff training ensures that children and young people at risk are identified and protected.

## **Our Focus for 2019/2020**

- In collaboration with partners, develop and publish our Local Child Poverty Action Report in response to The Scottish Government's Child Poverty Delivery Plan 2018-22 "*Every child, every chance*"
- Deliver planned investment in new schools, play areas and community greenspaces and road safety measures.
- Continue active engagement with partners to deliver community benefits in the form of training, employability skills and work placements as a dividend of the Council's capital investment.

# PROMOTING A PROSPEROUS, SUSTAINABLE AND INCLUSIVE ECONOMY

## Our contribution:

Through the Tay Cities Regional Economic Strategy, we will deliver inclusive growth by addressing inequality of economic opportunity, improve productivity by supporting the creation of higher value, better paid jobs, and deliver a more prosperous and fairer future for people in our area. The agreed heads of terms for the Tay Cities Deal will see over £150m of new Scottish and UK Government investment in our area over the next 10-15 years, in addition to the significant £600m capital investment already committed by the Council.

Our Local Development Plan sets out policies and proposals to ensure our area continues to be an attractive place to live and has a good supply of housing and employment land.

Together with other public, private and third sector partners, we invest in physical and digital infrastructure; business and skills development; events and festivals to sustain and grow our economy. We also want to attract new businesses and employment into the area and collectively continue our drive to make Perth one of Europe's greatest small cities.

It is important that we harness our investment to ensure that those most in need of employment are not excluded. We adopt an Inclusive Growth approach including, for example, the use of Community Benefit clauses in our contracts, whenever possible and encouraging payment of the Scottish Living Wage. We positively influence employment rates and average earnings by supporting businesses and individuals directly, as well as through our partnerships with Business Gateway, Growbiz and Employment Connections Hub services.

We will also continue to work with the private sector to ensure all households across Perth and Kinross can access superfast broadband and that our key settlements have access to a Full Fibre Network.

We support our tenants and residents to maximise their income through signposting and supporting them to enhance and develop their skills. By doing so, we aim to enhance their employment opportunities and contribute to the Fairer Futures aims under Fairer Working Lives.

We continue to focus on the delivery of efficient services to ensure that our tenants' rents remain at levels that are affordable to them, based on local income levels.

## Performance Summary for 2018/19

Following 20 months of discussions and negotiations, the Heads of Terms for the Tay Cities Deal were agreed in November 2018. The Deal will result in the biggest ever injection of capital into the wider region over a 10 year period, with almost 50% of the £350 million funding being allocated to projects physically located in Perth & Kinross that will deliver economic impact regionally and nationally.

Significant progress was also made in delivering the economic development priorities contained within the Council's capital programme. Work commenced at the former St John's primary school in Perth to deliver the Creative Exchange – one of the most exciting projects of its type in Scotland providing a home for the Famous Grouse Ideas Centre, workspace for creative industries businesses, and teaching facilities for Perth College UHI students. A café and exhibition area will also be provided to encourage public interaction with both visitors and local residents.

Outreach programmes with North Perth communities is an important part of the Creative Exchange's inclusive growth ethos. In the city centre, work also commenced on the reimagination of the former St Paul's Church to provide a new public performance space.

The second Perth and Kinross Local Development Plan was also approved by the Council and submitted for examination prior to seeking adoption in 2019. This is a milestone document setting out the Council's policies and proposals to support sustainable economic growth as well as creating great places.

A core part of economic development activity is our support for business growth. Over the past year, Business Gateway supported 321 business start-ups and 39 early stage growth companies. Business Gateway ran 54 start-up workshops and 7 existing business workshops. European Regional Development Funding led to 136 businesses accessing expert help particularly on exporting. 42 individuals participated in our Famous Grouse Accelerator Programme and 270 individuals were given Human Resources support and advice. We also continued to support the Growbiz Programme in rural Perth & Kinross which is targeted at micro-business and social enterprise creation.

A key milestone was achieved at the Perth Food & Drink Park with the completion of five food manufacturing units. All five of these units are now leased with demand being expressed for a further phase.

The Council recognises that inclusive growth across our large geography will be assisted by ensuring residents and business have access to super and ultra fast broadband. The Scottish Government's R100 programme continues to roll out access to superfast broadband. The Council, along with Tay Cities partners, submitted an ambitious bid in 2018 to the UK Government to use public sector buildings as hubs for the roll-out of ultrafast broadband in larger communities outside Perth.

Although unemployment across Perth and Kinross remains low, there are still many workless households, or households where income levels are too low. A total of 407 people were assisted into work through the Employment Connections Hub. In 2018/19, the new EmployabilityTAY project was delivered across the region focussing on individuals with specific employment barriers and in Perth and Kinross we achieved 59 job outcomes. Across the programme, we achieved a 68% outcome rate, which is well above the national standard of 55% for employability outcomes. The Council launched its Rural Micro Enterprise Fund which offered grants towards 90% of eligible project costs to a maximum value of £5,000. The scheme was oversubscribed with a total of 36 applications approved in 2018/19.

Two Construction Skills Academies were run to secure job opportunities on the A9/A85 construction project, illustrating the important role our major capital projects can play in delivering wider Community Benefits. One Hospitality Skills Academy was also delivered to assist rural hotel address recruitment/retention issues.

Our Inward Investment activities in 2018/19 included working with the Lamberkine Trust to convert aspiration into an investor ready proposition that could feature in the Scottish Cities Alliance Pitch Book, promoting hotel investment and development opportunities at an event in London in partnership with Scottish Development International and attending MIPIM 2019, again to promote hotel investment opportunities.

The Winter Festival is now a major highlight of Scotland's events calendar, and the 2018/19 programme was no exception with the Christmas Lights switch-on event alone generating an estimated £1.96 million of net additional expenditure. Our Scotland's Tay Country travel trade campaign generated 11 new business opportunities in Perth and Kinross and we supported 15 businesses to attend the VisitScotland Expo.



We undertook a range of measures to maximise income and reduce household costs:-

- In partnership with our tenants, our rent restructure project provided the opportunity to create a transparent and fair rent system. A rent affordability model was developed which demonstrated that our rent levels remained affordable to our current and future tenants based on local income levels. Our average rent level is 20% lower than similar housing options in the area and our rent levels remain around the 6<sup>th</sup> lowest in Scotland.
- Our Energy Efficiency Programme and HEAT ensures people are aware of other opportunities to maximise their incomes by saving on their fuel costs, through private sector grants and schemes.
- The continuing investment, in energy efficiency improvements (such as installation of new central heating systems, renewable technologies, and wall insulation) is helping people lower energy bills and increase the energy efficiency of our housing stock.

## **Our Focus for 2019/20**

- Commence delivery of the funded Tay Cities Deal projects with a site start on the new cultural attraction at Perth City Hall; and complete our key projects at St Paul's and Creative Exchange.
- Engage with investors to support the investment and delivery of additional hotel capacity within Perth City.
- Deliver economic development activity to:
  - (i) establish a new Rural Recruitment Incentive, supporting rural business to recruit young rural residents.
  - (ii) introduce new support to businesses for Market and Trade Development
  - (iii) review and enhance our support for Inward Investment
- Deliver the £1.9m Town Centres Fund to stimulate and support town centres as well as establish the Perth City Centre Action Group.

## SUPPORTING PEOPLE TO LIVE INDEPENDENT, HEALTHY AND ACTIVE LIVES

### Our contribution:

Our staff play a central role in supporting people to live life well, wherever they stay, and whatever their stage in life. Every day, we work closely with our partners, tenants and residents to enable people to remain in their homes, preventing homelessness and ensuring housing needs are identified and met.

Safe and secure housing is a basic human need, and through our Local Housing Strategy we ensure people have access to the right type of housing and support to enable them to live as independently as possible at home. Our Housing Service is a partner with Perth and Kinross Health and Social Care Partnership, and plays a key role in helping to achieve the national health and wellbeing outcomes.

People are living longer and many are healthy and independent. However, people who experience ill health or have a range of support and care needs - due to mental health, homelessness, learning disability, age, substance misuse issues for example - often need additional support. Our Floating Housing Support Service enables vulnerable individuals at risk of losing their tenancy to live independently and maximise their independence. It aims to provide short term personal outcomes focussed support, on both a practical and emotional level, to help people live independently.

We ensure that housing developments are flexible and meet the housing for varying needs standards to address people's existing and longer term needs. Many of our new build properties are designed to facilitate independent living to meet the specific needs of households in the area for example wet floor showers, wheelchair access, assisted bathing facilities and additional bedrooms for carers. We undertake a range of minor and major adaptations, such as property extensions, the installation of safety rails and ramps, stair lifts and level access showers to allow people to live in their existing homes.

We keep Perth and Kinross on the move, so that people stay mobile, connected and able to access services and activities. We manage and maintain the 2,700 kilometres of roads network. We ensure that people who rely on parking, can do so by providing parking spaces for motorists with disabilities and supplying around 2,500 blue badges each year. One in five households across Perth & Kinross does not have access to a vehicle. Our ongoing investment in public sector bus travel and community transport provides accessible transport to allow people to stay independent, participate in their communities and access vital public services and employment. Our Active Travel Strategy focuses on reducing car dependency and promotes active travel and health and well-being for all across Perth & Kinross.

Our community based activities help people access the significant social and health benefits from interacting with each other, often across generations, and connecting with our outstanding natural environment. Our Community Greenspace team is sector leading in encouraging local groups, by providing hands on support. The 45 Bloom groups are the longest established of these partnerships, and have over 450

committee members. Together with hundreds of volunteers, they deliver over 20,000 hours of voluntary effort on an annual basis. This brings communities together, uniting them behind a single, common purpose, to make towns and villages better places to live, and creates a strong sense of civic pride.

## Performance Summary for 2018/19

Home First continues to be successful and its sector leading approach is improving outcomes and reducing the stigma, experience and duration of homelessness for many households. We have submitted our [Rapid Rehousing Transition Plan](#) to the Scottish Government and the recommendations to further improve outcomes for homeless people will be implemented from April 2019. In their feedback, the Scottish Government commented that the outcomes from Home First “have been very impressive to date”. Our proactive approach to homelessness prevention has resulted in an overall 6% reduction in homeless presentations.

Our [Housing Contribution Statement](#) was presented to both the Health & Social Care Integrated Joint Board as well as Housing & Health Committee. This outlined the significant impact our services have in the delivery of some of the, key health and social care outcomes. We are currently establishing the Health & Social Care Partnerships commissioning requirements around their housing specifications to meet the needs of a wide range of client groups to support independent living.

We have continued to focus on our approach to increase the supply of affordable housing. During the year 162 new build properties have been delivered, 28 empty homes brought back into use, 26 properties purchased through the buy-back scheme and 1 property has been converted. These additional homes have enabled us to meet the housing needs of many households in the area and through the use of vacancy chains ensure that we are making best use of our existing stock to meet multiple needs.

Good quality housing has a direct impact on the general health and wellbeing of households improving emotional wellbeing, decreasing the risk of long-term health conditions and improving educational attainment. During 2017/18 we invested £9,828,00 in our Housing Capital Investment Programme to improve the condition and energy efficiency levels of our homes. Our compliance with the Scottish Housing Quality Standard is 96.15% against a national average of 94.2%. We have received a further funding award for 2018/19 of £1,345,635 through the HEEPS-ABS programme and 170 private homes are included within this proposal. A Warm Homes Funding Grant of £1.4M has also been secured, to encourage the installation of affordable heating solutions in fuel poor households who do not use mains gas as their primary fuel.

Through investment of £940,000 major capital refurbishment we delivered significant enhancements to 2 sheltered housing schemes within Perth City. The number of tenants within our sheltered housing units with dementia has increased and we have enhanced our training to enable our support staff to be equipped to meet the changing needs of our residents.

Working with a range of partners, we ensured that residents and tenants had access to services to allow their homes to be adapted to meet their changing needs. For example 89 major adaptations and 219 minor adaptations were made to council homes and 215 major adaptations and 240 small repairs to private home owners.

Supporting new tenants to sustain their homes is a key priority. Providing additional support and dealing with any concerns at the beginning of a new tenancy enables us to establish a

good tenant landlord relationship. Our target is to contact new tenants within 5 days of them receiving their keys. In 2018/19 we achieved this for 89% of new tenants, an increase from our 85% performance in 2017/18.

Having safe, welcoming and well-kept neighbourhoods has a positive impact on the general wellbeing of residents. Through our Estate Based Initiatives, we have continued to work with tenants and residents to deliver environmental improvements such as improved lighting, open spaces and car parking.

Working with a range of partners including the Centre for Inclusive Living and Living Streets Scotland, a number of audits were undertaken across Perth & Kinross. This assessed the overall quality of the accessibility and walkability of our streets to identify opportunities to improve the local walking environment and enable and encourage people of all ages and abilities to walk for every day journeys. The “Streets for Everyone” projects has been shortlisted in the Scottish Transport Awards 2019.

In addition to Perth’s successes at UK level, Perth and Kinross communities also had an incredible set of results in the Beautiful Scotland competition as follows:

- 3 gold medals, 2 silver gilt medals, 1 silver medal and 1 bronze medal.
- Bridge of Earn (Brig in Bloom) was awarded Best Large Village in Scotland.
- The Royal Horticultural Society have nominated Perth for the 2019 Champion of Champions competition. There are only five communities chosen from across the whole of the UK so this is a significant achievement.

Feedback from Local Action Partnerships, along with the recommendations of the Fairness Commission, highlight public transport as a significant concern for many rural communities. We have established a Perth & Kinross wide Community Transport Forum, with a community led Chairperson. This brings together the shared expertise of local community transport groups, Council staff and other groups looking to develop their own community transport initiatives. Local groups successfully bid for £50,000 of Council funding to support the establishment of local community transport initiatives.

## **Our Focus for 2019/20**

- Implement the recommendations outlined within our Rapid Rehousing Transition Plan, to extend our successes in tackling homelessness
- In collaboration with the Health and Social Care Partnership, develop and progress actions within the Independent Living Plan
- Create the conditions for healthy, active lifestyles through our joint work with Live Active Leisure to develop a robust business case for a redeveloped Perth Leisure Pool facility, and submit a comprehensive bid to the Sustrans Community Links fund to deliver an ambitious cycle network around Perth.

# CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

## Our contribution:

Our outstanding natural landscapes, and the high quality of our urban environment, play an important role in supporting economic growth, improving health and wellbeing, and providing us with a strong sense of identity, while being a principal reason why so many people choose to visit, live and work in Perth and Kinross.

In Housing and Environment, we are committed to ensuring that everyone in Perth & Kinross has the right to live in a safe and secure environment, within neighbourhoods that are well maintained and have a positive community spirit. Our Safer Communities Team operate throughout the area. Their preventative role provides reassurance to members of the public while providing valuable information for Community Planning Partners to reduce the risk of harm to people in communities.

For the minority of people in our community who place their own interests over others, to cause harm to people, or damage to the environment, our Regulatory Services of Environmental Health and Trading Standards use persuasion and, if necessary, enforcement powers to protect the health, safety and wellbeing of Perth & Kinross. This team also leads on monitoring and measures to improve air quality standards.

We work closely with our public service partners to ensure public protection. An example of this is our shared proactive approach to public events. Through the multi agency Safety Advisory Group, we work with Police Scotland, the Scottish Fire and Rescue Service, NHS Tayside, and the Scottish Ambulance Service to identify upcoming public events, and influence the organisers to ensure any risks are minimised.

The safety of our roads, is a high priority for our communities. Our Traffic and Network team work with elected members and communities to identify locations where road safety improvements, such as road re-design, road crossings and vehicle activated signs, are required. We lead the design and installation of these solutions to support the continued safety of road users and pedestrians. We work closely with groups such as the Centre for Inclusive Living Perth & Kinross to ensure our footways and carriageways are accessible to people with a range of mobility requirements.

Our many rivers and other watercourses help define our iconic scenery, but can also present a flood risk to residents and businesses. We work closely with local communities, SEPA and the Scottish Government to tackle flood risk - from providing local guidance and keeping watercourses clear, to developing and maintaining major multi-million pound flood schemes which protect numerous properties.

The land use planning system contributes to both enhancing and protecting our built and natural environment as well as supporting economic growth. The second Local Development Plan (LDP2) sets out our policies and programmes to achieve this and following its examination, it will be formally adopted by the Council later in 2019.

Responding to the climate change agenda is a key challenge for local authorities. We lead the delivery at local level on policy and targets as outlined in national Climate Change, Energy, Waste and Fuel Poverty strategies. This ensures we proactively address climate change issues, tackle pollution, minimise energy consumption, reduce and recycle waste, and promote low energy, and active transport options.

## Performance Summary for 2018/19

Perth & Kinross Council and Bertha Park Ltd worked collaboratively through a clear partnership approach to progress the Bertha Park Strategic Development Site from conception, through Masterplan and to delivery of the first residential units within 5 years. This approach has supported the delivery of Phase 1 of the Perth Transport Futures project, the new Bertha Park Secondary School as well as future delivery of 3,000 dwellings including 750 affordable houses and 25 hectares of employment land. This commitment to partnership working was recognised at the Scottish Awards for Quality in Planning 2018 with an award under the Partnership Category.

The supply of effective housing land has supported an increase in house completion rates during 2018-19 to a level similar to pre recession performance. We have exceeded our annual new build target of 550 units by delivering a total of 605 homes:

- 414 private housing properties
- 191 social rented houses, of which 68 are council homes
- Invested circa £10m on council houses across Perth and Kinross area

Phase 1 of the Perth Transport Futures Project has provided a new link road from the A85 across the A9 dual carriageway and River Almond into Bertha Park. This was recognised on the Social Value Portal as an effective approach to delivering on social value which involved engaging the local community, engagement events at schools, work placements, creation of 16 apprentices, graduates and trainees as well as raising funds for local charities. The specimen design for Phase 2 (the Cross Tay Link Road) is being developed and £40m funding has been secured, adding to the committed Council resources.

Once implemented these will reduce congestion and improve air quality whilst opening up opportunities for the sustainable economic growth of the City of Perth.

We contribute to the sustainable use of resources, by continuing to be one of the leading Council's in Scotland in achieving high levels of diversion of municipal waste from landfill (53%) This generates financial savings, and provides recycled materials for manufacturing, minimising the need to use raw materials. We developed a set of new initiatives which were approved by Committee, to increase our landfill diversion levels, to meet upcoming Scottish Government targets and upcoming legal requirements. This includes extending our kerbside recycling facilities, and increasing our support for separation of materials at recycling centres.

We participated in pilot studies relating to the development of Local Heat and Energy Efficiency Strategies (LHEES), with support from Scottish Government and the Scottish Cities Alliance. These studies investigated methods for the identification and targeting of energy efficiency measures such as demand reduction and district heating schemes. Our study is now coming to a close and lessons learned will be shared with both Scottish Government and other local authorities to help develop robust methodologies to enable wider roll out across Perth & Kinross. Development and implementation of LHEES is likely to become a statutory duty after the transition period ends in 2020.

Our Flooding team completed the Almondbank Flood Protection Scheme with £25m of works undertaken, to give reassurance and protection to households and businesses in the local area.

We successfully bid to be part of Scottish Government "Can-Do " funded competition to investigate the application of Smart Energy Networks across the PKC estate. Smart Grids can ensure the best possible balance between renewable generation, storage and

utilisation. They have the potential to deliver energy related cost savings as well a possible revenue generation. Five private sector teams are currently developing models of potential prototype systems.

We engage closely with many rural communities to support local resilience, which prepares them to be ready for extreme weather, flooding, power outages or any other disruption to normal activities. Participation has reached the highest level - 24 community groups now have resilience plans in place, and tailored support has been provided to other groups to enhance their local capability.

Our Food Safety team achieved the Customer Service Excellence standard for the 20<sup>th</sup> year in a row, demonstrating the continued dedication of the team to delivering the highest standards of customer focus and public protection.

With the support of additional investment in 2018/19 our Traffic and Network team led the introduction of 63 vehicle activated speed signs, 3 formal pedestrian crossings (with up to a further 14 designed for planned installation in 2019/20), 4 new rural footways/cycleways, 8 town street audits, and speed mitigation measures in Braco and on the A977.

The Council, with financial assistance from Transport Scotland, continues to roll out electric charging stations across Perth and Kinross. There have been 10 installations completed in a number of rural towns and villages across Perth & Kinross.

During 2018/19, the Safer Communities Team supported 203 clients under Community Payback Orders to undertake Unpaid Work in local communities amounting to 28,472 hours.

In 2018/19, we completed 63 projects through Estate Based Initiatives. Through our environmental improvements programme, we also invested £500,000 across Perth & Kinross to improve the safety and appearance of localities. Works included the repair and reconstruction of perimeter/retaining walls, improvements to footpaths, secure door entry upgrades, retardant paint in blocks of flats, new perimeter fencing and car park re-surfacing.

The wider impact on people involved in these activities include reduced social isolation through participation in a range of activities, enhanced feelings of safety within communities, enhanced wellbeing through the range of environmental improvements and enhanced confidence, communication and community belonging.

We have reduced energy consumption in PKC buildings. Carbon dioxide emissions for 2018/19 were 15% lower than the same period in 2017/18. Emissions continue to fall due to actions taken by Property Services (maximum heating temperatures, lighting upgrades etc) aided by using electricity from more sustainable sources.

Through the Tay Cities Deal, we successfully made the case for funding of a Low Carbon Transport Hub at Broxden. This will include provision for hydrogen fuelling as a potential route to the decarbonisation of transportation. We will continue to develop the business case around this. In addition, we will advocate a wider regional approach to the development of this strategic resource, developing close collaboration with Tay City Deal Partners, and potential private sector stakeholders, linking to emerging renewable energy developments and laying the foundations for infrastructure deployment.

From our monitoring, exceedances of national air quality objectives have been identified within the high street corridor in Crieff. Following extensive analysis and consultation, a comprehensive draft Air Quality Action Plan (AQAP), which detailed the short and long term improvement measures to tackle air quality issues, was agreed by the Environment and Infrastructure Committee in September 2018.



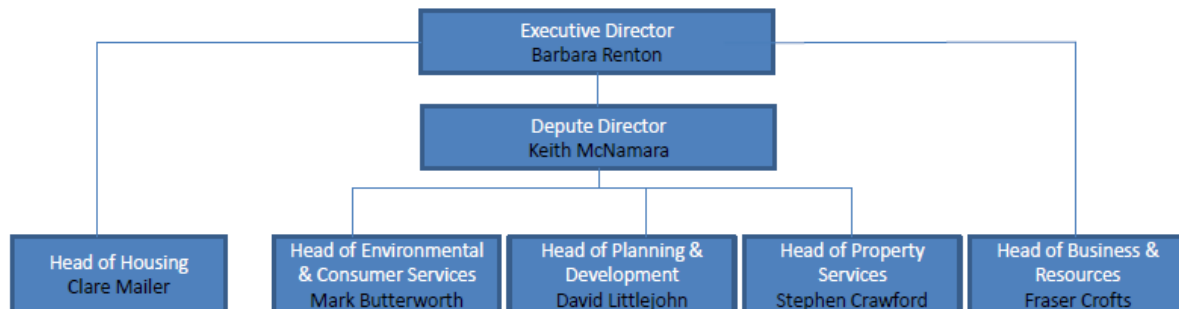
## Our Focus for 2019/20

- Develop a new Climate Change Strategy for Perth and Kinross, setting out our plans and actions to lower our carbon usage, reduce our costs, and meet our obligations on upcoming regulatory requirements.
- Further reduce, reuse and recycle municipal waste, to meet Scottish Government targets of 60% recycling/composting of municipal waste by 2020 and assist in meeting the ban on biodegradable waste to landfill by 2021.
- Develop major infrastructure projects which aim to protect communities from the impact of climate change (Comrie Flood Protection); promote sustainable travel while improving traffic congestion and air quality in Perth City Centre (Cross Tay Link Road); and develop sustainable transport solutions (Low Carbon Transport Hub at Broxden)



### 3. ORGANISED TO DELIVER

#### Senior Management Structure of the Service



#### Customer Focus and Community Engagement

As a customer focussed organisation, we continually explore improved ways to ensure that the needs of our service users are at the heart of service design and delivery.

We employ a wide range of methods of engagement, ranging from information sharing to consultation and active engagement, where we design and deliver services with our communities. The consultation process on the Local Development Plan was recognised as a model of good practice which offered a wide range of opportunities for the public to have their input.

There are many examples of our employees helping local communities to develop their skills, abilities and capacity to address their own needs, such as Local Action Partnerships, Local Resilience Partnerships, Bloom Groups and Estate Based Initiatives.

We recognise that our expertise and levels of engagement are not uniform across the Service, and have developed a new Policy and Framework for Consultation and Engagement, where we can use best practice to drive a consistent approach throughout Housing & Environment. The new corporate Consultation Hub is an example of one tool we can use support better engagement with our communities.

Our customer surveys show high satisfaction levels amongst the majority of responders, although keeping customers up to date on progress with their enquiries remains an area for improvement. We will continue to develop new approaches to effectively manage both current and future demand for our services and keep our customers informed of progress. For example, our roads safety priorities are now assessed on an objective scoring basis and the relative priority of each scheme will shared publicly online this year.

Our regulatory activities such as Environmental Health, Development Management and Building Standards can seem complex to users of these services. We need to balance ensuring regulatory standards are maintained with taking a customer focussed approach to support users of the service through these legislative processes.

Tenant satisfaction results for “opportunities for tenants to participate in decision making” are sector leading at 99%. We offer a wide range of opportunities for tenants to participate and through ongoing engagement with our tenants, they determine our annual service priorities and their level of rent increase each year. This year, the number of tenants who voted on proposed rent levels increased by 298% to 1,064 from the previous year.

Our Service Review and Evaluation (SURE) Team continue to review the services we provide and have recently concluded an evaluation of our Tenement Management Scheme, making recommendations for further improvement. We continue to deliver the Tenant and Resident Participation Strategy. This year, we introduced two new tenant/staff working groups around the monitoring of our Housing Revenue Account Monitoring Group and our Tenant and Resident Participation Strategy.

Narrowing inequalities gaps and building family and community capacity are challenges which sit at the heart of our role as public servants. By focussing on dealing with the symptoms of disadvantage and inequality by tackling their root causes, we make a difference to our most vulnerable citizens to give people an equal chance in life while balancing the sustainable use of public resources.

This has been demonstrated through the successes of our sector-leading Home First initiative which we are taking to the next stage through our Rapid Rehousing Plan. Housing and Environment Staff are leading on a joint approach with NHS to develop a Child Poverty Action Plan for Perth & Kinross. We will extend this proactive approach, wherever possible, to systematically embed preventive interventions across all our services.

#### **Our priorities are to:**

- Roll out the new consultation and engagement approach for Housing & Environment approved at Strategic Policy Resources Committee in April 2019.
- Further integrate our systems and processes to incorporate customer and citizen feedback into service delivery improvement., using a clear “You Said, We Did” approach.

## **Preparing our People for the Future**

At the very heart of Housing and Environment is the commitment and dedication of those who work in the Service. We have collectively focussed on leadership, organisational culture and employee engagement to support the integration of our new Service to manage the pace and scale of reform and retain our talented and dedicated workforce.

We are committed to supporting and maintaining a high performing workforce with the capabilities and resilience to meet the changing demands of public service delivery. We do this through shared learning and ensure time for our people to develop, and reflect on how we need to change - ‘time for reflection’ is one of the seven themes of the Service’s culture and ethos.

We support learning and development, particularly in areas such as digital skills, commercial/ entrepreneurial activity and community capacity building - developing new working relationships with our communities and promoting fairness - as well as working across organisational boundaries as more services are delivered on a collaborative basis.

We will continue our work on restructuring the service to ensure that job roles are flexible and responsive to the changing needs of the organisation. Recent developments with our job families initiative have contributed to this flexible approach. This will provide opportunities for personal and professional development, create opportunities for employees to fully participate and develop leadership at all levels. Succession planning and growing our own will continue to be a focus as we seek to develop strong leaders and a responsive workforce to navigate the complex challenges to transform service delivery.

We recognise the pressures on recruiting and retaining people in several key work areas and we will build on our successes with Graduate Trainees and Modern Apprentices to attract more young people into our work activities.

Sustaining effective employment relationships is vital as we collectively build a relationship of trust to create the conditions for fair work, equality, diversity, dignity and respect.

#### **Our priorities are to:**

- further develop and implement our employee engagement programme led by a cross Service working group to establish a shared understanding of our purpose, to further embed our culture and ethos and have a shared understanding of how we all contribute to deliver the best possible service.
- progress our approach to workforce planning and organisational development to identify and develop talent at all levels and promote staff development and succession planning supported by job families.

## **Partnership Working**

We continue to look for collaborative working opportunities with other Councils to unlock efficiencies, share best practice and potentially allow us to offer services to our communities that could otherwise be unachievable in the current financial climate. This approach is evident in the collaborative work undertaken to secure the Tay Cities Deal and the establishment of the new Roads Network Partnership.

We also work in partnership with local, national developers, housing associations and the Health & Social Care Partnership. This is to extend the supply of affordable mainstream and social housing to design and build homes that meet the needs of people now, and in the future, so that people can live as independently as possible and live life well.

A practical example of successful partnership at locality level is the improved local resilience to severe weather events through the development of 24 Local Resilience Partnerships with rural communities. Further opportunities to work more closely in partnership with local communities have been developed, through our contribution to Local Action Partnerships, in areas such as transport in the community. A new Perth & Kinross Community Transport group, led by community representatives has been established, with support from our staff.

#### **Our priorities are to:**

- contribute to the development of the Perth & Kinross Offer while continuing to support the Local Action Partnerships in the co-ordination and delivery of priority needs for local areas, through their Local Action Plans, to encourage active, self-sustaining and resilient communities.
- continue to support the Health & Social Care Partnership in the delivery of the outcomes within their strategic commissioning plan.

## Financial and Resource Management

Housing and Environment manages a gross annual revenue budget of £134m and a 10 year capital budget of c£400m. The Housing Revenue Account has an annual revenue budget of £30m and a 5 year capital allocation for investment of £68m.

As part of the Budget Setting process for 2019/20, we received additional funding for priorities including economic development and road safety. This will be delivered through planning and appropriate allocation of resources to best realise the intended benefits.

We face the ongoing challenge of meeting an ever increasing demand for high quality services, with decreasing resources both in terms of funding and staff. In addition, we are responding to market pressures for some of our income generating services - for example Commercial Property, planning and building warrants and recycled waste - as well as having to meet the cost of contract inflation and inflationary increases for core service provision.

Our approach to asset management and rationalisation is a key part of our response to the financial challenges. One of our strengths is the ownership our staff have for managing capital and revenue budgets, with financial decisions being made by staff closest to the delivery of services.

Supporting our tenants to maximise their incomes and meet their rent obligations continues to be challenging as many households on low incomes are struggling to meet their daily living costs. The impact of universal credit is evident in our arrears levels and we are progressing a range of measures to support our tenants. We continue to monitor the effects of universal credit and financial hardship on our tenants, as well as the HRA business plan, to ensure we are planning effectively and mitigating these impacts.

A key element of our strong financial management has been our transformation and service redesign programme. We are focussed on delivering our existing transformation reviews and recognise the need to develop further transformative opportunities for innovation, such as shared working and digital services to respond to the financial challenges ahead.

### Our priority is to:

- ensure the Service makes best use of the resources allocated to it (financial, IT, people, assets) in delivering on the priorities and outcomes set out in this document.

## Performance, Self Evaluation and Risk Management

Our ambitious objectives were agreed jointly through engagement with our staff. These are critical to ensuring Housing and Environment delivers on the Council's, and the Community Planning Partnership's, wider strategic ambitions.

Performance plans are developed from this Business Management and Improvement Plan (BMIP) into team plans and individual work plans. The Senior Management Team is accountable and responsible for the delivery and review of BMIP outcomes and objectives. We have revised our Performance Framework to further enhance our systematic approach.

Progress is regularly monitored at the Executive Officer Team, Corporate Management Group, the Service Management Team, Service Committees, as well as Divisional and Team meetings. The Scrutiny Committee also has a valuable role to play in monitoring our performance.

This development of our APR and BMIP has been informed by the 'How Good is our Council?' toolkit, which allows us to reflect on and assess our performance and identify areas for improvement. Our priorities are also influenced by the outcome of external inspection reports from scrutiny bodies, customer feedback, and the employee survey and engagement sessions.

We undertake a range of benchmarking activities through forums such as the Scottish Housing Network; Housemark; Association of Public Service Excellence; the Local Government Benchmarking Framework and its family groups including Active Asset Management. This allows us to measure our performance at a national level, and identify innovative and new ways of working to drive improvement.

As our services are publicly funded, we are accountable to the public for the spending decisions we make and the services we deliver. Through our public performance reporting arrangements, we continue to raise awareness of our services, how well we are doing and where we need to improve.

Risk management is embedded within the day to day operations of the Service and forms part of our Performance Management Framework. We have developed a risk profile for the new Service which is regularly reviewed in line with the Council's risk management policy and procedures, ensuring risks are also escalated to the appropriate forum. For example, the risk identified through our process around the exit from the European Union was escalated and a collaborative approach to agree mitigating actions was taken across the Council and its Community Planning Partners.

| Strategic Objective                                                                                                                                                          | Service Risk                                                                                                                                                                                                                                                                           | Residual Risk |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------|-------|
|                                                                                                                                                                              |                                                                                                                                                                                                                                                                                        | Impact        | Prob. | Score |
| Promoting a prosperous, inclusive and sustainable economy                                                                                                                    | As a result of the withdrawal from the EU with "No Deal" there is a risk of economic downturn and a reduction in housebuilding, business expansion and investment as well as the availability of skilled staff.                                                                        | 4             | 5     | 20    |
|                                                                                                                                                                              | As a result of reduction in general fund settlements, there is a risk there is less funding for universal discretionary and regulatory services impacting on our ability to meet current and future demands, expectations and standards.                                               | 3             | 5     | 15    |
|                                                                                                                                                                              | Without strong stakeholder engagement, there is a risk that we fail to deliver on the expectations of the Community Empowerment Act                                                                                                                                                    | 3             | 3     | 9     |
| Creating a safe and sustainable place for future generations                                                                                                                 | As a result in changes in demographics of the population, there is a risk that our housing stock (new and old) does not meet the needs of the population, impacting on the delivery of key service and council objectives                                                              | 3             | 5     | 15    |
| Organised to Deliver                                                                                                                                                         | As a result of the pace of technological developments, there is a risk that we fail to keep up and invest in technologies impacting on our ability to meet stakeholders' expectations as well as the inability to streamline our processes and address inequity in access to services. | 3             | 3     | 9     |
| <b>KEY : Impact:</b> 1 - Insignificant 2 - Minor 3 – Moderate 4 – Major 5 – Critical<br><b>Probability:</b> 1 – Rare 2 – Unlikely 3 – Possible 4 – Likely 5 – Almost Certain |                                                                                                                                                                                                                                                                                        |               |       |       |

**Our priority is to:**

- embed our Performance Management Framework controls across Housing and Environment to evidence that performance is driving improvement and to understand the reasons why this is not the case.

## **Health and Safety**

We fulfil the corporate role to support the entire organisation in meeting its legal obligation as well as providing a duty of care to employees and people who may be affected by our activities.

We follow the corporate governance arrangements for Health, Safety and Wellbeing and ensure that staff and elected members across the Council are familiar with the Corporate Occupational Health and Safety Policy, and guidance.

We consult with all staff through the Service Health & Safety Consultative Committee. Membership of the Committee includes senior managers from every area within the Service as well as safety representatives from all the trade unions.

As part of our self-evaluation, we are taking a fresh look at the way our health and safety team assist colleagues in services meet their responsibilities to ensure, this assistance is practical and customer focussed.

Health and Safety performance is regularly reported to individual management teams and is included within the key performance monitoring process to the Senior Management Team. The Health & Safety team will also continue to support all Services and the Corporate Health and Safety Committee in the delivery of their functions.

**Our priority is to:**

- review the application of Health & Safety Policy and Management arrangements to ensure the corporate Health & Safety team provides a customer focused approach, while ensuring safety standards are maintained.

## 4. SERVICE IMPROVEMENT PLANS

The following section provides an update on Service Improvement Plans for 2018/19 and the key areas for focus in 2019/20.

### Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                     | Key High Level Actions                                                                                                                                        | Delivery Time-scales | Comments on Key Actions and Outcomes Delivered                                                                                                      |
|------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic Objective:</b>                                |                                                                                                                                                               |                      |                                                                                                                                                     |
| Developing a Prosperous, Inclusive and Sustainable Economy | Continue the Commercial Property Investment Programme<br>(E & I Committee)                                                                                    | 31 March 2019        | Continues to be delivered in line with approved programme. A revised CPIP will be submitted to Committee in 2019.                                   |
|                                                            | Support the delivery of the Perth City Plan<br>(E & I Committee)                                                                                              | 31 March 2019        | Plan reviewed in September 2018 and a number of enhancements and revisions required. Revised Plan to be considered by the Board by 2019.            |
|                                                            | Deliver the projects agreed through the Tay Cities Deal<br>(E & I Committee)                                                                                  | 31 March 2019        | Heads of Terms signed and planning underway to support delivery.                                                                                    |
|                                                            | Complete the A9/A85 link road, and continue to develop the Cross Tay Link Road<br>(E & I Committee)                                                           | 31 March 2019        | A9/A85 - Completed – Officially opened on 1 February 2019.<br>Cross Tay Link Road – Design work is progressing.                                     |
|                                                            | Complete and publish the updated Local Development Plan<br>(E & I Committee)                                                                                  | 31 March 2019        | Plan published in September 2018 – adoption post examination by a Reporter appointed by the Scottish Ministers is expected late Summer 2019.        |
| Independent, Healthy and Active Lives                      | Ensure we are supporting the implementation of Full Service Universal Credit<br>(H & C Committee)                                                             | 31 March 2019        | Introduced the tenancy sustainment fund.<br>Continue to monitor the impact of UC and undertake analysis.<br>Appointed peripatetic Housing Officers. |
|                                                            | Delivery of the key priority areas outlined within the Local Housing Strategy<br>(H & C Committee)                                                            | 31 March 2019        | Progress update presented to Housing & Communities Committee 15 May 2019                                                                            |
|                                                            | Delivery of a range of Estate Based Initiative projects identified and prioritised in consultation with tenants across Perth and Kinross<br>(H & C Committee) | 31 March 2019        | 63 projects delivered throughout Perth & Kinross                                                                                                    |



## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                       | Key High Level Actions                                                                                                                                                     | Delivery Time-scales | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic Objective:</b>                                  |                                                                                                                                                                            |                      |                                                                                                                                                                                                                               |
|                                                              | Support the delivery of the Fairness Commission's Fairer Futures report<br>(H & C Committee)                                                                               | 31 Dec 2018          | Developing P&K Child Poverty Action Report<br>Maintained affordable rents                                                                                                                                                     |
|                                                              | Produce a Rapid Rehousing Transition Plan<br>(H & C Committee)                                                                                                             | 31 March 2019        | Plan submitted to Scottish Government and reported to Housing & Communities Committee – 23 January 2019                                                                                                                       |
|                                                              |                                                                                                                                                                            |                      |                                                                                                                                                                                                                               |
| Creating a Safe and Sustainable Place for Future Generations | Complete the Crieff Air Quality Action Plan<br>(E & I Committee)                                                                                                           | 31 March 2019        | Public consultation concluded and final plan to be submitted to Committee in August 2019.                                                                                                                                     |
|                                                              | Create a new "Transport in the Community" Group with local community groups, and with expert support, to develop new community transport initiatives.<br>(E & I Committee) | Dec 2018             | Group established and chaired by a community representative.                                                                                                                                                                  |
|                                                              | Produce a revised Road Safety Plan                                                                                                                                         | 31 March 2019        | Led by the Scottish Fire & Rescue Service through the Community Planning Partnership Plan                                                                                                                                     |
| Governance and Management                                    | Complete the management review following the merger of two Services into Housing and Environment                                                                           | 31 March 2019        | Head of Service review complete and posts filled. Work is ongoing in relation to the overall service structure.<br><br>Aims, objectives along with culture and ethos work undertaken and is ongoing across the whole service. |
| Customer Focus and Community Engagement                      | Integrate systems and processes from two former Services to ensure consistent monitoring and reporting of complaints, requests and feedback                                | 31 March 2019        | A revised Performance Management Framework has been approved and work is ongoing to embed throughout the Service.                                                                                                             |
|                                                              | Ensure effectiveness of feedback loops to keep customers up to date with progress on their requests                                                                        | 31 March 2019        | New policy approach to customer consultation and engagement developed by H&E Service.                                                                                                                                         |
|                                                              | Review consultation and engagement approaches, ensuring consistency and good practice across all parts of Housing and Environment                                          | 31 March 2019        | Engagement Strategy to be updated to reflect the outcome of the development of the P&K Offer.<br><br>Consultation and feedback to our customers will be through the new PKC Consultation Hub.                                 |
|                                                              |                                                                                                                                                                            |                      |                                                                                                                                                                                                                               |



## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19 | Key High Level Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Delivery Time-scales | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic Objective:</b>            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Preparing our people for the Future    | <p>Develop and implement a service specific plan with particular emphasis on:</p> <ul style="list-style-type: none"> <li>Bringing the new service together in terms of culture, strategy, structure, synergy and systems</li> <li>Continuously improving how we engage, communicate and value contribution</li> <li>Ensuring fair work and wellbeing</li> <li>Developing skills in priority areas of commercial, business, digital, community engagement and equality/diversity</li> <li>Managing skills requirements in areas of growth and hard to fill roles (flexible workforce/transferable skills – linked to job families)</li> </ul> | 31 March 2019        | <p>Plan implemented with culture and ethos established for the Service – designed and agreed via engagement with staff.</p> <p>New Service structure developed and shared with staff via large scale engagement activities in December 2018. Phase 1 of new structure implemented with the appointment of Heads of Service - January 2019</p> <p>Staff have integrated systems relating to risk management, performance monitoring, consultation &amp; engagement, and human resources support</p> <p>Several staff engagement sessions held to develop Service approaches in business approach, engagement and empowerment.</p> |
| Preparing our people for the Future    | Develop our approach to workforce planning to ensure a suitable supply of qualified employees                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 31 March 2019        | Modern Apprentices and Graduate trainees appointed in areas where there are recruitment challenges such as Traffic, Structures & Flooding, Fleet Maintenance, Regulatory Services.                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                        | Prepare a communications plan to manage the integration of the new Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 30 Sept 2018         | Communications plan prepared and implemented. Communications delivered through a range of means such as delayed office opening sessions, blogs, 'H&E News', H&E ERIC site, videos, service engagement sessions, visits to teams by Director/ Depute                                                                                                                                                                                                                                                                                                                                                                              |
| Partnership and Collaborative working  | Support the five Action Partnerships in the coordination and delivery of priority needs for local areas, evidence this through Local Action Plans and follow up support activities by Housing and Environment                                                                                                                                                                                                                                                                                                                                                                                                                                | 31 March 2019        | Action Partnerships are supported to tackle local issues regarding public transport, road safety, housing supply and digital connectivity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19 | Key High Level Actions                                                                                                                                                                                                                          | Delivery Time-scales         | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic Objective:</b>            |                                                                                                                                                                                                                                                 |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                        | Implement the collaboration with Dundee and Angus Councils for Roads Network, Street Works and Traffic Signals Management (E & I Committee)                                                                                                     | 1 Nov 2018                   | Continue to monitor progress – revised implementation date 1 May 2019.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                        | Develop further collaborative opportunities with other local authorities                                                                                                                                                                        | 31 March 2019                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                        | Support the delivery of the Council's capital programme to achieve objectives in project delivery and spend. (E & I Committee)                                                                                                                  | 31 March 2019                | Officers continue to deliver the capital programme with support from the Capital Programme Office                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                        | Deliver on the Transformation Reviews being led by Housing and Environment: <ul style="list-style-type: none"> <li>Property Asset Management</li> <li>Housing Repairs</li> <li>Equip, Engage, Empower</li> <li>Sponsorship of Assets</li> </ul> | As per individual timescales | Work is ongoing to deliver these transformation reviews.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                        | Develop proposals for future service improvement and transformational activities                                                                                                                                                                | As per individual timescales | <p>New Rapid Rehousing Plan developed - December 2018</p> <p>New approach to improved prioritisation of road safety requests approved by E&amp;I Committee - March 2019</p> <p>New Cycling Masterplan developed, to transform key routes into Perth city and support modal shift from car use and approved by E&amp;I Committee - March 2019</p> <p>New collaboration with Dundee City and Angus Councils for roads network and urban traffic control approved by E&amp;I Committee November 2018</p> <p>Proposals developed to expand commercial waste and recycling services to generate additional income.</p> |
|                                        |                                                                                                                                                                                                                                                 |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                   | Key High Level Actions                                                                                                                                                                                       | Delivery Time-scales | Comments on Key Actions and Outcomes Delivered                                                |
|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------------------------------------------------------------------------------|
| <b>Strategic Objective:</b>                                                              |                                                                                                                                                                                                              |                      |                                                                                               |
| Performance, Self-Evaluation and Risk Management                                         | Integrate performance monitoring, reporting and publishing                                                                                                                                                   | 1 Nov 2018           | Performance Management Framework approved.                                                    |
|                                                                                          | Ensure a robust approach to benchmarking is taken across all parts of Housing and Environment                                                                                                                | 31 March 2019        | This will be further developed through the embedding of the Performance Management Framework. |
|                                                                                          | Complete the new risk profile for Housing and Environment                                                                                                                                                    | 1 Nov 2018           | Completed and built into the Service Performance Risk Management Framework                    |
| Giving every child the best start in life & Developing responsible and informed citizens | In collaboration with partners develop and publish our Local Child Poverty Action Report (H & C Committee)                                                                                                   | July 2019            | Head of Housing                                                                               |
|                                                                                          | Deliver planned investment in new schools, play areas and community greenspaces and road safety measures. (E & I Committee)                                                                                  | March 2020           | Head of Property<br>Head of Environmental & Consumer Services                                 |
|                                                                                          | Continue active engagement with partners to deliver community benefits in the form of training, employability skills and work placements as a dividend of the Council's capital investment (E & I Committee) | March 2020           | Senior Management Team                                                                        |
| Promoting a prosperous, inclusive and sustainable economy                                | Continue the Commercial Property Investment Programme (E & I Committee)                                                                                                                                      | Ongoing              | Head of Planning & Development                                                                |
|                                                                                          | Support the delivery of the Perth City Plan (E & I Committee)                                                                                                                                                | Ongoing              | Head of Planning & Development                                                                |
|                                                                                          | Commence the delivery of the projects agreed through the Tay Cities Deal (E & I Committee)                                                                                                                   | 2022                 | Head of Planning & Development                                                                |
|                                                                                          | Develop the Cross Tay Link Road (E & I Committee)                                                                                                                                                            | 2023                 | Head of Planning & Development                                                                |
|                                                                                          | Complete St Paul's Church and Creative Exchange projects (E & I Committee)                                                                                                                                   | 2019/20              | Head of Property                                                                              |
|                                                                                          | Deliver the £1.9m Town Centre Fund and set up the Perth City Centre Action Group (E & I Committee)                                                                                                           | March 2020           | Head of Planning & Development                                                                |
|                                                                                          |                                                                                                                                                                                                              |                      |                                                                                               |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                          | Key High Level Actions                                                                                                                                                                                                                                        | Delivery Time-scales | Comments on Key Actions and Outcomes Delivered |
|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------------------------------------------|
| <b>Strategic Objective:</b>                                     |                                                                                                                                                                                                                                                               |                      |                                                |
|                                                                 | Engage with investors to support the investment and delivery of an additional hotel capacity within Perth City (E & I Committee)                                                                                                                              | March 2020           | Head of Planning & Development                 |
|                                                                 | Deliver the priorities economic development activity in this BMIP (E & I Committee)                                                                                                                                                                           | Ongoing              | Head of Planning & Development                 |
| Supporting people to live independent, healthy and active lives | In collaboration with the Health & Social Care Partnership, develop and progress actions within the Independent Living Plan (H & C Committee)                                                                                                                 | March 2020           | Head of Housing                                |
|                                                                 | Implement the recommendations outlined within our Rapid Rehousing Transition Plan (RRTP) (H & C Committee)                                                                                                                                                    | March 2020           | Head of Housing                                |
|                                                                 | Through joint working with Live Active develop a robust business case for a redeveloped Perth leisure Pool facility as well as submitting a comprehensive bid to the Sustrans Community Links fund to deliver a cycle network around Perth. (E & I Committee) |                      |                                                |
|                                                                 | Continue to take forward actions within Air Quality plans (E & I Committee)                                                                                                                                                                                   |                      | Head of Environmental & Consumer Services      |
|                                                                 | Develop a new Climate Change Strategy for Perth and Kinross (E & I Committee)                                                                                                                                                                                 |                      | Head of Environmental & Consumer Services      |
|                                                                 | Further reduce, reuse and recycle municipal waste (E & I Committee)                                                                                                                                                                                           |                      | Head of Environmental & Consumer Services      |
|                                                                 | Develop major infrastructure projects – Comrie flood protection, promote sustainable travel and develop sustainable transport solutions (E & I Committee)                                                                                                     |                      | Head of Environmental & Consumer Services      |
|                                                                 |                                                                                                                                                                                                                                                               |                      |                                                |
| Organised to Deliver                                            | Further embed our Engagement & Communication strategy across the Service                                                                                                                                                                                      | March 2020           | Depute Director                                |
|                                                                 | Further integrate our systems and processes to incorporate customer and citizen feedback into service delivery improvement                                                                                                                                    |                      |                                                |
|                                                                 | Further develop our employee engagement programme                                                                                                                                                                                                             | March 2020           | Depute Director                                |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19 | Key High Level Actions                                                                                    | Delivery Time-scales | Comments on Key Actions and Outcomes Delivered |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------|----------------------|------------------------------------------------|
| <b>Strategic Objective:</b>            |                                                                                                           |                      |                                                |
|                                        | Progress our approach to workforce planning and organisational development                                | March 2020           | Depute Director                                |
|                                        | Contribute to the development of the Perth & Kinross Offer                                                | March 2020           | Depute Director                                |
|                                        | Deliver on existing transformation review and generate proposals for further innovations and efficiencies | March 2020           | Senior Management Team                         |
|                                        | Embed our Performance Management Framework across the Service                                             | March 2020           | Senior Management Team                         |
|                                        | Review our Health & Safety Policy and Management arrangements                                             | March 2020           | Head of Business Resources                     |

The following section provides a performance update on key performance indicators for 2018/19.

**GIVING EVERY CHILD THE BEST START IN LIFE & DEVELOPING, RESPONSIBLE AND INFORMED CITIZENS**

**Key Performance Indicators for 2018/19**

*(Data covering to year end unless otherwise stated)*

| Indicator (Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Performance |         |         | Targets                                                                     |         |         |         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|-----------------------------------------------------------------------------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2016/17     | 2017/18 | 2018/19 | 2018/19                                                                     | 2019/20 | 2020/21 | 2021/22 |
| Number of families presenting as homeless (Housing and Communities Committee)                                                                                                                                                                                                                                                                                                                                                                                             | 319         | 306     | 232     | Regulatory guidance advises the setting of targets would not be appropriate |         |         |         |
| <b>Comments on performance during 2018/19 and targets:</b> Through a continued focus on intervening early and supporting households to prevent homelessness, we have reduced the number of families presenting as homeless this year. The impact of this has been to reduce the stigmas and experience of homelessness for many families, ensuring that current accommodation is sustained or that suitable alternative housing is identified before homelessness occurs. |             |         |         |                                                                             |         |         |         |
| Number of overcrowded households (Housing and Communities)                                                                                                                                                                                                                                                                                                                                                                                                                | 115         | 108     | 109     | 99                                                                          | 110     | 105     | 100     |
| <b>Comments on performance during 2018/19 and targets</b><br>The number of overcrowded households fluctuates as the composition of applicants households change e.g. due to births, relationship changes etc. We will, however, continue to focus on allocations of larger properties through our Housing Options approach and by maximising vacancy chains created through new builds and buy backs.                                                                     |             |         |         |                                                                             |         |         |         |

## PROMOTING A PROSPEROUS, INCLUSIVE AND SUSTAINABLE ECONOMY

### Key Performance Indicators for 2018/19

(Data covering to year end unless otherwise stated)

| Indicator (Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Performance |         |         | Targets |         |         |         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2016/17     | 2017/18 | 2018/19 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| Gross arrears as a % of gross rent due for the reporting year<br>(Housing and Communities Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 10.05       | 10.38   | 10.38%  | 9       | 8.75    | 8.5     | 8.5     |
| Rent collected as a % of the total rent due in the reporting year<br>(Housing and Communities Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 99.59       | 98.73   | 98.57%  | 100     | 98.6    | 98.7    | 98.8    |
| <p><b>Comments on performance during 2018/19 and targets:</b> In June 2018, we moved to full service Universal Credit (UC) which has had a major impact on rent arrears and rent collection. In some cases, the payment received from DWP for Managed Payments can take up to 8 weeks resulting in a degree of technical rent arrears.</p> <p>The increase in arrears levels is similar to other Councils who moved to full service earlier in the roll out. Close monitoring and management of arrears levels, collection rates and the impact of UC continues. This pro-active approach ensures we are mitigating, wherever possible, the impacts of UC on our tenants and the HRA business plan.</p> <p>During the year, the Council wrote off a higher level of former tenant arrears. This approach was in line with that taken nationally and will be reflected in our gross arrears in 2019/20. (<i>Scottish Averages Gross Rent Arrears 5.2% and 99.4% for Rent Collection</i>)</p> |             |         |         |         |         |         |         |

| Indicator (Source)                                                                                                                                                                | Performance |         |                   | Targets |         |         |         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|-------------------|---------|---------|---------|---------|
|                                                                                                                                                                                   | 2016/17     | 2017/18 | 2018/19           | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| Economic impact of events supported by the Council<br>(Environment and Infrastructure Committee)                                                                                  | -           | £9.6m   | £11.6 m           | £10m    | £11m    | £12m    | £13m    |
| Number of new businesses started up with support from Business Gateway<br>(Environment and Infrastructure Committee)                                                              | -           | 321     | 241<br>(Feb 19)   | 300     | 325     | 330     | 330     |
| No. of businesses supported by a growth programme<br>(Environment and Infrastructure Committee)                                                                                   | -           | 40      | 18<br>(Feb 19)    | 40      | 45      | 50      | 55      |
| Perth City Centre Footfall (Nos) % above the national level<br>(Environment and Infrastructure Committee)                                                                         | 9.2%        | 5.8%    | 1.9%<br>(Feb 19)  | 4.0%    | 4.0%    | 4.0%    | 4.0%    |
| % of vacant retail units in Perth City Centre<br>(Environment and Infrastructure Committee)                                                                                       | 9.2         | 9.4     | 7.9<br>(Feb 19)   | 9.2     | 9.0     | 8.8     | 8.5     |
| Area of available Serviced business land (Ha)<br>(Environment and Infrastructure Committee)                                                                                       | 48.6        | 81.2    | Avail.<br>June 19 | 14.9    | 14.9    | 14.9    | 14.9    |
| % of Scottish average monthly earnings<br>(Environment and Infrastructure Committee)                                                                                              | 98.5        | 94.6    | 94.2              | 95      | 97      | 98      | 100     |
| % of working age population unemployed, based on the Job Seekers Allowance claimant count<br>(Environment and Infrastructure Committee)                                           | 1.1         | 1.1     | 0.8%<br>(Feb 19)  | 1.0     | 1.0     | 1.0     | 1.0     |
| No. of unemployed people supported into work as a result of Employability programmes supported by the Housing & Environment service<br>(Environment and Infrastructure Committee) | 425         | 449     | 391<br>(Feb 19)   | 450     | 460     | 475     | 500     |
| % of residential and business premises with access to Next generation broadband<br>(Environment and Infrastructure Committee)                                                     | 71.2        | 83.9    | 84.9%             | 90      | 95      | 97      | 100     |
| % of employees paid Living Wage                                                                                                                                                   | 21.6        | n/a     | 20.4              | 20.5    | 20      | 19.5    | 19      |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |  |  |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|--|--|
| (Environment and Infrastructure Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |  |  |  |  |  |  |
| <p><b>Comments on performance during 2018/19 and targets:</b> Performance across all employability projects in 2018/19 has been strong. Throughout this year, the service delivered has changed constantly owing to additional funding drawn down from Scottish Government Innovation and Integration Fund, as well as co-location with Skills Development Scotland for the Employment Connections Hub site in Perth City.</p> <p>The employability offer and focus has shifted towards those in the 'harder to help' categories due to the economic backdrop of 0.8% unemployment against a target of 1.0%. All programmes have had a focus of assisting clients with at least one barrier to employment. Employment outcomes in these categories translate to less pressure on a whole range of public services including housing, welfare rights, health services and more.</p> <p>Additional funding had been received from Scotland's Employer Recruitment Incentive providing 18 employment opportunities. Total investment in local businesses was £81,000 with a 100% job sustainment record at 13 weeks employment.</p> |  |  |  |  |  |  |  |

## SUPPORTING PEOPLE TO LIVE INDEPENDENT, HEALTHY AND ACTIVE LIVES

### Key Performance Indicators for 2018/19

(Data covering to year end unless otherwise stated)

| Indicator (Source)                                                                                               | Performance |         |         | Targets                                                                     |         |         |         |
|------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|-----------------------------------------------------------------------------|---------|---------|---------|
|                                                                                                                  | 2016/17     | 2017/18 | 2018/19 | 2018/19                                                                     | 2019/20 | 2020/21 | 2021/22 |
| Number of housing options interviews completed (Housing and Communities Committee)                               | 2,435       | 2,438   | 2,705   | Regulatory guidance advises the setting of targets would not be appropriate |         |         |         |
| Number of households presenting as homeless (Housing and Communities Committee)                                  | 825         | 999     | 938     | Regulatory guidance advises the setting of targets would not be appropriate |         |         |         |
| Number of applicants assessed as homeless (Housing and Communities Committee)                                    | 706         | 829     | 749     | Regulatory guidance advises the setting of targets would not be appropriate |         |         |         |
| Number of people who slept rough the night before their homeless application (Housing and Communities Committee) | 26          | 24      | 16      | Regulatory guidance advises the setting of targets would not be appropriate |         |         |         |
| Average days in temporary accommodation (all types) (Housing and Communities Committee)                          | 131.98      | 81.53   | 70.1    | 80                                                                          | 80      | 80      | 75      |
| % of allocations to homeless households in permanent settled accommodation (Housing and Communities Committee)   | 60.7        | 56.3    | 51.8    | 50                                                                          | 50      | 50      | 50      |

**Comments on performance during 2018/19 and targets:** There has been a significant increase in the number of housing options interviews demonstrating that people are seeking advice and information about their housing situation at an early stage. A proactive approach to early intervention and prevention through a range of measures including the integrated schools programme, family mediation, our hospital and prison discharge protocols and personalised budgets has led to a reduction in the overall level of homeless presentations. Of those households who presented as homeless 78% were assessed as homeless (83% in 2017/18). Our Home First approach continues to achieve positive outcomes with an increased proportion of households moving directly into settled accommodation together with a reduction of 16% in the average length of stay in temporary accommodation.

Through our increased support provision and enhanced advice surgeries, the number of people that slept rough the night before their homeless application has reduced. However, despite this reduction the majority of people that slept rough did so following a relationship breakdown that night and did not seek assistance until the following day.

*Scottish Average for average days in temporary accommodation – 103.2 days*

## Key Performance Indicators for 2018/19

(Data covering to year end unless otherwise stated)

| Indicator (Source)                                                                                                                          | Performance |         |         | Targets |         |         |         |
|---------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|---------|---------|---------|
|                                                                                                                                             | 2016/17     | 2017/18 | 2018/19 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| % of tenants satisfied with the overall service provided (Housing and Communities Committee)                                                | 85.16       | 95      | 95      | 95      | 95      | 95      | 95      |
| % of tenants satisfied with opportunities given to them to participate in the landlords decision making (Housing and Communities Committee) | 74.45       | 98.74   | 98.74   | 98.74   | 98.74   | 98.74   | 98.74   |

**Comments on performance during 2018/19 and targets:** In line with the Charter requirements, we undertake a full tenant satisfaction survey once every 3 years. The information and targets are reflective of this approach.

*Scottish Average Satisfaction with overall service 90.5% and % tenants satisfied with opportunities to participate 85.9%*

| Indicator (Source)                                                                                                                               | Performance |         |         | Targets |         |         |         |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|---------|---------|---------|
|                                                                                                                                                  | 2016/17     | 2017/18 | 2018/19 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| Average time (in days) taken to complete approved applications for medical adaptations in the reporting year (Housing and Communities Committee) | 73.75       | 95.53   | 56.20   | 80      | 70      | 65      | 60      |

**Comments on performance during 2018/19 and targets:** There has been a significant improvement in performance and this has been achieved by revised processes where Work Planners schedule all minor adaptations. We have outsourced all bathroom, kitchen and major adaptations to the capital programme or Term Maintenance Contractors (The previous in-house social work adaptations team is now utilised for voids and repairs).

*Scottish average 51.3 days*

## CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

### Key Performance Indicators for 2018/19

(Data covering to year end unless otherwise stated)

| Indicator (Source)                                                                                                              | Performance |         |         | Targets |         |         |         |
|---------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|---------|---------|---------|
|                                                                                                                                 | 2016/17     | 2017/18 | 2018/19 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| Number of communities with local resilience plans (Environment and Infrastructure Committee)                                    | 20          | 22      | 24      | 24      | 26      | 28      | 30      |
| Emissions from Council properties (tonnes CO2) (Environment and Infrastructure Committee)                                       | 16,387      | 15,051  | 12,308  | 14,500  | 13,000  | 12,500  | 12,000  |
| Municipal waste collected that is recycled or composted (%) (Environment and Infrastructure Committee)                          | 55          | 55.5    | 53      | 56      | 58      | 60      | 60      |
| Vacant residential / commercial premises brought back into use (Environment and Infrastructure Committee)                       | 139         | 146     | 145     | 135     | 135     | 135     | 135     |
| Proportion of operational buildings that are suitable for their current use (Environment and Infrastructure Committee)          | 83.97       | 83.48   | 82.17   | 90      | 85      | 87      | 90      |
| Proportion of internal floor area of operational buildings in satisfactory condition (Environment and Infrastructure Committee) | 91.24       | 85.14   | 90.4    | 95      | 91      | 92      | 92      |

#### Comments on performance during 2018/19 and targets:

We are engaged with 32 communities across Perth and Kinross to strengthen local resilience. 24 communities have full local resilience partnerships, ensuring the capacity to prepare for and respond locally to emergency situations.

Carbon dioxide emissions for 2018/19 were 2,743 tonnes or 15% lower than 2017/18.

Emissions continue to fall due to actions taken by Property Services (maximum heating temperatures, lighting upgrades including LED, BMS controls, etc.) aided by a reduction in the conversion factors (especially for electricity due to the changing generation mix across the grid).

| Indicator (Source)                                                                                                                       | Performance |         |         | Targets |         |         |         |
|------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|---------|---------|---------|
|                                                                                                                                          | 2016/17     | 2017/18 | 2018/19 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| No of new publicly available social housing units including buy backs, conversions and empty homes conversions (Housing and Communities) | 126         | 159     | 246     | 200     | 200     | 200     | 200     |

## Key Performance Indicators for 2018/19

(Data covering to year end unless otherwise stated)

| Indicator (Source) | Performance |  |  | Targets |  |  |  |
|--------------------|-------------|--|--|---------|--|--|--|
| Committee)         |             |  |  |         |  |  |  |

**Comments on performance during 2018/19 and targets:** We have continued to focus on our strategic priority to increase the supply of affordable housing and, during the year, 162 new build properties have been delivered, 28 empty homes brought back into use, 26 properties purchased through the buy-back scheme and 1 property conversion.

These additional homes have enabled us to meet the housing needs of many households in the area and through the use of vacancy chains, ensure that we are making best use of our existing stock to meet multiple needs.

| Indicator (Source)                                                                            | Performance |         |         | Targets |         |         |         |
|-----------------------------------------------------------------------------------------------|-------------|---------|---------|---------|---------|---------|---------|
|                                                                                               | 2016/17     | 2017/18 | 2018/19 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| Overall % of new tenancies sustained for more than a year (Housing and Communities Committee) | 89.8        | 88.1    | 86.1    | 90      | 89      | 89      | 90      |

**Comments on performance during 2018/19 and targets:** Supporting new tenants to sustain their homes is a key priority. This indicator measures the % of new tenants that have remained in their tenancy for more than a year. In many cases tenancies end for positive reasons such as a move to another area or a move due to the formation of a new household. A key focus is supporting younger tenants to sustain their tenancies.

Providing additional support and dealing with any concerns at the beginning of a new tenancy enables us to establish a good tenant landlord relationship. Our target is to contact new tenants within 5 days of them receiving their keys and in 2018/19 we achieved this for 89% of new tenants, an increase from our 85% performance in 2017/18. *Scottish Average 88.9%*

| Indicator (Source)                                                                                     | Performance |         |         | Targets |         |         |         |
|--------------------------------------------------------------------------------------------------------|-------------|---------|---------|---------|---------|---------|---------|
|                                                                                                        | 2016/17     | 2017/18 | 2018/19 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| Average length of time taken (hours) to complete emergency repairs (Housing and Communities Committee) | 3.78        | 3.57    | 3.54    | 4       | 4       | 4       | 4       |
| % tenants satisfied with the repairs service (Housing and Communities Committee)                       | 90.24       | 90.42   | 90.9    | 95      | 92      | 93      | 94      |
| Average calendar days to re-let properties (Housing and Communities Committee)                         | 24.05       | 27.81   | 28.4    | 29      | 29      | 29      | 29      |
| % of rent due in the year that was lost due to voids (Housing and Communities Committee)               | 0.61        | 0.7     | 0.88    | 0.8     | 0.9     | 0.9     | 0.9     |

**Comments on performance during 2018/19 and targets:**

**Emergency Repairs** -We have maintained strong performance for repairs and continue to respond to emergency repairs within less than 4 hours. *Scottish average 4 days.*

**Tenant Satisfaction** – Performance has remained consistent over the past 3 years. The introduction of mobile working solutions will offer the opportunity to both improve the effectiveness of the service and the ability to electronically capture tenant views. *Scottish average 90%*

## Key Performance Indicators for 2018/19

(Data covering to year end unless otherwise stated)

| Indicator (Source)                                                                                                                                                                                                                                                                                                                                                                                           | Performance | Targets |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|
| <b>Voids</b> – Increased stock and turnover has resulted in a overall 5 % increase in voids since the previous year. Despite this, good performance has been maintained enabling us to ensure properties are ready to let to new tenants as quickly as possible. Levels of void rent loss reflect the increased number of voids. <i>Scottish averages: re-let days 30.5 and rent loss due to voids 0.7%.</i> |             |         |

## Key Performance Indicators for 2018/19

(Data covering to year end unless otherwise stated)

| Indicator (Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Performance |         |                   | Targets |         |         |         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|-------------------|---------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2016/17     | 2017/18 | 2018/19           | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| % of properties meeting the EESSH (Housing and Communities Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 76.5        | 80.2    | Avail.<br>May 19  | 84.4    | 90.5    | 100     | 100     |
| <b>Comments on performance during 2018/19 and targets:</b> We continue to perform well in relation to the Scottish Housing Quality Standard. During this year, we have managed to gain agreement from a number of owners to undertake common works such as the installation of Secure Door Entries across multi tenure. This has also contributed to an increase in our SHQS performance of approximately 0.5%. <i>Scottish average 94.2% (2017/18)</i><br><br>Compliance with the Energy Efficiency Standard for Social Housing (EESSH) at 80.2% remains above the national average and on target to meet the 100% by 20/21. <i>Scottish average 79.9% - as above</i> |             |         |                   |         |         |         |         |
| Overall level of public satisfaction with the way the antisocial behaviour complaint was dealt with (Housing and Communities Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 65.6        | 41.4    | Avail.<br>June 19 | 75      | 75      | 75      | 75      |
| % of ASB complaints resolved within locally agreed targets (Housing and Communities Committee)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 96.68       | 81.23   | 81%               | 90      | 90      | 90      | 90      |

### Comments on performance during 2018/19 and targets:

The reduced performance is largely due to a number of complex cases that are unable to be resolved within the locally agreed timescales of 20 days. As a result of changes to the Housing (Scotland) Act 2014 work, is underway to focus on recording outcomes of anti-social behaviour. *Scottish average 87.9%*

## CHANGED/DELETED PERFORMANCE INDICATORS

The following is a list of performance indicators which have changed since last year's BMIP or have been deleted.

| Deleted Changed/Indicators                                                           |             |         |                 |         |                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------|-------------|---------|-----------------|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Indicator (Source)                                                                   | Performance |         |                 | Target  | Reasons for Change/Deletion                                                                                                                                                               |
|                                                                                      | 2016/17     | 2017/18 | 2018/19         | 2018/19 |                                                                                                                                                                                           |
| % of council dwellings that are energy efficient (Housing and Communities Committee) | 100         | 99.8    | Avail<br>May 19 | 100     | This indicator is to be deleted as it is covered by the % of properties meeting the EESSH. We will continue to monitor performance at an operational level. <i>Scottish average 97.6%</i> |
| Average time taken to complete non-emergency repairs                                 | 13.42       | 8.59    | 9.17.           | 8.0     | Emergency repairs is one of the key priorities set by tenants. This will be continued to be monitored at an operational level                                                             |





**PERTH AND KINROSS COUNCIL**

**Lifelong Learning Committee  
22 May 2019**

**Scrutiny Committee  
12 June 2019**

**EDUCATION AND CHILDREN'S SERVICES  
JOINT BUSINESS MANAGEMENT & IMPROVEMENT PLAN 2019/20  
AND ANNUAL PERFORMANCE REPORT 2018/19**

**Report by Executive Director (Education and Children's Services)  
(Report No. 19/154)**

**PURPOSE OF REPORT**

This report presents the Joint Business Management and Improvement Plan 2019/20 and Annual Performance Report 2018/19 for Education and Children's Services. It summarises Service performance over the past year and sets the direction of improvement for the forthcoming year.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 Service Business Management and Improvement Plans and Annual Performance Reports are a core element of the Council's Service Planning Framework.
- 1.2 This report presents the Education and Children's Services Annual Performance Report for the period 2018/19 and the Business Management and Improvement Plan for the period 2019/20.
- 1.3 The Education and Children's Services Business Management and Improvement Plan sets out the key Service priorities which will be delivered to ensure better outcomes and contribute to the delivery of the Council's strategic objectives.
- 1.4 The Education and Children's Services Annual Performance Report 2018/19 reviews Service progress over the past year in meeting the targets and commitments set out in Education and Children's Services Business Management and Improvement Plan 2018/19.

**2. PROPOSALS**

- 2.1 The Service continues to make good progress to support vulnerable children and families, raise achievement for all, improve the quality of life for individuals and communities and to enable the delivery of high quality public services.
- 2.2 To ensure that we continue to improve outcomes and that we have the capacity to respond effectively to increasing demand within a challenging

financial and policy environment, the Education and Children's Services Business Management and Improvement Plan 2019/20 sets out the key areas of focus for the year ahead, which include the expansion of Early Learning and Childcare, Raising Attainment for All, Health and Wellbeing and Corporate Parenting.

### 3. CONCLUSION AND RECOMMENDATIONS

- 3.1 The Joint Business Management and Improvement Plan and Annual Performance Report, details progress against the Service's targets and improvement actions over the last year and sets out how the Service will take forward its strategic objectives.
- 3.2 It is recommended that the Lifelong Learning Committee:
- (i) Approves the Education and Children's Services Joint Business Management and Improvement Plan 2019/20 and Annual Performance Report 2018/19.
- 3.3 It is recommended that the Scrutiny Committee:
- (i) Scrutinises and comments as appropriate the Education and Children's Services Joint Business Management and Improvement Plan 2019/20 and Annual Performance Report 2018/19.

#### Author(s)

| Name         | Designation         | Contact Details                                                                        |
|--------------|---------------------|----------------------------------------------------------------------------------------|
| James Chiles | Performance Officer | <a href="mailto:ECSCCommittee@pkc.gov.uk">ECSCCommittee@pkc.gov.uk</a><br>01738 475000 |

#### Approved

| Name          | Designation                                                  | Date        |
|---------------|--------------------------------------------------------------|-------------|
| Sheena Devlin | Executive Director<br>(Education and<br>Children's Services) | 10 May 2019 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

| <b>Strategic Implications</b>                       | <b>Yes / None</b> |
|-----------------------------------------------------|-------------------|
| Community Plan / Single Outcome Agreement           | Yes               |
| Corporate Plan                                      | Yes               |
| <b>Resource Implications</b>                        |                   |
| Financial                                           | None              |
| Workforce                                           | None              |
| Asset Management (land, property, IST)              | None              |
| <b>Assessments</b>                                  |                   |
| Equality Impact Assessment                          | None              |
| None Strategic Environmental Assessment             | None              |
| Sustainability (community, economic, environmental) | None              |
| Legal and Governance                                | None              |
| Risk                                                | None              |
| <b>Consultation</b>                                 |                   |
| Internal                                            | Yes               |
| External                                            | None              |
| <b>Communication</b>                                |                   |
| Communications Plan                                 | None              |

### 1. Strategic Implications

#### 1.1 Community Plan / Single Outcome Agreement

This report relates to all Objectives of the Perth and Kinross Community Plan / Single Outcome Agreement.

#### 1.2 Corporate Plan

This report relates to all Objectives of the Perth and Kinross Council Corporate Plan.

#### 1.3 Education and Children's Services Policy Framework

This report links to the ECS Policy Framework in all of the policy areas.

### 2. Resource Implications

#### Financial

2.1 N/A

#### Workforce

2.2 N/A.

#### Asset Management (land, property, IT)

2.3 N/A.

### **3. Assessments**

#### Equality Impact Assessment

3.1 Assessed as **not relevant** for the purposes of EqIA.

#### Strategic Environmental Assessment

3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

This report has been considered under the Act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

#### Sustainability

3.3 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.

The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

#### Legal and Governance

3.4 N/A.

#### Risk

3.5 Risks are identified and reviewed as part of the BMIP process.

### **4. Consultation**

#### Internal

4.1 The BMIP is developed in collaboration with Heads of Service, Managers and staff across ECS.

#### External

4.2 N/A.

## **5. Communication**

- 5.1 Wide communication of the finalised BMIP will take place once approved by Committee.

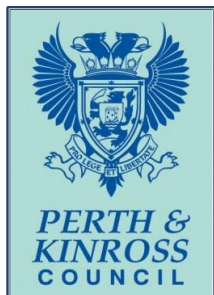
## **2. BACKGROUND PAPERS**

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

## **3. APPENDICES**

Appendix 1: Education and Children's Services Business Management and Improvement Plan 2019/20 and Annual Performance Report 2018/19.





# ***Education and Children's Services***

## **Joint Business Management and Improvement Plan 2019/20 & Service Annual Performance Report 2018/19**

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# 1. INTRODUCTION

Welcome to the Education and Children's Services Business Management and Improvement Plan 2019/20 & Annual Performance Report 2018/19.

This report sets out the key actions to be delivered by Education and Children's Services (ECS) in 2019/20 to ensure better outcomes for everyone in Perth and Kinross, and contribute to the delivery of the Council's strategic objectives. It allows us an opportunity to reflect on the progress we have made in the last year and report on our performance against the identified performance indicators.

The Angus, Dundee and Perth and Kinross Community Planning Partnerships have together formed the Tayside Regional Improvement Collaborative (TRIC), with the aim to secure improved outcomes for all of Tayside's children and young people through collaboration in the planning, management, commissioning, delivery, evaluation and improvement of services to children, young people and families.

A key focus for our work is early intervention and prevention and meeting the responsibilities of the Children and Young People (Scotland) Act 2014. The Education (Scotland) Act and the National Improvement Framework for Scottish Education bring responsibilities and opportunities, and a focus on raising attainment for all and closing equality gaps. We remain committed to delivering equity and enabling inclusion in all of our services.

In December 2018, the report of the Education Scotland inspection of Community Learning and Development in Perth and Kinross Council was published, providing insight into our strengths and areas for improvement in the quality of the strategic leadership of Community Learning and Development (CLD) and the quality of CLD provision in the area. The inspection covered a wide range of policy areas such as; closing the poverty-related attainment gap; reducing social isolation; tackling health inequalities; and empowering communities.

We are undertaking an ambitious programme of transformation projects, based on innovation, creativity and flexibility in service design and delivery, workforce development, asset management and stakeholder engagement. Central to improving outcomes for children and young people will be collaboration with partners in the public, private and 3rd sector, including those that deliver services for the adults in the families.

The transformation approach will allow the organisation to achieve redesign that will meet future financial challenges and service demand whilst maintaining high quality services.

We remain committed to ensuring that children and young people are safe, healthy, achieving, nurtured, active, respected, responsible and included and that they and their families receive the help they need, when they need it, to achieve meaningful outcomes for the people of Perth and Kinross. We will continue to ensure that our services are responsive to the needs of people and their communities.

**Sheena Devlin**

**Executive Director (Education and Children's Services)**

## 2. VISION, STRATEGIC OBJECTIVES and SERVICE PRIORITIES

### Our Vision

We support the Vision of the Community Planning Partnership, for our area:

*“Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here.”*

This Plan aims to translate this vision into an agenda for Education and Children’s Services to deliver positive outcomes for our citizens and communities.

### The Council’s Strategic Objectives

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

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

The vision and strategic objectives support the delivery of the Community Plan and the Council’s Corporate Plan. The following sections set out what we will do to support the achievement of these strategic objectives.

At the heart of this report are the shared priorities identified in the Tayside Plan for Children, Young People and Families 2017-2020, which was jointly produced by the three Community Planning areas of Angus, Dundee and Perth & Kinross and outlines a shared vision for children, young people and families across Tayside:

*“Our children and young people will have the best start in life and Tayside will be the best place in Scotland to grow up”*

The Tayside Plan outlines five key priorities, which align closely to three of the Council’s five strategic objectives.

| Tayside Plan Key Priorities               |                                                        |                      |                                                                 |                                   |
|-------------------------------------------|--------------------------------------------------------|----------------------|-----------------------------------------------------------------|-----------------------------------|
| Pre-birth and Early Learning              | Learning and Attainment                                | Health and Wellbeing | Looked After Children, Care Leavers and Young Carers            | Safeguarding and Child Protection |
| Council Strategic Priorities              |                                                        |                      |                                                                 |                                   |
| Giving Every Child the Best Start in Life | Developing educated, Responsible and informed citizens |                      | Supporting people to lead independent, healthy and active lives |                                   |

In addition, this plan is also informed by the work of the Perth & Kinross Fairness Commission and the recommendations included in the commission's Fairer Futures report. Three of these recommendations are specifically pertinent to ECS responsibilities:

- Take account of socio-economic disadvantage when making decisions.
- Identify the most powerful local interventions to tackle child poverty.
- Develop efficient and equitable access to support for individuals and families.

Improving outcomes for children and young people is the core business of Education and Children's Services. Our focus is to ensure that children, young people and their families receive appropriate experiences and support to best meet their wellbeing and learning needs and achieve positive outcomes. Getting this right is critical when children are in their early years and at key transition points.

We aim to optimise wellbeing and provide children and young people with the best possible start and, together with our partners, intervene at the earliest possible point and provide the appropriate support to address issues or concerns where required. Ensuring parents are supported to respond most effectively to their children's needs is key and the developing Tayside Parenting Strategy will inform the provision of universal and targeted support, integrated working with services for adults and information for parents with children at all ages.

We work in partnership to provide holistic and flexible support to families to cope with the challenges they may face in their daily lives. Our Corporate Parenting Plan provides the framework for ensuring better outcomes for our looked after children and young people and to ensure that they thrive and succeed.

Raising attainment and achievement for all is a key priority for Education and Children's Services, with a focus on increasing children's engagement in their learning and local delivery of the National Improvement Framework for Scottish Education (NIF).

## Pre-Birth and Early Learning

Our children will have the best start in life, they will be cared for and supported to learn in nurturing environments.

We work alongside families to improve children's wellbeing and encourage early social and emotional development. In partnership with parents and carers, we support children in their early years to ensure all children and young people are given the best start in life.

### Performance Summary for 2018/19

Leadership for the Tayside-wide group driving improvement and collaboration in the pre-birth and early years stage is provided by the PKC Head of Education (Early Years and Primary) and ECS is a key contributor to the improvement actions being taken forward in partnership with NHS Tayside and 3<sup>rd</sup> sector partners.

#### Early Learning and Childcare

More children across Perth and Kinross are now accessing 1140 hours of Early Learning and Childcare (ELC) through a range of models and the phased expansion plan is progressing well. Breadalbane Academy and Pitlochry High School now offer 1140 hours of ELC to all families across 45 weeks of the year.



A further four settings offer term-time provision at Balhousie and North Muirton Primary Schools in Perth City along with Coupar Angus and Glenlyon Primary Schools. Two additional Partner Provider Nurseries now offer 1140 hours in Blairgowrie and Aberfeldy. This adds to the existing provision offered at CoPECC and Inchview Primary School in Perth City and term-time provision at Alyth, Blair Atholl, Kinloch Rannoch, Kirkmichael Primary Schools and Partner Provider Nurseries in Alyth and Dunkeld.

The infrastructure programme of works required to deliver 1140 hours of ELC for all children by August 2020 comprises of three extensions to and twelve refurbishments of our existing school estate; one new build standalone nursery and either three or four outdoor nursery provisions depending on the result of feasibility studies currently being undertaken. The extension projects at Comrie and Longforan Primary Schools are being delivered as part of whole school extension projects.

A number of actions have been taken to build capacity in the Early Years workforce in readiness for the full roll-out in 2020. This includes a new career structure offering career progression in ELC and a number of new initiatives to engage new staff; such as the introduction of Modern Apprentices (MAs), a "*Learn to Work in Early Years*" programme (in partnership with Perth College, UHI) and the introduction of Career Pathways from other areas of the Council. This latter approach resulted in recruitment of an additional twenty permanent staff into ELC as Early Childhood Practitioners or Play Assistants in 2018. A further twenty are due to undertake study through these initiatives in 2019.



Inspection results from the Care Inspectorate for services providing Day Care for children, such as nurseries, playgroups, wrap-around care and afterschool clubs, have remained high, with services being rated as *Good* or better in 95% of settings for the quality of Care and Support they

provide (including 4 *Excellent* ratings), 94% for the quality of Staffing, 89% for the quality of the Environment (including 2 *Excellent* ratings), and 82% for the quality of Leadership and Management. In each case these are above the national average and also generally better than our comparator authorities. Inspection results from nurseries inspected by Education Scotland continue to be very positive. During academic session 2018/19 three centres have been inspected. Of the 12 quality indicators inspected, 9 received evaluations of 'Good' or above.

We continue to monitor, support and challenge all centres through a planned programme of improvement visits. Furthermore we are undertaking joint training and development work with colleagues in the Care Inspectorate to ensure we develop consistent approaches to our respective scrutiny roles where this is possible.

### **Continuous Professional Learning (CPL)**

Perth and Kinross Council currently offer a range of training to those working in the Early Years and Childcare workforce, such as; First Aid, Child Protection, Infection Control, Risk Assessment and a range of CPL courses. This is a multi-sector programme which allows colleagues the opportunity to network with staff in different sectors, e.g. childminding, playgroups, nurseries or out-of-school care. These are well attended courses, with full evaluations for each course. Future planning and delivery of training will include leadership and resilience to prepare the workforce for the expansion of ELC in 2020.

The Early Years team delivered 8 bespoke courses from August to April, training 287 practitioners covering topics such as Literacy, STEM, Play and Closing the Communication Gap.



On Inset days additional Early Writing and STEM training was delivered to meet individual school needs. Inset day training took place in April 2019 with over 200 practitioners attending. The Early Years and Early Years Inclusion teams have delivered Social Communication training to almost 200 practitioners.

### **Play Framework**

The PKC Play Framework was approved by the Children, Young People and Families Partnership on 1 March 2019 and will be officially launched on 20 June with events across Perth and Kinross.



A wide range of organisations have engaged in development of the Perth and Kinross Play Framework and Action Plan. It promotes and highlights the importance of play in the health, wellbeing, learning and development of children and in improving outcomes for children and young people.

## **Curriculum Developments**

Six schools have been supported in the implementation of '*Play in Primary 1*' as part of a pilot jointly delivered by the Early Years team and Educational Psychology Service. Positive evaluations have shown that this approach leads to young people being better able to engage in their learning with minimal adult support.

## **Our Focus for 2019/2020**

- Implement the 1140 hours expansion plan for the delivery of Early Learning and Childcare provision.
- Lead implementation of the Play Framework for Perth and Kinross.
- Develop learning and teaching approaches to delivering the curriculum in early years settings and classrooms.

# Learning and Attainment

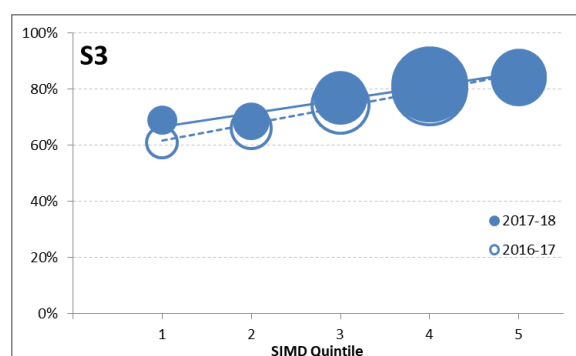
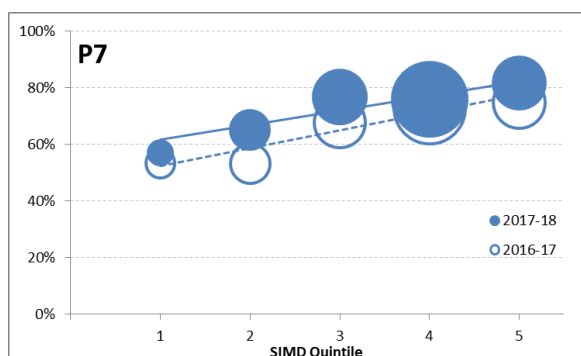
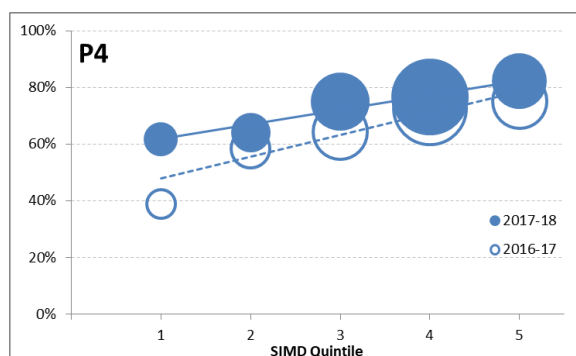
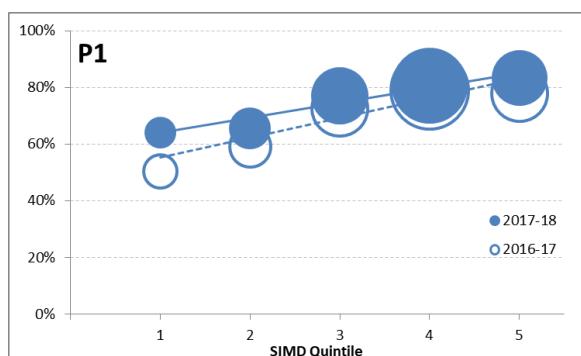
Our children, young people and their families will be meaningfully engaged with learning and, combined with high quality learning experiences, all children and young people will extend their potential.

Through meaningful engagement in learning, high quality learning experiences and skilful staff, all of our children, regardless of their circumstances, will be successful learners, confident individuals and responsible citizens who contribute to their communities. We have ambitious targets for raising attainment and achievement.

## Performance Summary for 2018/19

Attainment across literacy and numeracy at P1, P4, P7 and S3 shows steady improvement, based on teacher judgements of Curriculum for Excellence (CfE) levels, and there are early indications of closing the attainment gap at all stages. Writing and numeracy levels are generally lower than for reading and listening/talking, especially for P4 and P7, and the deprivation-related gaps more persistent, highlighting the areas where we most need to improve.

### Proportion of pupils achieving expected levels (CfE) by SIMD Quintile

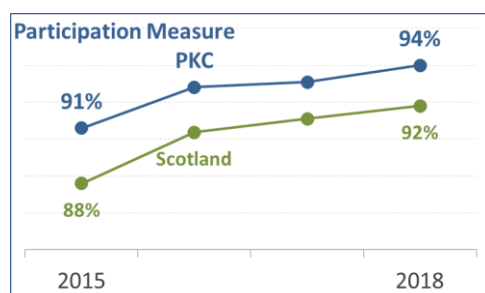


The recently published Scottish Qualification Authority attainment results for school leavers also show steady improvement, with the proportion of school leavers attaining both Literacy and Numeracy at SCQF Level 4 (or above) increasing from 79% in 2014 to 90% in 2018.

*More detailed information on Academic Attainment is included as Performance Indicators below, and in the [Raising Attainment Strategy Update report](#).*



There has been a steady improvement each year on positive destinations for school leavers, with 17/18 outperforming the national average (94%) with 96% of school leavers from Perth and Kinross schools entering a positive destination.



The annual Participation Measure from Skills Development Scotland shows the proportion of 16-19 year-olds participating in education, training or employment. For the fourth year in a row, results show that Perth & Kinross remains higher than the national average for young people aged 16-19 in each individual age group, as well as overall.

Inspection results from schools within Perth & Kinross inspected by Education Scotland continue to be very positive. During academic session 2018/19 three primary schools and one secondary school have been inspected. For Primary Schools, of the 12 quality indicators inspected, 9 received evaluations of 'Good' or above. Any areas for improvement identified during an inspection are addressed through a school action plan, developed in consultation with the Quality Improvement Officer and shared with the school community.



Perth High School was inspected in November 2018, the quality indicators for that inspection were all evaluated as Satisfactory which indicates that strengths outweigh areas for development.

A number of thematic inspections have been carried out by Education Scotland this session, including Readiness for Empowerment, Curriculum Development and Parent and Pupil Participation. Very positive feedback has been given on PKC performance in all three inspections with the information gathered being incorporated in national reports on each theme

### **National Improvement Framework**

During the course of this session, work continued on the completion of the three core strategies of Literacy, Numeracy and Health and Wellbeing to support the delivery of the National Improvement Framework. Final consultations took place with staff, partners and parents to ensure that each strategy enables schools to deliver on the key drivers contained within the National Improvement Framework and PKC Raising Attainment strategy. Each strategy was launched at a Headteacher development day, and planning for the implementation of each strategy with effect from August 2019 is underway.



## **Assessment and Moderation**

This session there has been a focus on moderation to help raise standards, achieve consistency and support teachers' assessment judgements. There are clear expectations around moderation for schools which are outlined in the PKC Assessment and Moderation Framework 2018.

All schools in Perth and Kinross have administered Scottish National Standardised Assessments (SNSA) at the Primary 1, Primary 4, Primary 7, and Secondary 3 stages. These assessments provide reports which contribute to the range of assessment information available to teachers in the areas of literacy and numeracy.

Perth and Kinross has shared practice and progress in moderation with the Tayside Regional Improvement Collaborative (TRIC) and National Assessment Coordinators forum. This has been welcomed by other authorities and led to requests to share materials and resources.

## **Raising Attainment Strategy**

The Raising Attainment Group have reviewed progress of the Raising Attainment implementation plan 2018-19 in preparation and planning for the production of the next iteration of the strategy for 2019-22. Schools use of the Pupil Equity Fund (PEF) is linked directly to their school improvement priorities and plans for its use are detailed in their school improvement plans and its effectiveness is reported through their annual self-evaluation and Standards and Quality reports. The focus of all PEF resource is about the closing the poverty related attainment gaps.

## **Regional Collaboration**

Collaboration across local authorities has been promoted and supported by the activity of the TRIC. The recently developed Collaborative Directory enables school leaders to make connections and links with schools in and outwith their authority, to enhance school improvement. TRIC events have provided opportunities for school leaders and practitioners to network, share practice and hear local and national guidance and expectations. The Curriculum Event, Tay Maths Conference and TRIC Digital Learning Festival have been well attended and highly successful events for teachers. They brought together schools where innovative practice had been identified to share their approaches with others.

## **Curriculum Developments**

The curriculum is the totality of the experiences that are planned for children and young people through their education, wherever they are educated. The purpose of the curriculum is to help children and young people to become successful learners, confident individuals, responsible citizens and effective contributors (the four capacities). It is the responsibility of schools and their partners to plan for learning across a broad curriculum, covering science, languages, mathematics, social



studies expressive arts, health and wellbeing, religious and moral education and technology.

To support effective curriculum planning a coherent approach to planning learning, teaching and assessment and to sharing information about progress and achievements is needed. Over this past year we have worked with staff and children and young people in all schools to review approaches to curriculum planning and to learning and teaching. We are calling this work *“Excellent Relationships, Excellent Learning and Teaching”* and this work will continue to develop in the next academic session resulting in a refreshed strategy to guide and support staff.

This past year has seen a focus on developing aspects of Expressive Arts, Languages and Digital Technologies alongside Literacy, Numeracy and Health and Wellbeing.

The Creative Learning Network, Create Space, successfully implemented a Perth and Kinross model of Scottish College for Educational Leadership (SCEL) Teacher Leadership programme. Twenty five class teachers received training in using Practitioner Enquiry approaches to develop their practice and were supported by five SCEL tutors and facilitators in all aspects of their enquiry.

Across the session, schools have been supported to ensure that consistent high quality learning experiences are provided for all children and young people. This session, 49 class teachers across 26 schools engaged in blocks of team-teaching music opportunities. Feedback from these sessions has been positive:

*“I have regained confidence in teaching this aspect of music and would not hesitate to undertake it in the future.”*

Staff attended a training day with the National Youth Choir of Scotland, and will receive support visits in school, along with further training sessions during session 2019-20.

In partnership with Horsecross, Expressive Arts Co-ordinators were established in thirty-six PKC schools in September 2018. Twilight Network Meetings are available for teachers to develop skills in delivering expressive arts alongside the Visiting Specialist teachers.



On 20 June 2019 Perth Instrumental Music Service Tutors in collaboration with Scottish Chamber Orchestra and Royal Scottish National Orchestra musicians, will provide an interactive afternoon concert for 1,200 PKC primary pupils. This event is already fully subscribed.

The implementation of the 1+2 approach to Language learning continues as a Pan-Tayside collaborative. Schools are maintaining pace and progression towards implementation of Language 2 and planning for the delivery of Language 3. This support includes class support, resources development, meetings with Headteachers and 1+2 Champions, liaison with secondary schools to develop transition programmes, and Immersion courses accessed via Erasmus+ funding.

The newly developed Digital Strategy 2-18 sets out a clear direction for the development of digital literacy and the use of technology in learning and teaching across PKC. Ongoing

improvement of our information and communication technology infrastructure will support young people to access digital learning opportunities, and training opportunities for staff are a priority so that they can teach these skills.

Planning and preparation for the opening of the new Bertha Park High School in August 2019 continues at pace. The building is on course to be completed and handed over in mid-July 2019. Significant engagement has taken place with stakeholders to develop the new school's aims and identity, including a new uniform and badge. The teaching team have been appointed for the first year of operation.

## **Our Focus for 2019/20**

- Continue to implement the National Improvement Framework through a clear focus on the NIF drivers.
- Develop and implement the Education and Children's Services Raising Attainment Strategy 2019-2022.
- Develop the Excellent Relationships, Excellent Learning and Teaching Policy.
- Development of Inclusion Services following review period and engagement with stakeholders.
- Review Attendance Procedures and the use of part-time timetables.
- Implement the Digital Strategy to ensure that learning and teaching is fully supported by the effective and appropriate use of technology.
- Work in collaboration with partners to implement the refreshed Perth and Kinross strategy for Developing the Young Workforce.
- Develop guidance on pupil engagement and participation.
- Review of the Broad General Education.
- Review of staffing structures.
- Extend the reach of instrumental music tuition.

# Health and Wellbeing

Our children and young people will be physically, mentally and emotionally healthy.

Learning in health and wellbeing is designed to ensure that children and young people develop the knowledge and understanding, skills, capabilities and attributes which they need for mental, emotional, social and physical wellbeing.

## Performance Summary for 2018/19

A wide range of developments have been undertaken to ensure that our children, young people, families and staff are well equipped to lead positive and healthy lives.

### Curricular Development

An ECS Health and Wellbeing Strategy has been developed in partnership with staff, children and young people and focuses on improvement in mental, emotional, social and physical wellbeing. The strategy was launched at the headteacher development day in March 2019 and there will be a further launch with partners.

A focus of our collaborative work with Tayside colleagues has been to develop a Substance Misuse Curricular Framework for Schools. Between April and June 2019 professional learning opportunities will be provided for headteachers, partners and staff in schools across Perth and Kinross to support the implementation of the framework.

Following positive feedback on some trials with schools, the Educational Psychology Service led on important work helping children and young people better manage their behaviour, thus enabling them to focus more readily on their learning. Seventeen educational establishments and one support service were involved in this work. The approach was recognised at the Securing the Future Awards in May 2018. Comments from participants in the 2017/18 course included:

*"The impact of the interventions so far has reduced the amount of time spent dealing with pupil conflicts".*

*"As a result of this intervention (pupil X) is now actively participating in all literacy lessons. The aims of being ready to learn, starting tasks promptly and generally feeling more comfortable have all been achieved".*

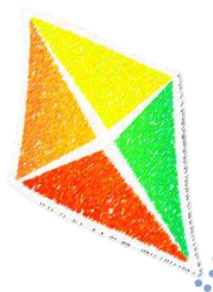
Following an initial project delivered with Active Schools, LiveActive Leisure (LAL), to encourage more physical activity in children under ten years, there was significant evidence that the approach taken increased physical activity and extra-curricular sport levels. As a consequence several schools have invested their Pupil Equity Funding to continue the engagement of LAL.



Nine physical education, physical activity & sport (PEPAS) groups have been established across Perth & Kinross. They support their local management groups (LMG) by identifying areas of improvement and providing their LMG with an annual action plan to deliver local priorities.

## Continuous Professional Learning

The Emotional Wellbeing Collaborative (EWC) has continued to raise awareness of the importance of good emotional wellbeing and has informed the development of a range of activities to improve emotional wellbeing outcomes for children and young people.



In particular it has supported training for staff on supporting families with a family member in prison, raising awareness of research on Adverse Childhood Experiences. The EWC has also promoted a focus on resilience and has supported a range of school initiatives targeted to deliver improvements in this area. This includes preparatory work for a pilot project with the Educational Psychology Service to extend use of the Bounce Back programme from Primary Schools to Secondary Schools; and also a sport and resilience project involving LiveActive Leisure, NHS Tayside Child and Adolescent Mental Health Services (CAMHS).

Approximately 2,500 school and social work staff from Perth and Kinross Council have now attended Emotional Health and Wellbeing training provided by the CAMHS team through funding from the Mental Health Innovation Fund. Almost all schools have now accessed the training and newly qualified teachers all complete the training in their probationary year. Evaluation has been extremely positive, with practitioners' confidence levels increasing to help support children's emotional health and wellbeing.

## Regional Collaboration

The Tayside Plan for Children, Young People and Families has provided the focus for the development and implementation of a Tayside Parenting Strategy, a Mental Health strategy, a Substance Misuse Framework and a focus on Healthy Weight.

The Tayside Parenting Strategy, led by ECS, is developing in partnership with the three Tayside Councils, NHS Tayside and the 3<sup>rd</sup> sector. Extensive consultation with parents, carers, staff and managers delivering services for parents has informed the strategy.



## Parenting and Family Learning

Until this Tayside Strategy is finalised, the Perth and Kinross Parenting Strategy 2015-2019 will continue to be delivered. In partnership with Dundee, Angus and Fife Councils, Fife College and the Scottish Prison Service we are delivering Family Learning opportunities in HMP Perth. Over the past year 28 families (45 children, 28 'dads') have attended the family learning activities. This has supported positive relationships and experiences for the families involved. Feedback from dads and their partners have included:

*"It's made kids be able to get closer to their dad and put that spring back in their steps."*

Engagement in programmes has continued to grow, with numbers engaging exceeding the target set this year. Over 150 families have attended the Incredible Years programme in the past year. As a result 67% of children who completed pre and post measures were identified as moving out of the high-risk range by the end of the programme. Through attendance of

the Peep Plus family learning programme, parents have the opportunity to complete SQA level 4 modules that qualify them to access college courses and other routes to employment. The results are promising with parents going on to access a full-time course at Perth College or engage in volunteering. A range of groups for parents with children with additional needs are now established, including Little Explorers, Ready Steady Go and Early Bird. These groups not only support the children's development and integration but also aim to reduce isolation for parents:

*"Meeting other parents and learning how we can support our children has been amazing"*

Our commitment following the Fairer Futures Commission to address child poverty includes actions to reduce food insecurity, improving access to benefits advice and implementation of the Raising Attainment Strategy. During the summer holidays 2018 a programme of activities was delivered for pupils at Goodlyburn and Letham Primary Schools with food from Monday to Friday each week. An average of 80 people a day accessed the sessions. Similar programmes were also offered for a reduced number of days at Alyth Community Wing and at the Coupar Angus Youth Activities Group (CAYAG). Awareness of the cost of the school day was raised with Parent Councils, and a number of schools are taking forward work on the Cost of the School Day.

FAIRER  
FUTURES

## **Our Focus for 2019/20**

- Embed the Health and Wellbeing Strategy.
- Improve the reach of parenting and family learning provision for families with older children and young people.
- Through the Emotional Wellbeing Collaborative work with targeted staff teams to improve their health and wellbeing.
- Support delivery of the national Health and Wellbeing Census and the Parental Involvement and Engagement Census.
- Develop and implement the food insecurity through holiday periods plan.
- Support the development of the Perth and Kinross Child Poverty Action Plan.



# Looked After Children, Care Leavers and Young Carers

Our children and young people who experience particular inequalities and disadvantage will achieve health, wellbeing and educational outcomes comparable with all other children and young people.

We focus resources on groups of children and young people that are more likely to experience inequalities and poor outcomes in health, wellbeing, education and post-school destinations. We are committed to closing the various 'gaps', increasing accessibility and broadening opportunities.

## Performance Summary for 2018/19

A review of the Child and Young Person's Assessment process has been undertaken. Following this, Child Protection risk assessments and Core Assessments prepared for Child Protection Case Conferences will be audited by the Chair to assess that all relevant information is included. This will improve the quality of written assessments and ensure that any risks are clearly identified.

The Review and Remodelling of Residential Care Transformation Project highlighted the need to reduce reliance on external residential placements to avoid escalating costs and to better meet increasingly complex and often unexpected demands.



The resulting new multi-disciplinary REACH team provides intensive support to families with multiple complex needs, where there is a significant likelihood of the young person (aged 12-18) becoming accommodated away from home in a residential care setting, including young people whose current offending behaviour puts them at risk of being placed in secure care. REACH provides intensive, coordinated and flexible support to young people and their families within their own homes and communities.

This approach has already been successful in preventing a number of young people from being accommodated within a residential care setting. REACH has also supported young people to successfully return home from residential accommodation and is working with several young people to help them transition home.

The Child Health Team and the Woodlea Outreach Team have worked together to develop child-centered programmes of individually tailored support for children and young people with complex needs and their families. By pooling resources and expertise, and working differently, they were able to develop programmes that did not create dependencies on the service, but altered expectations and ambitions, and developed children and family's confidence, skills and abilities to manage the challenges of daily life.

Staff work in partnership with parents within the family home to address issues such as sleep, routine and eating which were often challenging in the home environment. The staff brought their skills and experience and intimate knowledge of the child and worked alongside parents to develop consistent approaches at home, school and respite. The number of children and young people receiving a service has been expanded and referrals from other agencies have increased. The team has shared the good practice of Intensive Family Support with delegations from other local authorities, head teacher groups, and external organisations.

The academic attainment of Looked After Children shows some general improvement, with the proportion of Looked After School leavers attaining literacy and numeracy at SCQF level 4 increasing from 50% in 2014 to 75% in 2017/18, remaining above the Virtual Comparator (71%). However the average tariff points for Looked After school leavers shows more variation from year to year, and remains below the virtual comparator. These figures need to be viewed with some caution as they represent a very small group of young people of less than 20 each year.

The identification of Young Carers has been a priority for schools and Perth and Kinross Association of Voluntary Service (PKAVS), and the number of Young Carers who are identified and provided with support has increased year on year. PKAVS Young Carers helps Young Carers to offset their caring responsibilities through group activities, and they also provide support for young people aged 8 – 18 in schools by providing training, information and group talks, support children and young people at times of transition as well as encouraging children and young people to take part in holiday activity programmes. In January 2019 Perth and Kinross Council appointed a young carer's worker to support young carers whose caring role is having a significant impact on them, and in April 2019, PKAVS created a dedicated Carers Hub at Lewis Place in Perth, which provides a range of support for young people who are carers, and in partnership with PKC the service has developed the potential to provide a positive learning environment away from school or home.

## **Our Focus for 2019/20**

- Implement the Corporate Parenting Strategy 2017-2020 to achieve significant improvements in the life chances for care experienced children and young people.
- Children and young people are supported by their families and remain in their communities wherever possible.
- Children and Young People are supported to give their views about decisions affecting them, including the use of Independent Advocacy.
- Young Carers will be supported to achieve their potential.



# Safeguarding and Child Protection

## Creating a safe and sustainable place for future generations

Our children and young people will be safe and protected from harm at home, school and in the community. Our communities will be safe and we will act to prevent and reduce crime and anti-social behaviour.

Our approaches to protecting vulnerable children and young people are integrated and focused on early identification, and immediate and effective intervention to remove and reduce the risk of significant harm.

### Performance Summary for 2018/19



Work has been ongoing with Centre for Excellence for Looked After Children in Scotland (CELCIS) to improve the availability of support for pregnant women and their partners and for families with children in their 1<sup>st</sup> year. A range of services are involved in the planning of pilot activity to be launched in 2019/20 in Strathearn/Perth City. This includes collaboration between NHS Tayside Maternity Services and Health

Visiting Services and Perth and Kinross Council Parenting and Family Learning Team and Services for Children, Young People and Families.

Elected Members, Chief Officers and Community Planning Partnership (CPP) partners continue to provide strong strategic leadership, direction and scrutiny of our partnership approach of *zero-tolerance to abuse and exploitation and to ensuring a hostile environment across Perth and Kinross* and they have publicly recorded that *“there is no place for abuse and exploitation in our communities”*.

Elected Members and Chief Officers of the public, private and third sectors in Perth and Kinross continue to discharge their individual and collective responsibility for children's services, in particular, child protection services, through the quarterly meetings of the Perth and Kinross Children, Young People and Families Partnership (CYPFP).

Throughout this year, they have continued to scrutinise the work of the Child Protection Committee (CPC) and received regular performance management thematic reports and progress reports on the work of the CPC; including progress of the CPC Improvement Plan; CPC Standards and Quality Report; the Child Sexual Exploitation (CSE) Work Plan and key practice improvements, aimed at providing better outcomes for children and young people. The partnership has also appointed a new Independent Chair to chair both the Adult Protection Committee (APC) and the CPC, which has improved the working synergy between both partnerships.



Leadership for the Tayside-wide group driving improvement and collaboration in safeguarding and child protection is provided by the PKC Depute Director of Education and Children's Services and Chief Social Work Officer. Continuous improvement is coordinated via the Tayside Plan for Children, Young People and Families 2017 - 2020 to which the CPC Improvement Plan is closely aligned; allowing an opportunity to implement a consistent and improved approach both here in Perth and Kinross and across Tayside. Key achievements include a practitioner conference on tackling neglect and a joint leadership event for Chief Officers and Child Protection Committees.

Perth & Kinross Child Protection Committee has published revised information sharing guidance for staff, and are working to replicate the guidance across Tayside. The guidance supports the application of sound professional judgment and empowers safe practice to safeguard, support and promote the welfare of children and young people and protect them from harm, abuse and exploitation.

This year has seen the continued roll out the Mind Of My Own (MOMO) App, enabling increasing numbers of young people to have their views presented at various key meetings; by February 2019 104 young people had MOMO accounts.

Two very successful *Getting it Right: Keeping Your Child Safe* events were held in in Perth, with a focus on exploring current challenges in keeping children safe in a digital environment. The events were well attended and evaluated highly by those attending, and work is ongoing to explore how this model can be replicated across Tayside.



We have continued the roll out of the NSPCC Schools Service: Speak Out. Stay Safe Programme to all primary schools in Perth and Kinross. This year 4,513 children have received the programme, which aims to equip children with the knowledge and understanding they need to stay safe from abuse and neglect; Children are taught to speak out if they are worried, either to a trusted adult or Childline.

## Our Focus for 2019/20

- Continue to provide high quality services to protect children in Perth and Kinross and across Tayside.
- Develop the provision and consistency of independent advocacy.
- Implement new guidance and processes for Inter-Agency Referral Discussions.
- Improve the quality of assessments by ensuring that all services contribute.

## Criminal Justice Social Work

The Criminal Justice Social Work teams continue to perform well against the national position for:

- Providing assessments and reports to court to assist sentencing decisions;
- Supervising people on social work orders to tackle and reduce offending behaviour;
- Supervising people who are required to perform unpaid, useful work for the benefit of the community;
- Prison-based social work services to those serving custodial sentences and their families;
- Preparing reports of the Parole Board to assist decisions about release from prison; and
- Throughcare services including parole, supervised release and other prison aftercare orders to ensure public safety; and
- Supporting those who have experienced crime and their families.

The strong performance in low reconviction rates for adult offenders against national comparators has been sustained over the last year. Key performance highlights include a prompt response to people within the justice system. Just under three-quarters of people who receive a new community payback order are seen by a member of criminal justice social work staff within twenty-four hours and 4 out of 5 people with new community payback orders were seen within 5 working days.

Perth and Kinross Council bid successfully along with Dundee City Council to obtain national funding to implement the Caledonian System which is a highly evaluated programme to tackle and reduce the incidence and impact of domestic violence. From April 2019 this will be operational and working alongside our partners and the local courts, men, women and children will begin to benefit from a structured programme of support.

The Tayside Strategic Oversight Group meets quarterly to monitor the work of Multi-Agency Public Protection Arrangements (MAPPA) and directs local approaches towards the management of high risk offenders. The most recent annual report shows that the process for assessing and managing high risk of harm continues to work well across Tayside evidenced by the positive partnership working and high rate of offender compliance. Overall, the number of offenders managed through MAPPA reduced in 2017/18. A programme of quality assurance audits will continue to monitor performance closely.

## **Our Focus for 2019/20**

- Implement an evidence-based approach to tackle domestic abuse and the increased prevalence of the impact on family life.
- Review Criminal Justice Social Work Services and identify areas for improvement.
- Refresh the governance and reporting framework for Criminal Justice Social Work Services taking account of the role of the Community Justice Partnership
- Plan for the introduction of the presumption against short sentences and build capacity for an increase in the number of community disposals
- Continue to focus on qualitative measures to assess the impact of interventions on the outcomes for people in the criminal justice system.

### 3. ORGANISED TO DELIVER

#### Governance and Management Structure of the Service

Education & Children's Services Senior Management Team (SMT) is responsible for providing strategic leadership and direction for the work of Education and Children's Services. SMT comprises of:

- Sheena Devlin, Executive Director (Education and Children's Services)
- Jacquie Pepper, Depute Director & Chief Social Work Officer
- Sharon Johnston, Head of Education (Primary and Early Years)
- Rodger Hill, Head of Education (Secondary and Inclusion)
- Hazel Robertson, Head of Services for Children, Young People & Families
- Greg Boland, Senior Business and Resources Manager

The service's management structure is detailed on the PKC website.

#### Customer Focus and Community Engagement

A programme of work to support and promote cashless operations of school offices continues, to achieve security, efficiency and administrative benefits alongside the increasing uptake of ParentPay to allow for payment of meals, trips and other activities.

Local authorities have a statutory duty to consult every two years on the provision of ELC, to inform the planning and delivery of services. A total of 745 people responded to the latest consultation carried out between December 2018 and February 2019 from which there were 562 parents or carers with pre-school age children in their household. Addition location-specific focus groups and roadshows were also carried out and results informed the ongoing development of ELC provision.

To inform the development of the Tayside Parenting Strategy a consultation with parents and others with a parenting role was completed between June and September 2018. Around 300 responses were received which helped shape development of the strategy. A further series of feedback and engagement events began in March 2019 to support finalisation of the Strategy and an action plan to support its implementation.

Contributing to corporate priorities, we have introduced and support a single, managed, consultation hub ([consult.pkc.gov.uk](https://consult.pkc.gov.uk)) to promote and manage all consultation and survey activity across the Council and its partnerships, which assists in building the quality and transparency of all consultation, whilst clearly 'closing the loop' in reporting to the public/consultees what has happened as a result of their input.

#### Preparing our People for the Future

A number of staff who have completed the *Learn to Teach* programme have gone on to complete a probationer year and are now employed in our schools. The current cohort are in their probationer year and the initial interviews of staff applying for the next cohort to Dundee University have been completed.

We continue to deliver our probationary teacher programme for newly qualified teachers, which supports new teachers to satisfy full registration requirements.

Leadership opportunities for teaching staff at all levels are supported through partnership working with the Scottish College for Educational Leadership (SCEL); currently staff are undertaking a number of SCEL opportunities including Teacher Leadership, Into Headship, Towards Headship and Excellence in Headship.

The Leadership workstream of the TRIC Learning and Attainment Group has led to the adoption of a common *Leadership Development and Induction Programme* for newly appointed Headteachers in the 3 local authorities. Over 30 new Headteachers have participated in the programme and feedback has been very positive. It has also initiated a programme for newly appointed principal teachers entitled *Collaborative Middle Leadership Programme* to be offered in partnership with Education Scotland.

The *Leading and Managing People through Change* programme is an opportunity for senior leaders from across Education and Children's Services to engage to engage in Career-long Professional Learning (CLPL) that is focussed around managing people and managing change for people in their teams. 15 senior managers have engaged in the programme this year and feedback is very positive.

Through the *Middle Leaders Programme* Principal Teachers from early years, primary and secondary have engaged with a programme that has been developing their leadership and management skills. 25 Principal Teachers have participated this year and feedback has been very positive.

General Teaching Council revalidation was recently awarded, recognising our approach to supporting professional learning and review. To improve access to this, CLPL has now been linked to the MyView resource for all teaching staff and we continue to offer CLPL through the ECS Learning Hub.

## **Partnership Working**

Perth and Kinross Council is a core partner in the leadership and delivery of the Tayside Plan for Children, Young People and Families - a joint Integrated Children's Services Plan with Dundee and Angus Community Planning Partnerships (CPPs), which informs the work of the Tayside Regional Improvement Collaborative. This approach demonstrates the shared understanding and commitment by Tayside-wide partners of the need to address the holistic needs of children and young people if they are to achieve improved outcomes. In particular good progress has been made in leadership training and in the development of support for parents across the three CPPs.

By taking a partnership approach to commissioning youth services ECS has worked with the Gannochy Trust to invest £900,000 in youth work projects over the forthcoming 3 years. This provides the six 3<sup>rd</sup> sector projects that received funding with greater stability.

Perth and Kinross Council are exploring the potential for a joint 2-18 community learning campus which could accommodate pupils from Angus, Dundee and Perth and Kinross. This would potentially support the provision of learning facilities closer to the communities within

which the pupils and their families live. Perth and Kinross Council are looking only for secondary provision.

We have been collaborating with Tayside Contracts, Angus and Dundee City Councils around developing a Tayside wide approach to provide school meals. Since 2016, Perth and Kinross Council have been looking at the most appropriate way to deliver approved savings of £200,000 against the meals service. The current proposal is to build a central meals cook-freeze production unit.

## **Financial and Resource Management**

The ECS Revenue Budget for 2019/2020 is £180.727M and ECS have savings of £3.975M to deliver between 2019/2020 to 2021/2022.

The ECS Capital Budget for the next 10 years is £176.272M with the major projects being the replacement of Perth High School; the replacement of Blairgowrie Recreation Centre and the expansion of Early Learning & Childcare.

In order to provide more efficient, effective services ECS carried out a review of strategic commissioning, and as a result produced the *ECS Commissioning Strategy 2017-2020*. The strategy sets out how the service intends to modernise and improve our approach to the strategic commissioning of services to enhance the quality of life for children, young people and their families by having a vision and commitment to improve. It provides a firm foundation for generating joint approaches to the strategic commissioning of services with partners, both locally in Perth and Kinross and Tayside-wide. The strategy has already delivered significant savings for the service.

An internal audit of General Data Protection Regulation (GDPR) arrangements established satisfaction with the ECS approach to controls and awareness-raising within the Service. There were no specific actions for ECS and we will continue to support ongoing corporate actions.

Internal Audit also examined the major investment in the REACH project, and concluded that there were appropriate arrangements in place. Relevant analysis activity was undertaken to define the approach of the transformation review and to understand the cost and impact/potential benefits of the preferred option. They noted the effective project governance framework and the provision of information to the Project Board to facilitate oversight and decision making.

## **Performance, Self Evaluation and Risk Management**

The school improvement framework is focused on improving outcomes for children and young people in our schools. It is based on the principle of proportionality and provides support and challenge to schools in taking forward identified priorities in line with local and national agendas. Over the last 12 months the school improvement team have carried out 22 Extended Learning and Achievement Visits (ELAVs) to 1 secondary school, 3 all through schools and 13 primary schools. There have been 18 Learning and Achievement and 11 ELAV or inspection follow up visits to primary schools and all through schools. There will be a further Secondary ELAV and 3 Secondary and all-through ELAV follow-ups during Term 4 of this session.



The recent inspection of *Community learning and development in Perth and Kinross Council* enabled the opportunity to work with Education Scotland to assess the quality of strategic leadership of Community Learning and Development (CLD) and the quality of CLD provision.

The Annual Governance Statement process allows us to undertake a comprehensive review of governance across the service, and consider improvement actions. It is a holistic process which considers governance in varying contexts including; vision, leadership, engagement, organisational development, decision making, internal controls and accountability.

Education and Children's Services have recently undertaken a review of strategic risk management in line with the new Corporate Risk Management Strategy and revised approach to risk management. The new approach is in the process of being embedded across the service and will be fully integrated into the developing Performance Framework. The service strategic risks are outlined below.

| Strategic Objective                                                                                                  | Service Risk                                                                                           | Residual Risk |             |       |
|----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------|-------------|-------|
|                                                                                                                      |                                                                                                        | Impact        | Probability | Score |
| All objectives                                                                                                       | The pace, scale and expectations of change become increasingly outwith our control.                    | 3             | 2           | 6     |
| All objectives                                                                                                       | The responsibility for leading on partnership working and commissioned services is not equally shared. | 3             | 5           | 15    |
| All objectives                                                                                                       | Systems, information and data are not fit for purpose to support modern working practices.             | 3             | 3           | 9     |
| All objectives                                                                                                       | Additional legislative responsibilities are underfunded.                                               | 4             | 3           | 12    |
| All objectives                                                                                                       | We fail to deliver on expected budget savings.                                                         | 4             | 2           | 8     |
| All objectives                                                                                                       | We fail to fulfil all statutory duties (current and new).                                              | 3             | 2           | 6     |
| Learning and Attainment                                                                                              | We fail to meet the requirements of the National Improvement Framework.                                | 2             | 2           | 4     |
| <b>KEY</b>                                                                                                           |                                                                                                        |               |             |       |
| <b>Impact:</b> 1 - Insignificant    2 - Minor            3 – Moderate    4 – Major        5 – Critical               |                                                                                                        |               |             |       |
| <b>Probability:</b> 1 – Rare            2 – Unlikely        3 – Possible        4 – Likely        5 – Almost Certain |                                                                                                        |               |             |       |

## Health and Safety

In order to successfully assimilate the Council's Health & Safety Management system with the operational requirements of primary schools, a three phase programme was put in place to produce individual action plans for each school and to identify any training requirements.

Phase 1 schools have completed and provided the first quarterly update of their action plans. Many of the Phase 1 schools have been audited by colleagues in the Health & Safety Team. Phase 2 schools have all developed their initial action plans and are working through the identified actions.

As a result of the phased approach, targeted support has been provided to individual Headteachers to ensure they meet their management responsibilities. The progress made in these first two phases has seen the profile of Health & Safety raised in schools, and provided effective induction for new Headteachers. Some common themes have been identified, which has allowed central support to be focussed on the meaningful and significant risks found in schools.

In the future the programme for action plan development in the Phase 3 schools will commence in April 2019, with all action plans being in place by the end of the school year 2018/19.

To support the future planning, management and organisation of school excursions, the MIS team will deliver further training on the EVOLVE management system with assistance from a Technical Advisor. A Service Level Agreement with Live Active Leisure to provide Technical Advisor support was confirmed in March 2019.



## 4. SERVICE IMPROVEMENT PLANS

This section provides details on Service's key focus for 2019/20 and an update on Service Improvement Plans for 2018/19.

### Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                                                                                          | Key High Level Actions                                                                                                                                     | Delivery Timescales                          | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic Objective: <i>Our children will have the best start in life, they will be cared for and supported to learn in nurturing environments</i></b>       |                                                                                                                                                            |                                              |                                                                                                                                                                                                                                                                                                       |
| Implement the 1140 hours expansion plan for the delivery of Early Learning and Childcare (ELC) provision.<br><i>Head of Education (Early Years and Primary)</i> | Implement the early delivery and testing of 1140 hours of ELC in line with phasing plan.                                                                   | Jun 2019                                     | Phasing on track in line with the expansion plan and Scottish Government guidelines on supporting vulnerable families and rural area. New models of delivery being trialled.                                                                                                                          |
|                                                                                                                                                                 | Continue to recruit additional staff in line with the workforce development plan, including the Modern Apprentice Scheme and Learn to Work in Early Years. | Jun 2019                                     | 10 Modern Apprentices have now secured posts as Play Assistants or ECP's.<br>Through <i>Learn to be an Early Years Worker</i> 10 PKC staff are now qualified ECPs in post.<br>The <i>Men in Childcare</i> course has run 5 times with 45 participants. 12% of the Kids Club permanent staff are male. |
|                                                                                                                                                                 | Consult with families in communities through focus groups, roadshows and online survey on delivery of 1140 hours.                                          | Dec 2018                                     | <b>Complete</b><br>Over 40 focus groups have been undertaken and the Online Survey is now complete.                                                                                                                                                                                                   |
|                                                                                                                                                                 | Collaborate with Tayside Regional Improvement colleagues on development of key policy areas;(early and deferred entry; cross border; charging; admissions) | Aug 2018<br><b>Revised Date:</b><br>Jun 2019 | The Priority Group 1 sub-group is collaborating on guidance for supporting business sustainability. Cross-Boundary Guidance reviewed and agreed. Workforce action plan created. Ongoing audit of current qualifications and training offered by each LA.                                              |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                                                                   | Key High Level Actions                                                                                                                                                                 | Delivery Timescales                          | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Further develop and support schools to deliver early level curriculum through play in Primary 1.<br><i>Service Manager (Early Years)</i> | Plan training programme to include networking/professional dialogue for senior management teams and P1 teachers across seven pilot schools in phase 1.                                 | Aug 2018                                     | <b>Complete</b><br>Training programme delivered June 2018. Programme of network meetings in place for session 2019-20.                                                                                                                                                                                                                                                  |
|                                                                                                                                          | Roll out phase 2 schools.                                                                                                                                                              | Jan 2019<br><b>Revised Date:</b><br>Aug 2019 | Revised timescale to ensure Phase1 training is fully embedded.<br><br>Initial staff training is planned for April/May 2019 with continuing training and support for Phase 2 schools during session 2019/20 using a practitioner enquiry model of delivery.                                                                                                              |
|                                                                                                                                          | Evaluate and Review progress, and plan for full roll out during 2019-2020.                                                                                                             | Apr 2019<br><b>Revised Date:</b><br>Dec 2019 | Revised training planned for Phase 2 schools. Evaluation of aims / outcomes of project in Phase 1 schools to be completed by August 2019.<br>Roll out to Phase 3 schools planned for April/May 2020.                                                                                                                                                                    |
| Review and further enhance availability of Out of School Care.<br><i>Service Manager (Evidence2Success)</i>                              | Support initiatives to enhance the availability of placements, i.e. support to Childminders, delivery of Men in Childcare, access to training and Continuing Professional Development. | Mar 2019                                     | <b>Complete</b><br>Several campaigns to increase the number of childminders have been delivered. As a result 58 people completed pre-registration courses. A further 15 men completed the Men in Childcare course.<br><br>CPD courses were funded in Childhood Practice, Child & youth studies, SVQ Social Services, Early Education & Childcare and Support Assistant. |
|                                                                                                                                          | Consider Fairer Futures report recommendations and actions required, including promotion of incentives such as setting up a Tax Free Childcare account.                                | Feb 2019                                     | <b>Complete</b><br><u>Information updated</u> on PKC website to improve parent's access to national guidance on how to set up Tax Free Childcare accounts, and promoted on social media.                                                                                                                                                                                |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                                                                    | Key High Level Actions                                                                                                                           | Delivery Timescales | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                           | Enhance community developments, including community committees and Safestart.                                                                    | Feb 2019            | <b>Complete</b><br>Support has been provided to groups of parents interested in setting up or extending out of school care. This led to an increase in places in Auchterarder Kid's Club and the development of new provision in Pitlochry. Activity to support parent/community bodies to deliver Safestart provision has also been initiated in 4 communities. |
| Embed approaches in nursery settings to enhance children's communication in early literacy skills<br><i>Service Manager (Early Years)</i> | Complete Phase 2 of "Closing the Communication Gap" project in partnership with Speech and Language Therapy colleagues.                          | Jun 2018            | <b>Complete</b><br>Phase 2 completed November 2018 – 13 schools.                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                           | Implement Phase 3 to all remaining schools                                                                                                       | Sep 2018            | <b>Complete</b><br>All phase 3 schools have attended training session 1.                                                                                                                                                                                                                                                                                         |
|                                                                                                                                           | Offer "Early Writing" training to all nursery and Primary 1 practitioners                                                                        | Sep 2018            | <b>Complete</b><br>One session delivered. One other session planned.                                                                                                                                                                                                                                                                                             |
|                                                                                                                                           | Implement the Language Meets Literacy Practicum using Improvement Methodology to evaluate impact.                                                | Nov 2019            | To date the programme has been implemented in 3 nursery settings. 18 children and 13 families have participated. 100% of feedback shows a positive impact from training. Plans are in place for further roll out through training LA practitioners to deliver the programme.                                                                                     |
| Further develop the learning environments in Early Learning and Childcare settings.<br><i>Service Manager (Early Years)</i>               | Create environmental audit tool for settings to evaluate and share learning with senior managers and practitioners, including partner providers. | Aug 2018            | <b>Complete</b><br>Audit tool created. Presentation delivered to all partner provider managers and HTs of schools with Nursery classes.                                                                                                                                                                                                                          |
|                                                                                                                                           | Review Impact of Learning and Share Good Practice.                                                                                               | May 2019            | <b>Complete</b><br>All support and development visits will be completed June 2019 and findings analysed to identify core themes by August 2019. Sharing of good practice event planned for April 2019.                                                                                                                                                           |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                                                                                           | Key High Level Actions                                                                                                                                                              | Delivery Timescales | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Continue to improve timescales in Permanence Planning for looked after children.</p> <p><i>Head of Services for Children, Young People &amp; Families</i></p> | Continued robust monitoring of timely decisions for those children and young people who require permanent alternative care.                                                         | Mar 2019            | <p><b>Complete</b></p> <p>Permanence tracking monitoring continues on a monthly basis and allows for the tracking of children through all stages of the process to ensure there is no drift or delay. Currently there are 66 children and young people being tracked and all of these young people have a plan.</p> |
|                                                                                                                                                                  | Continue to use the Looked After Children Review process to identify children in need of permanent substitute care.                                                                 | Mar 2019            | <p><b>Complete</b></p> <p>Permanence tracking meetings include representation from the review team to ensure that any possible children and young people who may be requiring permanent alternative care are monitored. Currently this sits at 36 children including 8 unborn babies.</p>                           |
|                                                                                                                                                                  | Continue to improve the arrangement for the decision-making for children in kinship care.                                                                                           | Mar 2019            | <p><b>Complete</b></p> <p>The Kinship care panel continues to approve all placements for children and young people who are looked after. The assessment is robust and presented to the panel for discussion. The process mirrors that of the fostering and adoption panel.</p>                                      |
| <p>Review the Early Years Strategy</p> <p><i>Head of Education (Early Years and Primary)</i></p>                                                                 | Lead the implementation of the Pre-birth – 5 years Priority Group, including actions to support delivery of the Tayside Plan within Perth and Kinross                               | Dec 2018            | <p><b>Complete</b></p> <p>Action Plan in Place for Priority Group 1 of the Tayside Plan.</p>                                                                                                                                                                                                                        |
|                                                                                                                                                                  | Identify key actions required to enhance support for 0-3years age group, including improving access to information, support and evidence-based interventions that meet their needs. | Dec 2018            | <p><b>Complete</b></p> <p>Work is ongoing with NHS Tayside partners to enhance support through the Tayside Planning group.</p>                                                                                                                                                                                      |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                                                                                                                                                                     | Key High Level Actions                                                                                                                                                                                                      | Delivery Timescales | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Build capacity in Early Years settings in understanding and responding to the needs of children requiring additional support.<br><i>Service Manager (Inclusion)</i>                                                                        | Develop guidance and training in Nurseries including partner providers to implement PKC planning processes.                                                                                                                 | Jun 2019            | <b>Complete</b><br>Guidance documents have been written and will be distributed to nurseries in April 2019.                                                                                                                                                                                    |
|                                                                                                                                                                                                                                            | Support for early years practitioners through self-regulation in action project.                                                                                                                                            | Jun 2019            | Self-regulation In Action underway for 2018/19 with four Early Years participants.                                                                                                                                                                                                             |
| Continue work with the Centre for Excellence for Looked After Children in Scotland (CELSIS) on 'Getting it Right Pre-Birth and into the first year of life'.<br><i>Head of Services for Children, Young People &amp; Families</i>          | Better enable communities to offer help and support to women and their families, using improvement science to identify vulnerability and implement new pathways of support for pregnant women, infants, and their families. | Mar 2021            | As part of our partnership with NHS Tayside, we are supporting colleagues in midwifery to identify vulnerabilities and seek local support.                                                                                                                                                     |
|                                                                                                                                                                                                                                            | Better enable people (practitioners, volunteers, community members) to work together to ensure women and their families get the right help at the right time.                                                               | Mar 2021            | Our work with CELSIS has encouraged earlier identification of concern and appropriate signposting of services.                                                                                                                                                                                 |
|                                                                                                                                                                                                                                            | Better enable midwifery and health visiting to provide women and families with access to the right help and support.                                                                                                        | Mar 2021            | NHST staff are now more able to promote appropriate access to support.                                                                                                                                                                                                                         |
| <b>Strategic Objective: <i>Our children, young people and their families will be meaningfully engaged with learning and combined with high quality learning experiences, all children and young people will extend their potential</i></b> |                                                                                                                                                                                                                             |                     |                                                                                                                                                                                                                                                                                                |
| Implement the Raising Attainment Strategy 2016-2019 and its associated requirements.<br><i>Heads of Education</i>                                                                                                                          | Plan to improve pupil attainment in line with the targets set out in the Raising Attainment Strategy, particularly with identified groups e.g. Care Experienced Children and Young People, Gypsy Travellers, Young Carers.  | Aug 2018            | <b>Complete</b><br>Raising attainment group has been established. Audit of 2018-19 plan undertaken to establish baseline and progress. Development work for Strategy 2019-22 underway.                                                                                                         |
|                                                                                                                                                                                                                                            | Work with Attainment Advisor as part of Raising Attainment Group to implement updated attainment strategy for session 18-19.                                                                                                | Jun 2019            | Attainment Advisor a member of the Raising Attainment Group. Equity Network established focussing on the Scottish Attainment Challenge supported by the Attainment Advisor. Attainment Advisor "Surgery" offered to schools. Attainment Advisor round of support visits to schools undertaken. |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                                                                                     | Key High Level Actions                                                                                                               | Delivery Timescales | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                            | Co-ordinate delivery of and support to targeted interventions within schools.                                                        | Dec 2018            | <b>Complete</b><br>Training for a number of interventions has been made available to schools this session run by the Educational Psychology team. Action Research workshops have also been offered this session, supported by QIOs, Educational Psychology and research staff.                                                                                                        |
|                                                                                                                                                            | Review and update the Raising Attainment Strategy for 2019-2022.                                                                     | Jun 2019            | Raising Attainment Group working towards Lifelong Learning Committee in September 2019 for approval of 2019-2022 Strategy. Audit undertaken of current plan to establish baseline and progress.                                                                                                                                                                                       |
|                                                                                                                                                            | Further develop practitioner enquiry into self-regulation.                                                                           | Jun 2019            | Self-Regulation in Action project underway for 2018/19, with two parallel cohorts involving 28 participants and 15 establishments.                                                                                                                                                                                                                                                    |
| Implement further evidence-based interventions for learners supported by the Pupil Equity Fund (PEF) and PKC attainment fund.<br><i>Heads of Education</i> | Provide ongoing support to schools in implementing evidence-based approaches to close the gap including use of Pupil Equity Funding. | Jun 2019            | Educational Psychology Service offering training and support in evidenced-based interventions. Equity Networks established in LMGs to support staff involved in closing the poverty related attainment gap. Microsoft Teams group utilised for continued support and access to resources, materials and sharing of good practice. PEF planning and use of PEF a focus of Term visits. |
|                                                                                                                                                            | Support Action Research, Model for Improvement and use of data.                                                                      | Jun 2019            | PEF PKC Improvement Methodology sessions underway.                                                                                                                                                                                                                                                                                                                                    |
|                                                                                                                                                            | Target additional resource to support evidence based approaches in all schools                                                       | Mar 2019            | <b>Complete</b><br>Consultation has been carried out with schools and information collated on the interventions put in place and measures of impact.                                                                                                                                                                                                                                  |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                      | Key High Level Actions                                                                                                                                                                                                                | Delivery Timescales                          | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Continue to implement the National Improvement Framework (NIF)<br><i>Heads of Education</i> | Fully review the School Improvement Framework programme including data gathering and School Visits.                                                                                                                                   | Oct 2018<br><b>Revised Date:</b><br>Dec 2019 | Due to vacancies within the EY and Primary school improvement team, this action was carried forward until full team was in place. Revised date in place.                                                                                                                                                                                                                      |
|                                                                                             | With the Regional Improvement Collaborative, share a collaborative directory of support and self-evaluations, create a framework for reciprocal visits, and deliver professional learning opportunities linked to improvement themes. | Jun 2019                                     | <b>Complete</b><br>Collaborative Directory created and shared. Self-evaluation guidance complete. 6 Reciprocal visits carried out across each local authority area. Curriculum Event well attended in November, Digital Learning Festival planned for May. Collaborative Middle Leadership programme for newly appointed Principal Teachers underway.                         |
|                                                                                             | Pilot and review the SEEMIS Management Information system's Progress and Achievement Tracking module and roll out to all schools for session 2019-20.                                                                                 | Jun 2019                                     | Pilot implementation has been delayed due to SEEMiS delays in building the module. The working group has continued to develop the shared understanding of the aims and benefits of a tracking system across the BGE in order to ensure that the system will be fit for purpose. 4 schools will begin to pilot the module in term 4. Roll out to follow after review of pilot. |
|                                                                                             | Review Scottish National Standardised Assessment policy and procedures (including use of LA level data) with Headteacher focus group and implement.                                                                                   | Sep 2019                                     | <b>Complete</b><br>Review undertaken in Sept 2018. Final policy guidance completed in November 2018, with a further review to take place in June 2019.                                                                                                                                                                                                                        |



## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                                                                                                     | Key High Level Actions                                                                                                                                                                           | Delivery Timescales | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                            | Implement structured programme of Career-Long Professional Learning support and resources for moderation.                                                                                        | Jun 2019            | <b>Complete</b><br>Training sessions delivered to HTs, DHTs, PTs probationer teachers. Resources created to support school and LMG moderation. PKC quality assurance moderation support officers (QAMSOs) attended national events and supported delivery of training sessions and development of materials. Moderation activities delivered in LMGs and schools. These are contributing to increased teacher confidence in tracking attainment, making predictions and understanding achievement of a level. |
|                                                                                                                                                                            | Work as part of Regional Improvement Collaborative to develop shared resources in use of feedback to improve learning.                                                                           | Jun 2019            | Two schools have worked on individual projects and shared learning and resources via teams and during sharing sessions. Final 'marketplace' session to take place in April.                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                            | Develop class, school and council wide approaches to ensuring children and young people have the opportunity to participate in decision making, planning and evaluation processes at all levels. | Jun 2019            | Children and young people have been involved in the recruitment of Depute Headteachers and Headteachers. Pupil Voice on what makes Excellent Relationships, Excellent Learning and Teaching was collected through 'Imagine If' workshops undertaken in 23 primary schools, 3 secondary schools and 1 special school.                                                                                                                                                                                          |
| Implement Literacy and Numeracy Strategies and associated interventions to close the poverty related attainment gap.<br><i>Head of Education (Early Years and Primary)</i> | Establish Literacy and Numeracy Steering Groups to oversee Implementation and measure impact.                                                                                                    | Jun 2018            | <b>Complete</b><br>Steering group established. Priorities are to ensure overview of CLPL, to oversee targets/measures of impact. Meeting dates throughout 2019/2020.                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                            | Launch Literacy and Numeracy Strategies and Year 1 Action Plans.                                                                                                                                 | Jun 2018            | <b>Complete</b><br>Plan is in place to implement from August 2019.                                                                                                                                                                                                                                                                                                                                                                                                                                            |



## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                                                                           | Key High Level Actions                                                                                                                                                | Delivery Timescales                          | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                  | Ensure effective communications and sharing of practice and resources through the creation of a PKC Literacy Hub, and promoting the use of the national Numeracy Hub. | Jun 2019                                     | PKC Literacy Hub content is being updated and transferred to Microsoft Teams. National Numeracy Hub and TRIC (TLAG) Hub are being promoted. PKC documents, training materials etc. will be uploaded to TLAG hub. |
|                                                                                                                                                  | Establish PKC Literacy and Numeracy Leaders Groups at Local Management Group level to provide core professional learning and support.                                 | Sep 2018<br><b>Revised Date:</b><br>Apr 2019 | LMGs have identified Literacy and Numeracy leaders. Core professional learning has been identified. SCEL accreditation has been sought.                                                                          |
|                                                                                                                                                  | Implement the pan Tayside numeracy collaboration plan.                                                                                                                | Jun 2019                                     | TLAG Numeracy Conference was held on 23rd March 2019. In the summer term, TLAG members will visit focus schools to complete case studies/impact reports.                                                         |
| Develop a Key Focus on Excellent Learning and Teaching through Inclusive Practice in all Educational Establishments<br><i>Heads of Education</i> | Develop a Learning and Teaching Policy based on inclusive approaches with a particular focus on differentiation and feedback.                                         | Jun 2019                                     | Draft policy to be shared in June 2019.                                                                                                                                                                          |
|                                                                                                                                                  | Create Curriculum Improvement Networks in Primary schools linked to Secondary schools.                                                                                | Jun 2019                                     | A review of Curriculum Improvement resulted in developing Headteacher improvement Partnerships and other activities. Positive feedback received.                                                                 |
|                                                                                                                                                  | Focus on Teacher Leadership through the Creative Learning Network, linking with the Scottish College for Educational Leadership.                                      | Jun 2019                                     | Good progress has been made, and there are ongoing actions for 2019-20.                                                                                                                                          |
|                                                                                                                                                  | Continue to support the delivery of high quality Physical Education and Expressive Arts.                                                                              | Jun 2019                                     | 9 PEPAS (Physical education, physical activity & sport) groups have been established supporting LMGs. EA framework and training in place.                                                                        |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                                                                                                                                                                | Key High Level Actions                                                                                                                         | Delivery Timescales                       | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Through the Tayside Regional Improvement Collaborative, develop a shared leadership strategy to improve leadership and management of schools.<br><i>Head of Education (Secondary &amp; Inclusion)</i>                                 | Improve leadership of Headteachers through participation in the Tayside Regional Collaborative leadership development and induction programme. | Jun 2019                                  | <b>Complete</b><br>Year 1 Programme complete with very positive feedback. Planning underway for year 2.                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                       | Implement a middle leader's leadership of change and improvement programme working with a range of external partners.                          | Jun 2019                                  | Collaborative Middle Leadership programme underway for newly qualified Principal Teachers in partnership with Education Scotland and close collaboration with Curriculum workstream of the Tayside Regional Improvement Collaborative. Leading and Managing People through Change programme for DHTs and Senior Officers from ECS almost complete for 18/19 and also Middle Leaders Programme for PTs in PKC almost complete. |
| Develop one strategy to incorporate Parental Involvement, Parental engagement and Family Learning.<br><i>Head of Education (Early Years and Primary)</i>                                                                              | Audit universal family learning programmes.                                                                                                    | Dec 2018<br><b>Revised Date:</b> Jun 2019 | Schools and establishments will be asked to respond to use of family learning programmes in May 19.                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                       | Consult on draft strategy with parents, children & young people and staff.                                                                     | Apr 2019<br><b>Revised Date:</b> Oct 2019 | Draft strategy underway and planned to be presented for consultation Sep/Oct 19.                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                       | Launch Parental Involvement, engagement and family learning strategy.                                                                          | Jun 2019<br><b>Revised Date:</b> Jan 2020 | Launch following consultation and review.                                                                                                                                                                                                                                                                                                                                                                                     |
| 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.<br><i>Head of Education (Early Years and Primary)</i> | Support all primary schools to maintain pace and progression of implementation of Language 2.                                                  | Jul 2019                                  | LMG meetings in Jan/Feb 2019 helped to confirm the implementation L2 is proceeding as planned. Continued CLPL opportunities including class support, meetings with HTs, 1+2 Champion meetings and Immersion courses.                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                       | Ensure effective liaison with secondary schools to develop transition programmes for Language 2 in each Local Management Group (LMG).          | Jul 2019                                  | Successful transition events last session included work with St Johns and Perth High. Resources for this have been shared. Plans for transition were discussed at LMG meetings in Jan/Feb 2019.                                                                                                                                                                                                                               |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                                                                                                                             | Key High Level Actions                                                                                                                                | Delivery Timescales                          | Comments on Key Actions and Outcomes Delivered                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                    | Create collaborative opportunities across LMGs and sectors to support planning for delivery of Language 3.                                            | Sep 2018<br><b>Revised Date:</b><br>Aug 2019 | Current L3 implementation plans will be discussed at the next meeting of the Pan Tayside 1+2 Strategy group to ensure a common Pan Tayside approach.                                                         |
| Implement the Digital Strategy to ensure that learning and teaching is fully supported by the effective and appropriate use of technology.<br><i>Head of Education (Secondary &amp; Inclusion)</i> | Further develop the use of the GLOW digital learning platform to support learning and teaching and professional learning.                             | Oct 2018                                     | <b>Complete</b><br>Training provided for identified leads for all schools. Digital Strategy completed and agreed at LLC now with design and print.                                                           |
|                                                                                                                                                                                                    | Review and identify further infrastructure needs and requirements to support the Digital Strategy.                                                    | Jun 2018                                     | <b>Complete</b><br>Survey of all schools undertaken June 2018 and works schedule planned with IT and property, additional resource provided. Improvement works are underway due to be completed August 2020. |
|                                                                                                                                                                                                    | Develop digital leaders of change to support learning.                                                                                                | Nov 2018                                     | <b>Complete</b><br>Strategy requires schools to appoint a digital lead and digital champions group across the authority, training delivered and more planned.                                                |
|                                                                                                                                                                                                    | Evaluate progress to date.                                                                                                                            | Mar 2019                                     | <b>Complete</b><br>Report to SMT submitted April 2019.                                                                                                                                                       |
|                                                                                                                                                                                                    | Implement the Digital Virtual Campus across a number of settings.                                                                                     | Jun 2019                                     | Study support pilot underway. Report and recommendations submitted to SMT.                                                                                                                                   |
| Work in collaboration with partners to update the Perth and Kinross strategy for Developing the Young Workforce (DYW).<br><i>Heads of Education</i>                                                | Review the Enterprise and Employability in Secondary Schools Strategy.                                                                                | Apr 2019                                     | <b>Complete</b>                                                                                                                                                                                              |
|                                                                                                                                                                                                    | Revise the strategy for DYW, Career Education, Skills and Profiling 3-18 in partnership with partner providers, SDS, Perth College and the DYW Board. | May 2019                                     | Currently in development through a Short Life Working Group.                                                                                                                                                 |
|                                                                                                                                                                                                    | Working with the DYW Regional Team, develop further approaches to senior phase work experience.                                                       | Jun 2018                                     | <b>Complete</b><br>Work experience figures show increased employer engagement.                                                                                                                               |
|                                                                                                                                                                                                    | Support the use of Education Scotland and Skills Development Scotland resources to implement the strategy 3-18.                                       | Jun 2019                                     | New DYW strategy and guidance draft circulation planned for May 2019.                                                                                                                                        |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                                                | Key High Level Actions                                                                                                                                                                   | Delivery Timescales                          | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                       | Review and update the PKC Wider Achievement Standard in light of the updated strategy.                                                                                                   | Apr 2019<br><b>Revised Date:</b><br>Apr 2020 | This will form part of the action plan for the DYW strategy.                                                                                                                                                                                                    |
| Transform the School Estate<br><i>Senior Business and Resources Manager</i>                                           | Develop options appraisals for schools where suitability, condition or occupancy have been identified as requiring improvement, leading to a more effective and efficient school estate. | Jun 2021                                     | Options appraisals have been completed for all 10 Phase 1 Schools with Statutory Consultations completed for the 5 schools where this was the recommendation of the options appraisal. Phase 2 Schools are currently underway and due to complete by late 2019. |
| Modernise the School Office<br><i>Senior Business and Resources Manager</i>                                           | Examine the current operation of school offices in all schools leading to identifying different processes and operations which will improve performance.                                 | Jun 2019                                     | <b>Complete</b><br>Increasing efficiencies are being found in school offices by introducing digital methods of obtaining excursion consent, school payments, applications and other information from parents / carers.                                          |
| <b>Strategic Objective: <i>Our children and young people will be physically, mentally and emotionally healthy</i></b> |                                                                                                                                                                                          |                                              |                                                                                                                                                                                                                                                                 |
| Implement the Health and Wellbeing Strategy<br><i>Head of Education (Early Years and Primary)</i>                     | Establish the Health and Wellbeing Strategy monitoring group.                                                                                                                            | Aug 2018<br><b>Revised Date:</b><br>Apr 2019 | <b>Complete</b><br>Membership of group outlined and draft date of first meeting for June 2019.                                                                                                                                                                  |
|                                                                                                                       | Establish a Health and Wellbeing Network involving early years, primary and secondary Health and Wellbeing Leaders.                                                                      | Aug 2018<br><b>Revised Date:</b><br>Apr 2019 | <b>Complete</b><br>Membership of Network identified and draft date of first meeting May 2019.                                                                                                                                                                   |
|                                                                                                                       | Review approaches to planning for progression in and evaluating outcomes across all aspects of Health and Wellbeing.                                                                     | Jun 2019<br><b>Revised Date:</b><br>Dec 2019 | Work will be undertaken with the HWB Network leaders over session 19/20.                                                                                                                                                                                        |
|                                                                                                                       | Revise the Physical Education, Physical Activity and Sport plan and work with schools to support implementation.                                                                         | Jun 2019                                     | Planning approach agreed and submitted by all LMGs. PEPAS officer supporting implementation.                                                                                                                                                                    |
|                                                                                                                       | Contribute to the development and implementation of a Tayside Healthy Weight Strategy.                                                                                                   | Mar 2019                                     | <b>Complete</b><br>Stakeholder consultation activity planned for April – June 2019.                                                                                                                                                                             |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                                                                                                                     | Key High Level Actions                                                                                                                                                                                                                                                 | Delivery Timescales | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Continue to develop the Emotional Wellbeing Collaborative with a focus on Resilience of children and young people, parents and staff<br><i>Head of Education (Early Years and Primary)</i> | Enhance the resilience levels of children and young people through piloting of Bounce Back in Secondary schools; strategies to manage exams; further support the development of nurturing approaches and how services respond to Adverse Childhood Experiences (ACEs). | Jun 2019            | Training, materials and evaluation support provided to two Secondary schools for Bounce Back. One school has begun piloting work on 'resilience for exams'. A review of the roll out of nurturing approaches to be undertaken.                                                                                                                                   |
|                                                                                                                                                                                            | Establish a range of training for staff to enhance their skills and confidence in supporting children and young people with emotional wellbeing concerns.                                                                                                              | Jun 2019            | Staff in schools and social work teams have attended training, including; skills to support the development of resilience; development of trauma-informed practice; working with families affected by imprisonment; and use of improvement methodology.                                                                                                          |
|                                                                                                                                                                                            | In partnership with Employee Support and Organisational Development services pilot support for the workforce to actively enhance their own wellbeing                                                                                                                   | Jun 2019            | Work is ongoing with staff in one secondary school to improve their staff wellbeing, including a survey of staff well-being, training in personal resilience, support to deliver a Health and Wellbeing Learning Festival and support to monitor subsequent actions. Three other schools have recently collaborated to initiate a similar programme of activity. |
|                                                                                                                                                                                            | Contribute to the development and implementation of a Tayside Emotional Health & Wellbeing Strategy.                                                                                                                                                                   | Jun 2019            | Event planned for May 2019 to launch the Tayside Mental Wellbeing Toolkit. Ongoing involvement contributing to the development of the strategy.                                                                                                                                                                                                                  |
| Lead implementation of the Play Framework for Perth and Kinross<br><i>Service Manager (Early Years)</i>                                                                                    | Establish and implement a robust set of PKC Play Framework actions to improve play in learning environments – the home, school and community                                                                                                                           | Dec 2018            | <b>Complete</b><br>Play Strategy approved in March 2019. Action plan will be implemented in session 2019-20.                                                                                                                                                                                                                                                     |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                                                                                                                                                                                  | Key High Level Actions                                                                                                                                                             | Delivery Timescales | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Contribute to the development and implementation of a Tayside Substance Misuse Framework in schools.<br><i>Head of Education (Early Years and Primary)</i>                                                                                              | Provide information sessions for school staff and partners to plan for implementation of the Tayside Substance Misuse Framework in individual establishments                       | Dec 2018            | <b>Complete</b><br>Substance Misuse Framework complete and launched to managers and partners March 2019. Launch to Headteachers planned for May 2019.                                                                                                                                                                                     |
| <b>Strategic Objective: Our children and young people who experience particular inequalities and disadvantage will achieve health, wellbeing and educational outcomes comparable with all other children and young people.</b>                          |                                                                                                                                                                                    |                     |                                                                                                                                                                                                                                                                                                                                           |
| Reaffirm our commitment to 'Getting It Right For Every Child' (GIRFEC).<br><i>Depute Director, Education and Children's Services</i>                                                                                                                    | Ensure practitioners are supported in their day to day practices and to be confident in the sharing of information, effective use of chronologies, assessment and child's planning | Dec 2018            | <b>Complete</b><br>Code of Practice Information Sharing, Confidentiality and Consent has been reviewed and updated. The multi-agency Guidance for Chronologies has been reviewed and updated and approved at the Child Protection Committee.                                                                                              |
|                                                                                                                                                                                                                                                         | Promote earlier intervention and family support in partnership with third sector colleagues.                                                                                       | Dec 2018            | <b>Complete</b><br>Commissioned services now in place to provide intensive family support.                                                                                                                                                                                                                                                |
| Establish REACH, a multi-disciplinary team working with young people on the edge of care and their families.<br><i>Head of Services for Children, Young People and Families</i>                                                                         | Team to be operational and working practices developed.                                                                                                                            | Jan 2019            | <b>Complete</b>                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                         | Reduce the reliance on external care placements by expanding services to prevent young people entering care.                                                                       | Jan 2020            | Over the past 18 months this has been successful in reducing the reliance on external placements. In residential care the number has reduced from 24 to 10 and fostering the number has reduced from 47 to 19.                                                                                                                            |
| Implement the Corporate Parenting Strategy 2017-2020 to close outcomes gaps and to achieve significant improvements in the life chances for care experienced children and young people.<br><i>Executive Director, Education and Children's Services</i> | Work with partners in the Children, Young People and Families Partnership Corporate Parenting Sub Group to implement the strategy.                                                 | Jun 2019            | The corporate parenting strategy is a 3 year piece of work with actions focusing on improving outcomes for children who are care experienced. The group meets on a quarterly basis and the plan is implemented through the looked after strategy group. The strategy has actions associated to various agencies and is updated quarterly. |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                                                                                                                                     | Key High Level Actions                                                                                                                                      | Delivery Timescales | Comments on Key Actions and Outcomes Delivered                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Inclusion Review<br><i>Head of Education (Secondary &amp; Inclusion)</i>                                                                                                                                   | Gather all relevant data in relation to the current provision of support for children and young people with ASN.                                            | May 2019            | Analysis of data complete.<br>Widespread consultation to commence with all stakeholders in May 2019.<br><br>Implementation plan to be developed informed by the above – December 2019.             |
| Develop a Tayside Parenting Strategy that supports delivery of the aspirations of the Tayside Plan for Children, Young People and Families 2017-2020<br><i>Head of Education (Early Years and Primary)</i> | Work with partners to lead development of a Tayside Strategy that builds on evidenced approaches and best practice informed by consultation and engagement. | Dec 2018            | <b>Complete</b><br>A consultation has been completed with parents, carers and service providers. Engagement has been positive. The final Strategy and an Action Plan will be developed in 2019-20. |



## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                                                                      | Key High Level Actions                                                                                                                                                                                                                         | Delivery Timescales | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic Objective: <i>Our children and young people will be safe and protected from harm at home, school and in the community</i></b>  |                                                                                                                                                                                                                                                |                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Continue to provide high quality services to protect children across Tayside.<br><i>Depute Director (Education and Children's Services)</i> | Collaborate with relevant partners and provide leadership to the Safeguarding and Child Protection Priority Group to implement the actions within the Priority Group Improvement plan to achieve consistent and robust multi-agency processes. | Mar 2019            | <b>Complete</b><br>TRIC Priority Group 5 continues to take forward service improvements in relation to 6 key priorities. A successful staff conference on neglect was held in November 2018 and a successful Tayside leadership event was held in April 2019 to consider areas for further collaboration. Work is progressing to update guidance and procedures for Inter-agency Referral Discussions; Guidance for Paediatric Forensic Medical Examinations; and Unborn Baby Protocols. Staff will be trained to help them tackle online risks and a new Tayside Child Protection performance framework will be in place for 2020. |
|                                                                                                                                             | Implement the revised guidance for information sharing and use of multi-agency chronologies.                                                                                                                                                   | Mar 2019            | <b>Complete</b><br>This has been progressed by Priority Group 5 of the Tayside Regional Improvement Collaborative and final guidance has been prepared and circulated.                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                             | In partnership with NHS, promote improvement in earlier recognition and response to patterns of accumulated neglect for vulnerable children, including persistent non-attendance at health appointments.                                       | Mar 2019            | <b>Complete</b><br>Improved liaison with health colleagues to monitor attendance at health appointments (of children who are on supervision orders or subject to child protection measures) to avoid repeated missed appointments.                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                             | Create a more prominent profile for the recording of risk within written assessments for children and young people. Ensure that identified risks to individual children and young people are clearly articulated within written assessments    | Mar 2019            | <b>Complete.</b><br>Electronic recording amended to ensure prominent recording of risk. Reports and assessments now being monitored by Chairs of case conferences for clear identification of risk and quality of overall assessment.                                                                                                                                                                                                                                                                                                                                                                                               |



## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19 | Key High Level Actions                                                                                                                                                                   | Delivery Timescales | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                        | Further develop and extend the reach and use of the Mind Of My Own (MOMO) to strengthen children's voices in decision-making.                                                            | Mar 2019            | <b>Complete</b><br>This has now been extended to Young Carers.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                        | Review existing advocacy provision for children and young people, develop and implement plans to strengthen and extend the availability of independent support.                          | Mar 2019            | <b>Complete</b><br>Advocacy arrangements have been reviewed and new arrangements put in place. Contract with Rights respecting schools has been put in place and a SLA with Independent Advocacy Perth and Kinross to provide 21 hrs of dedicated advocacy support to children and young people who are subject to home supervision or who are on the "edge of care". The next step is to work on a strategy to link with the Corporate Participation and Engagement strategy and a Tayside-wide participation strategy through the Regional Improvement Collaborative. |
|                                        | To sustain improvements in performance in child protection case conferences, continue to introduce new systems for involving children, young people and families in service development. | Nov 2018            | <b>Complete</b><br>Introduction of the electronic consultation tool 'Mind of My Own' to assist children to communicate their views. Enhanced opportunities to seek views from families.                                                                                                                                                                                                                                                                                                                                                                                 |
|                                        | Improve response times to ensure the protection of unborn babies by continuing to monitor Initial Child Protection Case Conferences for Unborn Babies                                    | Mar 2019            | <b>Complete</b><br>There has been significant improvement over the course of the year, but this requires continual monitoring.                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                        | Reinforce importance of early identification of pregnant women who are vulnerable (before the 28th week of pregnancy)                                                                    | Mar 2019            | <b>Complete</b><br>This has significantly improved and will be monitored on an ongoing basis to ensure continued improvement.                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                        | Monitor the completion of multi-agency reports to Child Protection Case Conference.                                                                                                      | Mar 2019            | <b>Complete</b><br>Reports and assessments now being monitored by Chairs of case conferences for clear identification of risk and quality of overall assessment.                                                                                                                                                                                                                                                                                                                                                                                                        |

## Service Improvement Plan 2018/19: Progress Update

| Our Focus and Major Change for 2018/19                                                                                                                                                                                                       | Key High Level Actions                                                                                                                                                                                    | Delivery Timescales | Comments on Key Actions and Outcomes Delivered                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic Objective: <i>Creating a safe and sustainable place for future generations</i></b>                                                                                                                                              |                                                                                                                                                                                                           |                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Effective interventions are delivered to prevent and reduce the risk of further offending.<br><i>Depute Director/Chief Social Work Officer</i>                                                                                               | Enhance our approach to working with people convicted of domestic abuse offences and take forward a joint bid with Dundee City to obtain Scottish Government funding to deliver the Caledonian Programme. | Mar 2019            | <b>Complete</b><br>Participation in the Caledonian programme is now available to Sheriffs to impose as a Community Payback Order Programme requirement, as part of a 2 year CPO. Senior Practitioners and Social Workers from the CJS team have undertaken the 7 days accredited training, with further staff scheduled to complete training by July 2019.<br><br>In August 2019, 2 social workers from the PKC team will relocate to the groupwork delivery team based in Dundee. |
| Deliver the Community Justice Outcomes assigned to Perth and Kinross Council Criminal Justice Social Work Services set out in the Community Justice Outcome Improvement Plan 2017 – 2020<br><i>Depute Director/Chief Social Work Officer</i> | Review the processes between Youth Justice and Criminal Justice services to ensure that the Whole System Approach is continued into the adult system.                                                     | Mar 2019            | <b>Complete</b><br>A post has been established for a Bail Supervising Officer to work with young people aged 16-19 as a joint venture between Criminal Justice Services and Children Services. This service will link into existing support services for young people, to aid smooth transition.                                                                                                                                                                                   |
|                                                                                                                                                                                                                                              | Carry out an evaluation of the One-stop Women's Learning Service (OWLS) to assess the extent to which the needs of service users are met and to determine its future operating model.                     | Mar 2019            | <b>Complete</b><br>Changes have been made to the structure and organisation of the service delivered, the management of the service, the roles and responsibilities of staff, the duration of engagement permitted, and the gathering and use of data held by the service in response to evaluation findings. Many clients have reported significant reductions in substance misuse and managing their behaviour and managing appointments.                                        |

## Service Improvement Plan for 2019/20

| Our Focus and Major Change for 2019/20                                                                                                                    | Key High Level Actions                                                                                                                                               | Delivery Timescale | Lead Officer                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------------|
| <b>Pre-Birth and Early Learning</b>                                                                                                                       |                                                                                                                                                                      |                    |                               |
| Implement the 1140 hours expansion plan for the delivery of Early Learning and Childcare provision.<br><i>Head of Education (Early Years and Primary)</i> | Implement the early delivery and testing of 1140 hours of ELC in line with phasing plan.                                                                             | Jun 2020           | Service Manager (Early Years) |
|                                                                                                                                                           | Redesign the ELC service to ensure it can meet the demands of Scottish Government Guidance, National Standard for Early Learning and Childcare.                      | Apr 2020           | Service Manager (Early Years) |
|                                                                                                                                                           | Collaborate with Tayside Regional Improvement colleagues on development of leadership and training opportunities.                                                    | Jan 2019           | Service Manager (Early Years) |
| Lead implementation of the Play Framework for Perth and Kinross<br><i>Service Manager (Early Years)</i>                                                   | Launch the Play Framework.                                                                                                                                           | Jun 2019           | Service Manager (Early Years) |
|                                                                                                                                                           | Deliver, monitor and evaluate action plan for 2019-20                                                                                                                | Apr 2020           | Service Manager (Early Years) |
|                                                                                                                                                           | Provide annual evaluation report to Children, Young People and Families Partnership                                                                                  | May 2020           | Service Manager (Early Years) |
| Develop learning and teaching approaches to delivering the curriculum in early years settings and classrooms<br><i>Service Manager (Early Years)</i>      | Undertake cohort 2 of Play in Primary One initiative with 10 Primary Schools                                                                                         | Jun 2020           | QIO (Early Years)             |
|                                                                                                                                                           | Work with Educational Psychology service to ensure practitioners implement action research.                                                                          | Jun 2020           | QIO (Early Years)             |
| <b>Learning and Attainment</b>                                                                                                                            |                                                                                                                                                                      |                    |                               |
| Continue to implement the National Improvement Framework through a clear focus on the NIF drivers.<br><i>Heads of Education</i>                           | Review the School Improvement Framework.                                                                                                                             | Mar 2020           | QIOs (School Improvement)     |
|                                                                                                                                                           | Through the Regional Improvement Collaborative, improve approaches to self-evaluation, and deliver Professional Learning Opportunities linked to Improvement Themes. | Jun 2020           | QIOs (School Improvement)     |
|                                                                                                                                                           | Develop, with senior leaders in nurseries and schools, key actions to strengthen empowerment of staff                                                                | Jun 2020           | QIOs (School Improvement)     |
|                                                                                                                                                           | Review Strategy for Parental Involvement and Engagement                                                                                                              | Jun 2020           | QIO (Primary)                 |
|                                                                                                                                                           | Strengthen self-evaluation against HGIOS indicators across all schools                                                                                               | Dec 2019           | QIO (School Improvement)      |

## Service Improvement Plan for 2019/20

| Our Focus and Major Change for 2019/20                                                                                                                                                             | Key High Level Actions                                                                                                                     | Delivery Timescale | Lead Officer                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------------|
| Develop and implement the Perth and Kinross Council Raising Attainment Strategy 2019-2022.<br><i>Head of Education (Secondary &amp; Inclusion)</i>                                                 | Develop and implement an overarching strategy that focuses on raising attainment for all and closing the poverty related attainment gap.   | Sep 2019           | QIO (Primary)               |
|                                                                                                                                                                                                    | Develop and implement a performance management framework to map out attainment performance, measures and data.                             | Jun 2020           | QIO (Primary)               |
|                                                                                                                                                                                                    | Develop and implement a reporting framework on performance in attainment, including thematic reports                                       | Jun 2020           | QIO (Primary)               |
| Develop the Excellent Relationships, Excellent Learning and Teaching Policy.<br><i>Heads of Education</i>                                                                                          | Develop Policy and Implementation Plan with senior leaders in nurseries and schools.                                                       | Jun 2020           | QIO (Primary)               |
| Development of Inclusion Services following review period and engagement with stakeholders<br><i>Head of Education (Secondary &amp; Inclusion)</i>                                                 | Engage widely with stakeholders                                                                                                            | Dec 2019           | Service Manager (Inclusion) |
|                                                                                                                                                                                                    | Prepare and implement Improvement plan                                                                                                     | From Dec 2019      | Service Manager (Inclusion) |
|                                                                                                                                                                                                    | Confirm and implement resource allocation                                                                                                  | Dec 2019           | Service Manager (Inclusion) |
|                                                                                                                                                                                                    | Inclusion Services organised to deliver improvement plan                                                                                   | Dec 2019           | Service Manager (Inclusion) |
| Review Attendance Procedures and the use of part-time timetables<br><i>Head of Education (Secondary &amp; Inclusion)</i>                                                                           | Full review of attendance trends over time                                                                                                 | Jun 2020           | Service Manager (Inclusion) |
|                                                                                                                                                                                                    | Review of current guidance and practice                                                                                                    | Jun 2020           | Service Manager (Inclusion) |
|                                                                                                                                                                                                    | Implement improved procedures and monitor progress through data analysis                                                                   | Aug 2020           | Service Manager (Inclusion) |
| Implement the Digital Strategy to ensure that learning and teaching is fully supported by the effective and appropriate use of technology.<br><i>Head of Education (Secondary &amp; Inclusion)</i> | Further develop the use of Glow to support learning and teaching and professional learning.                                                | Oct 2020           | QIO (Secondary)             |
|                                                                                                                                                                                                    | Continue to work with IT colleagues to monitor and identify further infrastructure needs and requirements to support the Digital Strategy. | Oct 2019           | QIO (Secondary)             |
|                                                                                                                                                                                                    | Provide a programme of training for digital leaders and champions in our schools and establishments.                                       | Jun 2019           | QIO (Secondary)             |
|                                                                                                                                                                                                    | Further develop the Virtual Campus offer, planning and implementation in Perth & Kinross                                                   | Dec 2019           | QIO (Secondary)             |

## Service Improvement Plan for 2019/20

| Our Focus and Major Change for 2019/20                                                                                                                                                | Key High Level Actions                                                                                                        | Delivery Timescale | Lead Officer                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------|
| Work in collaboration with partners to implement the refreshed Perth and Kinross strategy for Developing the Young Workforce.<br><i>Head of Education (Secondary &amp; Inclusion)</i> | Continue to work with the DYW Regional Team to increase employer involvement and senior phase work placement.                 | Jun 2020           | QIO (Secondary)                           |
|                                                                                                                                                                                       | Provide CLPL to increase teacher confidence in approaches to embedding skills into learning, teaching, planning and profiling | Jun 2020           | QIO (Secondary)                           |
|                                                                                                                                                                                       | Review and update the PKC Wider Achievement Standard                                                                          | Jun 2020           | QIO (Secondary)                           |
| Develop guidance on pupil engagement and participation.<br><i>Heads of Education</i>                                                                                                  | Audit and review current approaches to promoting pupil voice and pupil engagement.                                            | Dec 2019           | QIO (Primary)                             |
|                                                                                                                                                                                       | Establish representative pupil groups in each LMG and at authority level                                                      | Jun 2020           | QIO (Primary)                             |
| Review of the Broad General Education.<br><i>Head of Education (Secondary &amp; Inclusion)</i>                                                                                        | Review current practice in the delivery of the BGE S1-3 curriculum across all secondary schools                               | Mar 2020           | Secondary HTs                             |
|                                                                                                                                                                                       | Identify and share areas of best practice                                                                                     | Mar 2020           | Secondary HTs                             |
|                                                                                                                                                                                       | Further develop inter-disciplinary learning in S1-3                                                                           | Mar 2020           | Secondary HTs                             |
| Review of staffing structures.<br><i>Head of Education (Secondary &amp; Inclusion)</i>                                                                                                | Develop and implement a model to allow Headteachers greater flexibility in designing management structures.                   | Jun 2020           | Head of Education (Secondary & Inclusion) |
|                                                                                                                                                                                       | Review of the staffing standards                                                                                              | Feb 2020           | Head of Education (Secondary & Inclusion) |
| Extend the reach of instrumental music tuition<br><i>Head of Education (Secondary &amp; Inclusion)</i>                                                                                | Review and update music tuition charging policy                                                                               | Jun 2019           | QIO (Secondary)                           |
|                                                                                                                                                                                       | Further partnership working with P&KMF and YMPA to reduce financial barriers for families on lower incomes                    | Oct 2019           | QIO (Secondary)                           |
|                                                                                                                                                                                       | Work in partnership with the Scottish Schools Pipe & Drum Trust to develop additional tuition.                                | Sep 2019           | QIO (Secondary)                           |
| <b>Health and Wellbeing</b>                                                                                                                                                           |                                                                                                                               |                    |                                           |
| Embed the Health and Wellbeing Strategy.<br><i>Head of Education (Early Years and Primary)</i>                                                                                        | Establish a steering group launch to monitor and review the implementation                                                    | Jun 2019           | Principal Educational Psychologist        |
|                                                                                                                                                                                       | Establish the Health and Wellbeing Curriculum Leaders network                                                                 | Jun 2019           | QIO (Primary)                             |
|                                                                                                                                                                                       | Contribute to the development and implementation of the Healthy Weight strategy for Tayside                                   | Mar 2020           | QIO (Primary)                             |

## Service Improvement Plan for 2019/20

| Our Focus and Major Change for 2019/20                                                                                                                                              | Key High Level Actions                                                                                                                                                     | Delivery Timescale  | Lead Officer                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------|
| <p>Improve the reach of parenting and family learning provision for families with older children and young people.</p> <p><i>Head of Education (Early Years and Primary)</i></p>    | Review progress in implementing Strengthening Families Programme in local communities and identify actions to improve reach                                                | Mar 2020            | Service Manager (Evidence2Success)         |
|                                                                                                                                                                                     | Consider options to enhance support for parents and families with children aged 8 and over, including development of approaches and programmes to be piloted in localities | Mar 2020            | Service Manager (Evidence2Success)         |
| <p>Through the Emotional Wellbeing Collaborative work with targeted staff teams to improve their health and wellbeing</p> <p><i>Head of Education (Early Years and Primary)</i></p> | Work with Employee Support and Organisational Development support staff teams to develop wellbeing improvement plans                                                       | Mar 2020            | Service Manager (Evidence2Success)         |
| <p>Support delivery of the national Health and Wellbeing Census and the Parental Involvement and Engagement Census</p> <p><i>Head of Education (Early Years and Primary)</i></p>    | <p>Work with a Short Life Working Group to determine the timescales and implementation of the Census in all establishments</p>                                             | Jun 2019 (Parental) | Corporate Research and Information Manager |
|                                                                                                                                                                                     |                                                                                                                                                                            | Oct 2019 (HWB)      |                                            |
| <p>Develop and implement the food insecurity through holiday periods plan</p> <p><i>Head of Education (Secondary &amp; Inclusion)</i></p>                                           | Identify areas of specific need across Perth and Kinross;                                                                                                                  | Aug 2019            | QIO (Secondary)                            |
|                                                                                                                                                                                     | Develop an implementation plan for rollout across localities                                                                                                               | Jun 2019            | QIO (Secondary)                            |
|                                                                                                                                                                                     | Develop a performance management framework to map out impact, uptake and reach during holiday periods;                                                                     | Oct 2019            | QIO (Secondary)                            |
|                                                                                                                                                                                     | Consider the viability of food insecurity projects during other school holiday periods                                                                                     | Oct 2019            | QIO (Secondary)                            |
| <p>Support the development of the Perth and Kinross Child Poverty Action Plan</p> <p><i>Head of Education (Secondary &amp; Inclusion)</i></p>                                       | Continue to support schools with training on Cost of School Day Work in partnership with Welfare Rights Team                                                               | Jun 2020            | QIO (Secondary)                            |
|                                                                                                                                                                                     | Work in partnership with welfare team to improve uptake of free school meals, clothing maintenance allowance for those entitled.                                           | Jun 2020            | QIO (Secondary)                            |
|                                                                                                                                                                                     | Improve targeting of parenting and family learning to ensure families affected by poverty have access to appropriate support.                                              | Mar 2020            | Service Manager (Evidence2Success)         |

## Service Improvement Plan for 2019/20

| Our Focus and Major Change for 2019/20                                                                                                                                                                                          | Key High Level Actions                                                                                                                                                     | Delivery Timescale | Lead Officer                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------------------------------------------|
| <b>Looked After Children, Care Leavers and Young Carers</b>                                                                                                                                                                     |                                                                                                                                                                            |                    |                                                        |
| Implement the Corporate Parenting Strategy 2017-2020 to achieve significant improvements in the life chances for care experienced children and young people.<br><i>Head of Services for Children, Young People and Families</i> | Prepare an annual report to Corporate Parenting Group updating progress against key performance indicators.                                                                | Mar 2020           | Service Manager (Looked After Services)                |
| Children and young people are supported by their families and remain in their communities wherever possible.<br><i>Head of Services for Children, Young People and Families</i>                                                 | Early identification of extended family who can support children and young people.                                                                                         | Mar 2021           | Service Manager (Fieldwork Services)                   |
| Children and young people are supported to give their views about decisions affecting them.<br><i>Head of Services for Children, Young People and Families</i>                                                                  | Further investment and tracking of the use of MOMO as a means for children and young people to express their views.                                                        | Mar 2020           | Improvement Officer                                    |
| Young Carers will be supported to achieve their potential.<br><i>Head of Services for Children, Young People and Families</i>                                                                                                   | Work with PKAVs to identify YCs at level 1                                                                                                                                 | Mar 2020           | Service Manager (Fieldwork Services)                   |
|                                                                                                                                                                                                                                 | Provide a variety of respite opportunities tailored to need.                                                                                                               | Mar 2020           | Service Manager (Fieldwork Services)                   |
| <b>Safeguarding and Child Protection</b>                                                                                                                                                                                        |                                                                                                                                                                            |                    |                                                        |
| Continue to provide high quality services to protect children in Perth and Kinross and across Tayside.<br><i>Depute Director</i>                                                                                                | Collaborate with relevant partners and provide leadership to the Safeguarding and Child Protection Priority Group to achieve consistent and robust multi-agency processes. | Mar 2020           | Depute Director                                        |
|                                                                                                                                                                                                                                 | Maintain high quality Child Protection responses within ECS.                                                                                                               | Mar 2020           | Head of Services for Children, Young People & Families |
|                                                                                                                                                                                                                                 | Work with the Child Protection Committee to implement plans across all services to ensure continuous improvement in Child Protection.                                      | Mar 2020           | Head of Services for Children, Young People & Families |
| Develop the provision and consistency of independent advocacy.<br><i>Head of Services for Children, Young People and Families</i>                                                                                               | Increase the number of children and young people supported by an independent advocate by ensuring social workers highlight the service available.                          | Mar 2020           | Service Manager (Looked After Services)                |



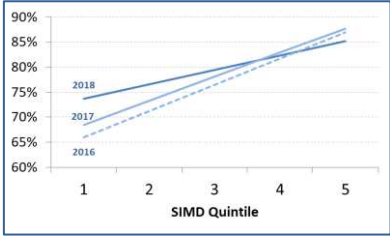
## Service Improvement Plan for 2019/20

| Our Focus and Major Change for 2019/20                                                                                                                                                                        | Key High Level Actions                                                                                                                                                                          | Delivery Timescale | Lead Officer                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------------------------------------------|
| Implement new guidance and processes for Inter-Agency Referral Discussions.<br><i>Head of Services for Children, Young People and Families</i>                                                                | Produce a suite of guidance on child protection processes including IRD and chronologies, multi-agency support to ensure workforce development.                                                 | Dec 2019           | Head of Services for Children, Young People & Families |
| Improve the quality of assessments by ensuring that all services contribute.<br><i>Head of Services for Children, Young People and Families</i>                                                               | Developing a system to review quality and consistency of children and young person's plan, assessment and chronology.                                                                           | Mar 2020           | Service Manager (Fieldwork Services)                   |
| Implement an evidence-based approach to tackle domestic abuse and the increased prevalence of the impact on family life.<br><i>Depute Director/Chief Social Work Officer</i>                                  | Implement the Caledonian System for perpetrators of domestic abuse, their partners and children by the Criminal Justice Social Work Service.                                                    | Dec 2019           | Service Manager (Criminal Justice)                     |
| Review Criminal Justice Social Work Services and identify areas for improvement.<br><i>Depute Director/Chief Social Work Officer</i>                                                                          | Carry out a Criminal Justice Social Work Service self-evaluation using the newly published quality framework by the Care Inspectorate.                                                          | Dec 2019           | Service Manager (Criminal Justice)                     |
| Refresh the governance and reporting framework for Criminal Justice Social Work Services taking account of the role of the Community Justice Partnership.<br><i>Depute Director/Chief Social Work Officer</i> | The governance and reporting framework will be updated taking account of the Community Justice Partnership and Council Committees.                                                              | Dec 2019           | Depute Director/Chief Social Work Officer              |
| Plan for the introduction of the presumption against short term prison sentences and build capacity for an increase in the number of community disposals.<br><i>Depute Director/Chief Social Work Officer</i> | Continue to review resources and develop a flexible model of delivery to manage the potential for an increase in the number of Community Payback Orders.                                        | Sep 2019           | Service Manager (Criminal Justice)                     |
| Continue to focus on qualitative measures to assess the impact of interventions on the outcomes for people in the criminal justice system.<br><i>Depute Director/Chief Social Work Officer</i>                | Using the results of Self-Evaluation and performance information over 2019/20, revise and update qualitative measures and where appropriate include these into performance reporting from 2021. | Apr 2020           | Depute Director/Chief Social Work Officer              |

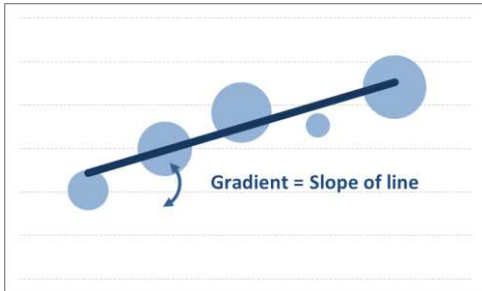


## 5. KEY PERFORMANCE INDICATORS

The following section provides a performance update on key performance indicators for 2018/19. The data provided covers the year to 31 March 2019 unless marked with a #, which notes indicators based on the academic year from August to July.

| Pre-birth and Early Learning                                                                                                                                                                                                                      |             |         |         |                                                                                    |                           |                           |                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|------------------------------------------------------------------------------------|---------------------------|---------------------------|---------------------------|
| Indicator                                                                                                                                                                                                                                         | Performance |         |         | Targets                                                                            |                           |                           |                           |
|                                                                                                                                                                                                                                                   | 2016/17     | 2017/18 | 2018/19 | 2018/19                                                                            | 2019/20                   | 2020/21                   | 2021/22                   |
| % of children meeting expected developmental milestones when entering primary school <sup>#</sup>                                                                                                                                                 | 79%         | 81%     | -       | 85% in each SIMD Quintile                                                          | 85% in each SIMD Quintile | 85% in each SIMD Quintile | 85% in each SIMD Quintile |
| <p>The target of 85% is being met in the higher (least deprived) SIMD quintiles 4 and 5. There is still work to do, by all partners, in supporting children and families where one or more milestones are not being met in quintiles 1 and 2.</p> |             |         |         |  |                           |                           |                           |

| Learning and Attainment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |             |         |         |                 |         |         |         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|-----------------|---------|---------|---------|
| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Performance |         |         | Targets         |         |         |         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2016/17     | 2017/18 | 2018/19 | 2018/19         | 2019/20 | 2020/21 | 2021/22 |
| Percentage of pupils (P1, P4 & P7 combined) achieving expected levels in:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |             |         |         |                 |         |         |         |
| Literacy #                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 71%         | 76%     | -       | Annual increase |         |         |         |
| Numeracy #                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 68%         | 74%     | -       | Annual increase |         |         |         |
| Gradient of pupils achieving expected levels across ACORN <sup>1</sup> categories:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |         |         |                 |         |         |         |
| Literacy #                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 8%          | 5%      | -       | Annual decrease |         |         |         |
| Numeracy #                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 8%          | 5%      | -       | Annual decrease |         |         |         |
| <p>These indicators measure both <b>excellence</b> - raising overall performance for all, and <b>equity</b> – narrowing the poverty-related gap.</p> <p>Steady progress in levels achieved is shown across all stages and areas, and there are early signs of some progress in closing the poverty-related gap. Literacy and numeracy strategies have been established to support improvement in key areas.</p> <p>A more detailed breakdown of results across individual stages and curricular areas was presented in the annual <i><a href="#">Raising Attainment Strategy Update report</a></i> in October 2018.</p> <p>The gradient figure relates to the slope of the trendline across the ACORN categories – as in the example to the right.</p> |             |         |         |                 |         |         |         |



<sup>1</sup> ACORN is a small-area classification used in P&K alongside or in place of SIMD to understand communities and households.

| Learning and Attainment                                                                                                                                                                                                                                                                                                                                                                                                     |                       |                               |         |                           |         |         |         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------------|---------|---------------------------|---------|---------|---------|
| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                   | Performance           |                               |         | Targets                   |         |         |         |
|                                                                                                                                                                                                                                                                                                                                                                                                                             | 2016/17               | 2017/18                       | 2018/19 | 2018/19                   | 2019/20 | 2020/21 | 2021/22 |
| School leavers achieving 5 or more SQA subjects at SCQF level 5 #                                                                                                                                                                                                                                                                                                                                                           | PKC: 62%<br>VC: 62%   | <b>PKC: 66%<br/>VC: 65%</b>   | -       | Exceed virtual comparator |         |         |         |
| School leavers achieving 5 or more SQA subjects at SCQF level 6 #                                                                                                                                                                                                                                                                                                                                                           | PKC: 35%<br>VC: 35%   | <b>PKC: 36%<br/>VC: 37%</b>   | -       | Exceed virtual comparator |         |         |         |
| Results for SCQF level 5 remain high, and above the Virtual Comparator. Results for SCQF level 6 are generally increasing, but have fallen slightly behind the Virtual Comparator.                                                                                                                                                                                                                                          |                       |                               |         |                           |         |         |         |
| Total Tariff scores:                                                                                                                                                                                                                                                                                                                                                                                                        |                       |                               |         |                           |         |         |         |
| Overall (LGBF) #                                                                                                                                                                                                                                                                                                                                                                                                            | PKC: 927<br>VC: 909   | <b>PKC: 955<br/>VC: 925</b>   | -       | Exceed virtual comparator |         |         |         |
| SIMD Quintile 1 (LGBF) #                                                                                                                                                                                                                                                                                                                                                                                                    | PKC: 490<br>VC: 505   | <b>PKC: 548<br/>VC: 513</b>   | -       | Exceed virtual comparator |         |         |         |
| SIMD Quintile 2 (LGBF) #                                                                                                                                                                                                                                                                                                                                                                                                    | PKC: 653<br>VC: 644   | <b>PKC: 683<br/>VC: 728</b>   | -       | Exceed virtual comparator |         |         |         |
| SIMD Quintile 3 (LGBF) #                                                                                                                                                                                                                                                                                                                                                                                                    | PKC: 917<br>VC: 814   | <b>PKC: 896<br/>VC: 831</b>   | -       | Exceed virtual comparator |         |         |         |
| SIMD Quintile 4 (LGBF) #                                                                                                                                                                                                                                                                                                                                                                                                    | PKC: 972<br>VC: 970   | <b>PKC: 1015<br/>VC: 989</b>  | -       | Exceed virtual comparator |         |         |         |
| SIMD Quintile 5 (LGBF) #                                                                                                                                                                                                                                                                                                                                                                                                    | PKC: 1135<br>VC: 1166 | <b>PKC: 1199<br/>VC: 1174</b> | -       | Exceed virtual comparator |         |         |         |
| ACORN Category 4/5 #                                                                                                                                                                                                                                                                                                                                                                                                        | 649                   | <b>669</b>                    | -       | Annual improvement        |         |         |         |
| Average Total Tariff for Looked After Children #                                                                                                                                                                                                                                                                                                                                                                            | PKC: 398<br>VC: 506   | <b>PKC: 257<br/>VC: 394</b>   | -       | Exceed virtual comparator |         |         |         |
| The average total tariff score of school leavers shows a clear attainment gap. Pupils from lower deciles tend to leave school earlier and this has a strong influence on number of tariff points accrued. This gap is relatively unchanged between 2016/17 and 2017/18, and the overall average has also increased. In comparison to the Virtual Comparator, PKC is generally higher although the overall trend is similar. |                       |                               |         |                           |         |         |         |
| School leavers achieving Literacy and Numeracy at SCQF Level 4#                                                                                                                                                                                                                                                                                                                                                             | PKC: 86%<br>VC: 90%   | <b>PKC: 90%<br/>VC: 90%</b>   | -       | Exceed virtual comparator |         |         |         |
| Looked After school leavers achieving Literacy and Numeracy at SCQF Level 4#                                                                                                                                                                                                                                                                                                                                                | PKC: 71%<br>VC: 76%   | <b>PKC: 75%<br/>VC: 71%</b>   | -       | Exceed virtual comparator |         |         |         |
| Reflecting improvements seen in CfE levels, the literacy and numeracy qualifications achieved by school leavers is generally increasing. Care should be taken when interpreting measures for Looked After Children due to the small numbers involved. Performance is lower than the whole leavers cohort, but in line with and slightly above the virtual comparator.                                                       |                       |                               |         |                           |         |         |         |

| Learning and Attainment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |         |         |                |                            |         |         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|----------------|----------------------------|---------|---------|
| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Performance |         |         | Targets        |                            |         |         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2016/17     | 2017/18 | 2018/19 | 2018/19        | 2019/20                    | 2020/21 | 2021/22 |
| Number of young people achieving awards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 674         | 650     | 471     | 600            | 600                        | 600     | 600     |
| <p>Two centres have changed their registration with the Duke of Edinburgh scheme, and although young people will continue to achieve awards with these centres they will no longer be counted within PKC figures - the target was therefore reduced.</p> <ul style="list-style-type: none"><li>• <u>Duke of Edinburgh</u>: 1295 participants achieving 426 awards</li><li>• <u>Youth Achievement</u>: 13 awards</li><li>• <u>Dynamic Youth</u>: 21 awards</li><li>• <u>Saltire</u>: 7 awards</li><li>• <u>Hi5</u>: 4 awards.</li></ul> <p>The number of Youth Achievement and Dynamic Youth Awards reflects the change of focus of the service, as it now has targeted early interventions rather than attendance at universal youth provision. The reduction in the number of completed Duke of Edinburgh Awards at this time is due to young people who have only part of the requirement for the award. This figure will however increase throughout 2019 as the universal youth work contracts recently launched specifically ask for young people's achievements to be recognised.</p> |             |         |         |                |                            |         |         |
| % Attendance for Primary School pupils#                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 95.2%       | 94.8%   | -       | 96%<br>(17/18) | 96%                        | 96%     | 96%     |
| % Attendance for Secondary School pupils#                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 91.1%       | 91.1%   | -       | 92%<br>(17/18) | 93%                        | 93%     | 93%     |
| Exclusion incidents per 1,000 Primary pupils#                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 9           | 6       | -       | 9<br>(17/18)   | 9                          | 9       | 9       |
| Exclusion incidents per 1,000 Secondary pupils#                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 46          | 45      | -       | 45<br>(17/18)  | 45                         | 45      | 45      |
| <p>Overall attendance in secondary is steady although primary attendance has fallen slightly over recent years. The number of exclusions from school continues to reduce in both primary and secondary.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |             |         |         |                |                            |         |         |
| % of school leavers moving onto positive and sustained destinations#                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 94.5%       | 96.2%   | -       | 93%<br>(17/18) | 93%                        | 93%     | 93%     |
| <p>The proportion of young people entering positive destination on leaving school has been generally improving, and is also largely maintained in the follow-up survey.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |             |         |         |                |                            |         |         |
| Participation measure for 16-19 year olds                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 93%         | 93%     | 94%     | 92%            | Exceed national comparator |         |         |
| <p>The participation measure reports on the activity of the wider 16-19 year old cohort, including those at school, and this is the third year of publication. Once again, Perth and Kinross is performing above the national average (92%), and is doing so in every individual age group as well as overall. The most common destinations are Higher Education (40%), Further Education (26%) and Employment (27%).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |         |         |                |                            |         |         |

## Looked After Children, Care Leavers and Young Carers

| Indicator                                                                                                                                                                                                                                                                                                                                                                              | Performance |            |                          | Targets    |         |         |         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------|--------------------------|------------|---------|---------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                        | 2016/17     | 2017/18    | 2018/19                  | 2018/19    | 2019/20 | 2020/21 | 2021/22 |
| % Looked After Children with more than 1 placement in the last year (Aug-July) #                                                                                                                                                                                                                                                                                                       | 33%         | 24%        | <b>21%</b><br>(Mar 2019) | -          | 20%     | 20%     | 20%     |
| <b>New Indicator</b><br>Out of 199 children and young people who were looked after and accommodated on 31 March 2019, 41 had more than one placement in the previous year. This is an area that continues to improve. There is concerted effort to minimise moves and the increased use of kinship placements as well as the recruitment of foster carers evidences the progress made. |             |            |                          |            |         |         |         |
| % of looked after reviews (accommodated children) which are held within statutory timescales                                                                                                                                                                                                                                                                                           | 80%         | 75%        | <b>87%</b>               | <b>95%</b> | 95%     | 95%     | 95%     |
| 391 out of 451 LAC reviews were held on time during the reporting year. There is ongoing improvement in this area, which is in part due to the staffing stability within the review team.                                                                                                                                                                                              |             |            |                          |            |         |         |         |
| % of children with an approved permanence plan within 4 months of the decision to recommend for permanence                                                                                                                                                                                                                                                                             | 69%         | 35%        | <b>56%</b>               | <b>80%</b> | 85%     | 85%     | 85%     |
| Of the 18 young people considered at Fostering and Permanence Panel within the reporting year, 10 were considered within 4 months of the timescale. There have been some difficulties this year with changes of staffing and therefore drift in completing reports. This is continually monitored through the permanence focus group and any delays are addressed.                     |             |            |                          |            |         |         |         |
| % of children approved for permanence and who have been accommodated less than 12 months                                                                                                                                                                                                                                                                                               | 79%         | 63%        | <b>67%</b>               | <b>84%</b> | 85%     | 85%     | 85%     |
| Of the 18 young people approved for Permanence at the Fostering and Permanence or Kinship Panel, 12 were accommodated for less than 12 months. There is sustained effort to ensure that children and young people's plans do not drift although the length of legal processes does have an impact on planning.                                                                         |             |            |                          |            |         |         |         |
| Balance of care for looked after children (LGBF) #                                                                                                                                                                                                                                                                                                                                     | 92%         | <b>95%</b> | <b>96%</b><br>(Mar 2019) | <b>90%</b> | 90%     | 90%     | 90%     |
| This is an extremely positive picture and reflects the drive to continue to promote community placements (foster and kinship care). At the beginning of April the number of children and young people in residential accommodation had reduced from 21 in 2018 to 12.                                                                                                                  |             |            |                          |            |         |         |         |

| Looked After Children, Care Leavers and Young Carers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |             |         |         |                    |         |         |         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|--------------------|---------|---------|---------|
| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Performance |         |         | Targets            |         |         |         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2016/17     | 2017/18 | 2018/19 | 2018/19            | 2019/20 | 2020/21 | 2021/22 |
| Proportion of Activity Agreement participants progressing onto positive destinations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 84%         | 86%     | 88%     | 87%                | 88%     | 88%     | 88%     |
| 59 young people left Activity Agreements with 52 going onto positive destinations. The most common destinations being employment, Further Education or Employability Fund placements. Over the last 12 months communication between teams has increased, and a framework of after care and follow ups has been introduced.                                                                                                                                                                                                                                                                                                                                      |             |         |         |                    |         |         |         |
| % of Care Leavers in touch with Aftercare services between the ages of 16-25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 84%         | 84%     | 84%     | 89%                | 90%     | 90%     | 90%     |
| 277 care leavers engaged with Aftercare, out of a total of 328 care leavers. This indicator shows the commitment to continue to provide advice and guidance to care experienced young people at their request and up until their 26th birthday as per regulations. To make this as easily accessible as possible, the Aftercare team are based within the youth service at Scott Street and have access to a multi-disciplinary setting. Youth workers in localities will also offer support and guidance.                                                                                                                                                      |             |         |         |                    |         |         |         |
| % of children/young people in community placement beyond the age of 16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 56%         | 52%     | 55%     | Annual improvement |         |         |         |
| Looked After                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 22          | 46      | 79      |                    |         |         |         |
| Continuing Care                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 5           | 22      | 28      |                    |         |         |         |
| Since eligibility started in 2015/16 A total of 193 young people have reached the age of 16 in care, and 107 have chosen to continue in a community placement, 28 of them under Continuing Care arrangements. This is a complex measure as there are a range of choices for young people to take at age 16, such as Independent Living, Supported Lodgings etc. Critically, all Young People are fully informed of their rights to remain in care settings, and supported to make the best choice for themselves. Although this is not a national benchmark indicator it is known that Perth and Kinross have a high number of young people in continuing care. |             |         |         |                    |         |         |         |
| % of young people referred to Services for Young People and who engaged with the service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | -           | -       | 88%     | Baselining         |         |         |         |
| This is a new indictor and sets a benchmark. The aim of the indicator is to show how the service is engaging with young people and through other measures we will show the quality of that involvement and the difference this is making to young people.                                                                                                                                                                                                                                                                                                                                                                                                       |             |         |         |                    |         |         |         |

| Safeguarding and Child Protection                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |         |         |            |         |         |         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|---------|------------|---------|---------|---------|
| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Performance |         |         | Targets    |         |         |         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2016/17     | 2017/18 | 2018/19 | 2018/19    | 2019/20 | 2020/21 | 2021/22 |
| % of initial child protection case conferences within timescales                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 72%         | 76%     | 45%     | 80%        | 85%     | 90%     | 92%     |
| Out of a total of 62 Initial Case Conferences, 28 were completed within timescales. Performance in this area is being closely monitored. The reduction in compliance with timescales has been caused by significant staffing issues creating competing demands across the service and resulting in reports not being completed within agreed timescales. Additional factors have included the availability of parents and professionals to attend an Initial CPCC. Attempts have been made to facilitate extra dates for Case Conferences to meet demand but this has been further exacerbated by a shortage of minute takers. This matter is being actively reviewed within the Child Protection Committee Practice Improvement Group and strenuous efforts are being made to alleviate pressures. |             |         |         |            |         |         |         |
| % of Unborn Baby Initial Case Conferences held within timescales                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 53%         | 27%     | 71%     | 85%        | 87%     | 90%     | 92%     |
| Out of a total of 21 Unborn Baby Case Conferences, 15 were completed on time, a significant improvement over previous years. Work is ongoing with health colleagues to improve referral notification process. New posts are now in place to address this area of work and there is closer collaboration with health colleagues to identify women at the earliest point. The importance of scheduling UBB CPCC within 21 days will continue to be reinforced.                                                                                                                                                                                                                                                                                                                                        |             |         |         |            |         |         |         |
| % of child protection review case conferences within agreed timescales                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 94%         | 91%     | 89%     | 95%        | 95%     | 95%     | 95%     |
| Out of a total of 142 review case conferences, 124 were completed on time. Review CPCCs are closely monitored and reasons for postponement are recorded. Some of the reasons for 18 RCPCCs being postponed have been about parental availability, not being quorate and staff sickness.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |             |         |         |            |         |         |         |
| % of children on child protection register over 12 months                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 3%          | 12%     | 8%      | TBC        | TBC     | TBC     | TBC     |
| 8 out of 98 young people have been on the register for greater than 12 months. This indicator is being closely monitored and the concerns relating to those on the register for more than 12 months include the impact on a few sibling groups, complexities of risk and obtaining Compulsory Supervision Orders from the Children's Hearing System to ensure the safeguarding of children post registration.<br><br><i>This indicator previously measured children on the register over 9 months, but has been revised to focus on cases that go beyond expected timescales.</i>                                                                                                                                                                                                                   |             |         |         |            |         |         |         |
| Proportion of Young Carers with a completed Young Carers Statement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | -           | -       | -       | Baselining |         |         |         |
| <b>New Indicator</b><br>The Young Carers Statement (YCS) is an individual assessment of need to determine if support is required and at what level. The YCS should adequately reflect the Young Carers support needs as children first, and ensure that Young Carers have the same access to opportunities which will enhance their ability to achieve their potential in line with their peers.                                                                                                                                                                                                                                                                                                                                                                                                    |             |         |         |            |         |         |         |

## Creating a safe and sustainable place for future generations

| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Performance |         |              | Targets    |            |            |            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------|--------------|------------|------------|------------|------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2016/17     | 2017/18 | 2018/19      | 2018/19    | 2019/20    | 2020/21    | 2021/22    |
| Percentage of Criminal Justice Social Work Reports (CJSWR) submitted to court on time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 98.9%       | 99.1%   | <b>98.3%</b> | <b>99%</b> | 99%        | 99%        | 99%        |
| In total, 771 out of 784 Criminal Justice Social Work reports were submitted to court by 12pm the day before the case was due to heard as per Criminal Justice Social Work National Standards. Therefore, 13 reports were submitted after 12pm. While this represents a strong performance, it is apparent that the overall trend is for a small drop in performance when compared with the previous 2 years. Performance for this indicator will be closely monitored in 2019-20 by the management team and inclusion of this indicator in the BMIP will aid this process.                                                                 |             |         |              |            |            |            |            |
| Number of new Community Payback Orders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 465         | 391     | <b>322</b>   | <b>350</b> | <b>400</b> | <b>450</b> | <b>400</b> |
| The number of new Community Payback Orders fell in 2018-19 continuing the trend over the last 3 years. This trend is reflected nationally where a continued drop in the number of Community Payback Orders has been observed. In contrast, there has been an increase in the number of non-court disposals, such as fiscal fines and diversion.                                                                                                                                                                                                                                                                                             |             |         |              |            |            |            |            |
| <b>Percentage of Community Payback Order clients with improving:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |             |         |              |            |            |            |            |
| Employment / training / education situation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | -           | 50%     | <b>64%</b>   | <b>55%</b> | 60%        | 61%        | 65%        |
| Views on offending                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | -           | 76%     | <b>68%</b>   | <b>75%</b> | 75%        | 75%        | 75%        |
| Attitudes concerning desistance / stopping offending                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | -           | 94%     | <b>91%</b>   | <b>90%</b> | 90%        | 90%        | 90%        |
| Engagement with services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | -           | 91%     | <b>91%</b>   | <b>90%</b> | 90%        | 90%        | 90%        |
| The data for 2018-19 is based on the responses of a small number of clients owing to issues with data capture. Therefore, the findings are not necessarily representative of the full 2018-19 cohort of CPO clients. This also makes comparison with previous years unreliable. From the data available, the responses to each indicator highlight that at least three-fifths of clients experienced an improvement when compared with their situation at the start of their CPO. Attitudes concerning desistance and engagement with services saw particular improvements with over 90% of clients indicating improvements in these areas. |             |         |              |            |            |            |            |
| Number of job requests for the unpaid work team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 429         | 329     | <b>380</b>   | <b>350</b> | 350        | 350        | 350        |
| The team markets its achievements and capability through Social Media and local press. Peaks and troughs are often created through involvement in campaigns such as Perth in Bloom, Anti-Graffiti Campaign etc. meaning it is difficult to draw conclusions from any changes in the number of requests received. This year the team hopes to introduce a web-based request form which may have an impact on the numbers of requests in future.                                                                                                                                                                                              |             |         |              |            |            |            |            |



## Creating a safe and sustainable place for future generations

| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Performance |     |     |     | Targets |     |     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----|-----|-----|---------|-----|-----|
| Average weekly hours worked by clients to complete the unpaid work requirement of Community Payback Orders:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |             |     |     |     |         |     |     |
| Level 1 (up to 100 hours)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 4.7         | 4.8 | 5.0 | 5.0 | 5.1     | 5.2 | 5.5 |
| Level 2 (101 up to 300 hours)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 7.2         | 6.6 | 6.4 | 6.5 | 6.6     | 6.7 | 7.0 |
| 2018-19 saw a small increase in the average weekly hours worked by clients to complete Level 1 Unpaid Work Requirements and a small decrease in the average weekly hours worked by clients to complete Level 2 Unpaid Work Requirements. While performance has therefore remained fairly consistent when compared with the previous year, the small change may be attributable to the change in the type of new Unpaid Work Requirements issued by the Court in 2018-19. This saw a decrease in the number of Level 1 Requirements and an increase in the number of Level 2 Requirements.                                                  |             |     |     |     |         |     |     |
| Prisoners receiving a social work induction within 5 days of allocation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 64%         | 58% | 60% | 60% | 61%     | 62% | 65% |
| Previously, each eligible prisoner was given a social work induction appointment in sufficient time to meet the 5 day deadline. However, prisoners often refused to attend the appointment or the appointment information was not passed on to the prisoner by prison staff. Following consultation, it was decided to send each prisoner a letter inviting them to meet with social work if they wished to do so. While this has proved to be a more efficient way of inviting prisoners to the induction meeting, it has resulted in it being less likely that the induction meeting will take place within the 5 working days deadline. |             |     |     |     |         |     |     |
| Statutory case closures signed off with 5 working days of release                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 78%         | 89% | 50% | 81% | 82%     | 83% | 85% |
| A number of factors impact on the ability to close files off within five working days. The main reasons for the drop from 2017/18 are staffing issues within Criminal Justice services and the Scottish Prison Service. Additional staff have been employed to assist with this process, and the importance has been emphasised at team meetings. Improved processes have been implemented within the Prison Service.                                                                                                                                                                                                                      |             |     |     |     |         |     |     |



## CHANGED/DELETED PERFORMANCE INDICATORS

The following is a list of performance indicators which have changed since last year's BMIP or have been deleted.

| Deleted Changed/Indicators                                                                   |                      |                      |             |            |                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------|----------------------|----------------------|-------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Indicator (Source)                                                                           | Performance          |                      |             | Target     | Reasons for Change/Deletion                                                                                                                                                                                                                                     |
|                                                                                              | 2016/17              | 2017/18              | 2018/19     | 2018/19    |                                                                                                                                                                                                                                                                 |
| % of adults aged 16-64 with qualifications above SCQF level 4                                | <b>92%</b><br>(2016) | <b>94%</b><br>(2017) | -           | <b>92%</b> | No longer part of ECS service delivery.                                                                                                                                                                                                                         |
| Number of people involved in family learning and parenting programmes                        | 666                  | 523                  | <b>911</b>  | <b>450</b> | The target for this indicator has been exceeded consistently over the past 3 years; this will be replaced with an indicator focused on family learning and parenting programmes for families with children aged 8 years and over following improvement actions. |
| Average number of placement moves experienced by Looked After 5 year olds in a rolling year  | 1.20                 | 0.91                 | <b>0.86</b> | <b>1</b>   | This has been replaced by a more comprehensive national indicator from the LGBF data set.                                                                                                                                                                       |
| % of children with fewer than 3 placements in care in a care episode (accommodated children) | 84%                  | 88%                  | <b>93%</b>  | <b>95%</b> | This has been replaced by a more comprehensive national indicator from the LGBF data set.                                                                                                                                                                       |

## 6. GLOSSARY

|               |                                                             |
|---------------|-------------------------------------------------------------|
| <b>APC</b>    | Adult Protection Committee                                  |
| <b>ASD</b>    | Autism spectrum disorder                                    |
| <b>ASN</b>    | Additional Support Needs                                    |
| <b>BMIP</b>   | Business Management and Improvement Plan                    |
| <b>CAMHS</b>  | Child and Adolescent Mental Health Services                 |
| <b>CAYAG</b>  | Coupar Angus Youth Activities Group                         |
| <b>CELCIS</b> | Centre for Excellence for Looked After Children in Scotland |
| <b>CfE</b>    | Curriculum for Excellence                                   |
| <b>CLD</b>    | Community Learning and Development                          |
| <b>CLPL</b>   | Career-long Professional Learning                           |
| <b>CPC</b>    | Child Protection Committee                                  |
| <b>CPP</b>    | Community Planning Partnership                              |
| <b>CSE</b>    | Child Sexual Exploitation                                   |
| <b>ECS</b>    | Education and Children's Services                           |
| <b>ELAV</b>   | Extended Learning and Achievement Visit                     |
| <b>ELC</b>    | Early Learning and Childcare                                |
| <b>EWC</b>    | Emotional Wellbeing Collaborative                           |
| <b>GDPR</b>   | General Data Protection Regulation                          |
| <b>NIF</b>    | National Improvement Framework                              |
| <b>PEF</b>    | Pupil Equity Fund                                           |
| <b>PKC</b>    | Perth & Kinross Council                                     |
| <b>SCEL</b>   | Scottish College for Educational Leadership                 |
| <b>SCQF</b>   | Scottish Credit and Qualifications Framework                |
| <b>SQA</b>    | Scottish Qualification Authority                            |
| <b>TRIC</b>   | Tayside Regional Improvement Collaborative                  |
| <b>UHI</b>    | University of the Highlands and Islands                     |

# **PERTH AND KINROSS COUNCIL**

## **SCRUTINY COMMITTEE**

**12 June 2019**

### **CORPORATE AND DEMOCRATIC SERVICES BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2018-21**

**Report by Depute Chief Executive, Chief Operating Officer (Report No. 19/177)**

#### **PURPOSE OF REPORT**

This report presents a reviewed and updated version of the Business Management and Improvement Plan for Corporate and Democratic Services for 2018 – 2021, as of 31 March 2019.

#### **1. BACKGROUND / MAIN ISSUES**

- 1.1 Business Management and Improvement Plans are a core element of the Council's Service Planning Framework. The Council's now superseded Business Plan acted as a 'Business Management and Improvement Plan (BMIP)' for Corporate and Democratic Services and other corporate functions.

#### **2. PROPOSALS**

- 2.1 This report introduces the reviewed and updated Plan for Corporate and Democratic Services for the period 2018-21, originally submitted to Scrutiny Committee on 12 September 2018, which sets out the key priorities which will support the delivery of the strategic objectives in both the Community and Corporate Plans.

#### **3. CONCLUSION AND RECOMMENDATION**

- 3.1 The updated Corporate and Democratic Services Business Management and Improvement Plan for 2018-21 sets out how the Service will support the delivery of the strategic objectives in both the Community and Corporate Plans.
- 3.2 It is recommended that the Scrutiny Committee approves the Corporate and Democratic Services Business Management and Improvement Plan for 2018-21.

**Author(s)**

| <b>Name</b>  | <b>Designation</b>                    | <b>Contact Details</b> |
|--------------|---------------------------------------|------------------------|
| Lisa Simpson | Head of Legal and Governance Services | 01738 571000           |

**Approved**

| <b>Name</b>   | <b>Designation</b>                                 | <b>Date</b> |
|---------------|----------------------------------------------------|-------------|
| Jim Valentine | Depute Chief Executive and Chief Operating Officer | 4 June 2019 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

| <b>Strategic Implications</b>                       | <b>Yes / None</b> |
|-----------------------------------------------------|-------------------|
| Community Plan / Single Outcome Agreement           | Yes               |
| Corporate Plan                                      | Yes               |
| <b>Resource Implications</b>                        |                   |
| Financial                                           | None              |
| Workforce                                           | None              |
| Asset Management (land, property, IST)              | None              |
| <b>Assessments</b>                                  |                   |
| Equality Impact Assessment                          | None              |
| Strategic Environmental Assessment                  | None              |
| Sustainability (community, economic, environmental) | None              |
| Legal and Governance                                | None              |
| Risk                                                | None              |
| <b>Consultation</b>                                 |                   |
| Internal                                            | Yes               |
| External                                            | None              |
| <b>Communication</b>                                |                   |
| Communications Plan                                 | None              |

### 1. Strategic Implications

#### Community Plan/Single Outcome Agreement

- 1.1 The proposals support the delivery of the priorities in the Perth and Kinross Community Plan/Single Outcome Agreement.

#### Corporate Plan

- 1.2 The proposals support the achievement of the priorities in the Council's Corporate Plan.

### 2. Resource Implications

#### Financial

- 2.1 Not applicable.

#### Workforce

- 2.2 Not applicable.

#### Asset Management (land, property, IT)

- 2.3 Not applicable.

### **3. Assessments**

#### Equality Impact Assessment

3.1 Not applicable.

#### Strategic Environmental Assessment

3.2 Not applicable.

#### Sustainability

3.3 Not applicable.

#### Legal and Governance

3.4 Not applicable.

#### Risk

3.5 Not applicable.

### **4. Consultation**

#### Internal

4.1 The Plan has been developed in collaboration with Heads of Service and Senior Managers in Corporate and Democratic Services.

#### External

4.2 Not applicable.

### **5. Communication**

5.1 The Plan will be shared with interested audiences following approval.

## **2. BACKGROUND PAPERS**

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

## **3. APPENDICES**

- Appendix 1: Corporate and Democratic Services Business Management and Improvement Plan for 2018-21, reviewed and updated March 2019.

# Appendix 1

## CORPORATE & DEMOCRATIC SERVICES

### BUSINESS MANAGEMENT & IMPROVEMENT PLAN 2018-21

#### ACTION PLAN 2019

| CDS OUTCOME 1 | <b>We make sure that within the Council we have the right people with the right skills, doing the right things to meet the changing needs of our communities</b>                                         |                                                                                                                   |                     |                    |                                                                                                     |        |                                             |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------|--------------------|-----------------------------------------------------------------------------------------------------|--------|---------------------------------------------|
| Reference     | Action                                                                                                                                                                                                   | Target                                                                                                            | Lead Responsibility | Delivery timescale | Progress                                                                                            | Risk   | Risk control measures                       |
| 1.1           | Continue to develop and implement our Corporate Workforce Plan                                                                                                                                           | link to Corporate Workforce Plan                                                                                  | K Donaldson         | Mar-21             | Progress report to Council Dec 2018. Priorities for 19/20 established. Next report due in Dec 2019. | LOW    | Actions within the Corporate Workforce Plan |
| 1.2           | Implement the revised Health and Wellbeing Framework to make sure that these help us to build capacity and resilience within our workforce and boost productivity                                        | New Framework fully implemented across all staff groups. Reduction in sickness absence.                           | K Donaldson         | Mar-21             | New framework approved April 2019 for rollout over 2019/20                                          | LOW    | Actions within the Corporate Workforce Plan |
| 1.3           | Mainstream our employment equalities work to ensure we continue to meet our statutory requirements, sharpen our focus on Fair Work and promote equality and inclusion.                                   | Equal Pay Audit to be carried out over summer and reported in the Annual Workforce report to Council in Dec 2019. | K Donaldson         | Mar-20             |                                                                                                     | LOW    |                                             |
| 1.4           | Design and deliver a leadership programme which will give us the necessary knowledge, skills and organisational mindset to adapt and innovate                                                            |                                                                                                                   | S Flanigan          | Mar-20             |                                                                                                     | MEDIUM |                                             |
| 1.5           | Make best use of our information, analysing our data to anticipate service demand and to help redesign services and upskill our workforce to meet that demand                                            |                                                                                                                   | J Valentine         | Mar-20             |                                                                                                     | MEDIUM |                                             |
| 1.6           | Monitor legislative and national policy initiatives and developments in a systematic way to anticipate changes in the public sector landscape which may influence or impact upon public service delivery |                                                                                                                   | J Valentine         | Mar-20             |                                                                                                     | LOW    |                                             |
| CDS OUTCOME 2 | <b>We engage with our communities effectively and involve them in the planning, design and delivery of sustainable services that will meet their changing needs</b>                                      |                                                                                                                   |                     |                    |                                                                                                     |        |                                             |
| Reference     | Action                                                                                                                                                                                                   | Target                                                                                                            | Lead Responsibility | Delivery timescale | Progress                                                                                            | Risk   |                                             |
| 2.1           | Rethink how we communicate with all of our stakeholders and make sure that our communications strategy and structures are fit for purpose                                                                |                                                                                                                   | R FRY               | Dec-19             |                                                                                                     | MEDIUM | Action in Communication Plan                |
| 2.2           | Engage with our communities, staff, partners, and other stakeholders to define and co-create the Perth & Kinross Offer                                                                                   |                                                                                                                   | S FLANIGAN          | Dec-19             |                                                                                                     | LOW    |                                             |

|               |                                                                                                                                                                                                                         |                                                                                                     |                         |                                  |                                   |        |                     |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-------------------------|----------------------------------|-----------------------------------|--------|---------------------|
| 2.3           | Find better ways to work with our communities and Local Action Partnerships (LAPs) to implement the recommendations of What Works Scotland                                                                              |                                                                                                     | F ROBERTSON             | Mar-20                           |                                   | MEDIUM |                     |
| 2.4           | Support LAPs to meet the national target of 1% of Council spend to be determined through Community Choices/Participatory Budgeting                                                                                      |                                                                                                     | F ROBERTSON             | Mar-20                           |                                   | LOW    |                     |
| 2.5           | Implement our Community Learning & Development Plan improvement actions                                                                                                                                                 |                                                                                                     | F ROBERTSON             |                                  |                                   | MEDIUM | Actions in CLD Plan |
| CDS OUTCOME 3 | <b>We maximise the use of new technology to deliver services in a way that better suits our digital world and meets the needs of our communities</b>                                                                    |                                                                                                     |                         |                                  |                                   |        |                     |
| Reference     | Action                                                                                                                                                                                                                  | Target                                                                                              | Lead Responsibility     | Delivery timescale               | Progress                          | Risk   |                     |
| 3.1           | Develop our digital leadership to ensure that we have the right organisational culture and skills to be able to more fully exploit the opportunities that new technologies present for change, improvement & innovation |                                                                                                     | A TAYLOR                | Rolling programme of development |                                   | MEDIUM |                     |
| 3.2           | Lead the continued implementation of the Council's Digital Strategy to deliver digital services to citizens and businesses                                                                                              | 10% uplift in channel shift year on year to a max of 40% for services moved online via MyPKC portal | A TAYLOR                |                                  |                                   | MEDIUM |                     |
| 3.3           | Develop and implement our Corporate Data Management plan to make the most of our information as a business asset                                                                                                        |                                                                                                     | A TAYLOR / D HENDERSON  | Mar-20                           |                                   | MEDIUM |                     |
| 3.4           | Review our data sharing arrangements with external partners and other agencies to ensure that they data protection compliant and better support partnership working and collaboration                                   |                                                                                                     | D HENDERSON / L SIMPSON | Mar-20                           |                                   | MEDIUM |                     |
| 3.5           | Achieve Cyber Essential Plus and maintain Public Services Network (PSN) accreditation to secure our information assets and protect them from attack                                                                     | Accreditation                                                                                       | A TAYLOR / P DICK       | Oct-19                           | PSN submission completed May 2019 | LOW    |                     |
| CDS OUTCOME 4 | <b>We strengthen the sport, leisure and cultural tourism offer of Perth and Kinross</b>                                                                                                                                 |                                                                                                     |                         |                                  |                                   |        |                     |
| 4.1           | Review our current service model to ensure they can deliver an improved cultural offer and achieve best value                                                                                                           |                                                                                                     | F ROBERTSON             | Mar-21                           |                                   | MEDIUM |                     |
| 4.2           | Deliver a recovery plan for Horsecross Arts to ensure financial viability and sustainability                                                                                                                            |                                                                                                     | F ROBERTSON             | Mar-20                           |                                   | HIGH   |                     |
| 4.3           | Deliver the cultural transformation programme including City Hall                                                                                                                                                       | Financial close for City Hall autumn 2019                                                           | F ROBERTSON             | Jun-21                           |                                   | MEDIUM |                     |
| 4.4           | Work with Live Active Leisure to realise the redevelopment of the Perth Leisure Pool site                                                                                                                               | Full business case and design scheme for PH20 project by Dec 2019                                   | F ROBERTSON             | Jun-21                           |                                   | HIGH   |                     |



|                     |                                                                                                                                                                                                                                               |                                                                                                                                                                         |                           |        |  |        |                         |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------|--|--------|-------------------------|
| 4.5                 | Review our contract with Live Active Leisure to ensure future sport and physical activity services fit with local priorities and meet our communities needs                                                                                   |                                                                                                                                                                         | F ROBERTSON               |        |  | LOW    |                         |
| CDS<br>OUTCOME<br>5 | <b>We make sure that our governance framework provides the necessary controls and creates the right conditions to support the organisation to be customer focussed, compliant and collaborative; entrepreneurial, efficient and effective</b> |                                                                                                                                                                         |                           |        |  |        |                         |
| 5.1                 | Review our corporate governance structure to make sure that it is robust and fit for purpose in a complex and changing public sector landscape                                                                                                | Revise Standing orders Aug 19<br>Review remit of Scrutiny & Audit Committees Sept 19<br>Review decision making structure Dec 19<br>CIPFA initial self assessment Oct 19 | L SIMPSON                 | Mar-20 |  | LOW    |                         |
| 5.2                 | Support the Council to achieve CIPFA's Governance Mark of Excellence                                                                                                                                                                          |                                                                                                                                                                         | L SIMPSON                 | Mar-20 |  | LOW    |                         |
| 5.3                 | Further refine the governance arrangements to provide greater transparency, scrutiny and accountability in respect of our arm's length and partnership arrangements                                                                           |                                                                                                                                                                         | L SIMPSON/<br>F ROBERTSON | Mar-20 |  | LOW    |                         |
| 5.4                 | Review the governance of the Community Planning Partnership Board to better support it can deliver the Local Outcomes Improvement Plan                                                                                                        |                                                                                                                                                                         | F ROBERTSON               | Mar-20 |  | MEDIUM |                         |
| 5.5                 | Review our performance management framework and invest in a system that can make the best use of our business management information                                                                                                          |                                                                                                                                                                         | J VALENTINE/<br>L SIMPSON | Mar-20 |  | MEDIUM | Project management plan |
| 5.6                 | Review budget setting process to align with the achievement of the Council's strategic priorities                                                                                                                                             |                                                                                                                                                                         | S MacKENZIE               | Oct-20 |  | MEDIUM |                         |





# **CORPORATE & DEMOCRATIC SERVICES**

## **Business Management & Improvement Plan 2018-21**

**reviewed and updated March 2019**

## INTRODUCTION

The Council, together with Community Planning Partners, has set out a clear vision with five defined strategic outcomes for the delivery of public services which better meet the needs of our communities, tackles inequalities and delivers best value. Corporate and Democratic Services (CDS) work with and support elected members, senior managers, other council services, partners, the private and third sector and with our communities to make sure that, across Perth and Kinross we are doing the right things to:-

- give every child the best start in life
- develop educated, responsible and informed citizens
- promote a prosperous, inclusive and sustainable economy
- support people to lead independent, healthy and active lives
- create a safe and sustainable place for future generations

Through the provision of high quality professional and technical advice and expertise we support the organisation to make the best informed, risk based decisions and to develop and equip our workforce with the skills needed to design and deliver sustainable public services now and in the future. We provide the core services which maintain the Council's governance framework and make sure that we have an effective system of internal control.

CDS also commission £10M of front-line culture and sport services annually and deliver community learning and development services across Perth and Kinross as well as providing a small number of direct services to the public.

## CONTEXT

The public sector landscape has become increasingly complex. As a council we are operating against a backdrop of significant financial constraint, increasing demand for services and unprecedented levels of scrutiny and regulation. We are also working to an ambitious government agenda which seeks to reform public service delivery with a focus on partnership, collaboration and more locality based decision-making, planning and delivery through community engagement and empowerment.

This dynamic and challenging environment means that Councils and other public bodies have to rethink how they do business. We need to move away from the traditional idea of local government being in a position of control through the direct provision of services, to one of influence focussing on service delivery through partnership and collaboration with other partners, agencies, private and third sector and our communities. Councils must be creative, entrepreneurial and more accepting of risk in order to redesign our services to better meet the needs of our communities, achieve best value and ensure long term sustainability.

CDS are key enablers of change and innovation; our skills and expertise are needed to create the right conditions within the Council to help it to develop the right culture, mind-set, capability and capacity to be able adapt, evolve and transform. We look forward to playing our vital role helping our communities to live life well; supporting and enabling the Council to work together with them, our partners and other stakeholders, to co-create the Perth and Kinross Offer.

## WHO WE ARE

Within CDS we have teams who deal with the following functions:-

|                                          |                             |
|------------------------------------------|-----------------------------|
| Civic and Members' Services              | Finance                     |
| Corporate Communications & Design        | Freedom of Information      |
| Corporate Complaints                     | Human Resources             |
| Corporate Performance                    | Information Technology (IT) |
| Corporate Procurement                    | Information Security        |
| Corporate Risk Management                | Internal Audit              |
| Commissioning sport and culture services | Legal                       |
| Community Learning and Development       | Licensing                   |
| Community Planning and Empowerment       | Organisational Development  |
| Customer Service Centre                  | Payroll                     |
| Data Protection                          | Registrars Service          |
| Democratic Services                      | Revenues & Benefits         |
| Election Management                      | Welfare Rights              |

## OUR PRINCIPLES

We believe that:-

- ❖ **Change is inevitable and necessary** - our public services need to evolve to better meet the changing needs of our communities
- ❖ **People are our greatest asset** - we must continue to prepare and equip our employees with the necessary skills for the future world of work, develop a growth mind-set and build a healthy and resilient workforce
- ❖ **Diminishing resources require to be managed more closely** -the current climate of financial constraint and increasing demand for services requires excellent financial stewardship and workforce development and management in order to optimise outcomes within our existing resources
- ❖ **Risk can be a good thing** - as an organisation, we need to be more risk aware in order to exploit opportunities for improvement and efficiencies and support innovation
- ❖ **The future is digital** - digital technologies create the potential for new organisation wide business operating models which can radically transform the way that we do business.
- ❖ **Communication is key** - the quality of our engagement and communication with our stakeholders will determine the pace of progress and will be a determining factor in our ability to change and transform our services
- ❖ **We need to work together** - partnership and collaboration with other public bodies, the private sector, the third sector and our communities present opportunities to make better and more efficient use of our respective workforce, property, infrastructure and information assets

## WHAT WE DO

CDS work together to provide high quality professional and technical leadership, expertise, knowledge and skills across a number of disciplines to support the Council to make the best informed, risk based decisions and deliver sustainable outcomes for the citizens of Perth and Kinross. As corporate services, our core business is the delivery of an effective governance framework encompassing our organisational culture, values, resources, controls, systems, structures, policies, procedures and processes; all of which are designed to ensure that Council does the right things for the right people, at the right time and in the right way. Our governance framework is built around the following key elements of good governance:-

|                                       |                            |                           |
|---------------------------------------|----------------------------|---------------------------|
| Leadership, Culture & Values          | Vision Direction & Purpose | Stakeholder Engagement    |
| People and Organisational Development |                            |                           |
| Decision Making                       | Internal Control           | Scrutiny & Accountability |

### We work together

- to make sure that each element is robust; continually developing and reviewing our framework to create and maintain the right conditions for the Council to make the best possible that it can within resources
- to create the best possible culture and environment for our people to learn, evolve grow; and for our services to improve and deliver best value
- to support our elected members in fulfilling their respective roles and responsibilities as ward representatives, collective members of the Council and the Council's representatives on external boards and committees
- provide comprehensive professional and technical leadership, advice and expertise to support the Council to make the best use of its corporate assets; its people, finance, information, property and infrastructure
- to make sure that we comply with all legislative and regulatory controls
- to help the Council better engage with its communities so that we understand their needs and aspirations better and can design and deliver the right services for them
- to make sure that the Council is open and that people can scrutinise our decisions and performance and hold us to account
- to create the systems, structures, policies, processes to enable the Council to work better together with partners, communities and other stakeholders to deliver sustainable public services for the people of Perth and Kinross

Like most corporate services, the contribution which CDS make to frontline service delivery is often unseen. Our input, whilst vital, is not always visible. The behind the scenes role that our services play in making things happen should not be underestimated however and neither should the potential organisational risks that flow from inadequate, inaccurate or insufficient access to professional and technical advice. We also provide a number of front-facing services; Customer Service Centre, Registrars Service, Licensing, Revenues & Benefits, Corporate Procurement, Welfare Rights, Corporate Complaints and Information Governance which enable us to connect directly with our communities and make a difference to their lives.

## WHAT WE DO TOGETHER TO PROMOTE GOOD GOVERNANCE

**Corporate & Democratic Services** collectively provide the core expertise and leadership in public policy, culture and sports strategy, community empowerment, finance, legal, HR, communications, organisational development, change management and transformation, internal audit, procurement, information management and IT to make sure the Council delivers excellent public services which drive better outcomes for the communities of Perth and Kinross. As a team we work together to:-

- support the democratic process including key Community Planning and Community Empowerment mechanisms
- ensure legal and regulatory compliance, openness, effective scrutiny and accountability in respect of the Council's decision-making and performance
- build our leadership, skills, knowledge and capacity to effectively and efficiently manage our business
- promote an organisational culture of learning, innovation, high performance, wellbeing and strong ethical values
- support the Council to redesign public services and to identify new and innovative models of delivery which better meet the needs of our communities
- develop and maintain the Council governance framework and system of internal control to ensure that they are robust and aligned to the delivery of our strategic outcomes
- Commission culture and sport services from our Arms-Length External Organisations with a combined contract value of £10 million pa
- oversee the strategic management of our corporate resources being our people, finances, ICT and digital infrastructure and information assets, to achieve best value in the delivery of our public services
- facilitate and support effective engagement and communication with our communities to plan, deliver and monitor public services which are tailored to local priorities and need
- support other Services to work effectively in partnership and to collaborate with communities, other public sector organisations, the private and third sector to deliver best value
- make the Council accessible to its customers, promoting fairness and equalities
- develop new ways of delivering public services through better use and development of new technologies

## **WHAT WE DO TOGETHER TO PROVIDE DIRECT SUPPORT TO OUR COMMUNITIES**

- ❖ through the Customer Service Centre we provide the first point of contact with the Council for thousands of people, ensuring that they can access the advice and support that they require
- ❖ the Registrars service deals directly with people at the most emotional of times, births, marriages, civil partnerships and bereavement, offering not only the statutory service, but often providing comfort and support to people at the most difficult and stressful times
- ❖ we provide the regulatory framework for licenced activities including pubs, clubs, taxis/ private hire vehicles and drivers, street traders, small and large scale public events to ensure the health, safety and wellbeing of the public
- ❖ through our Revenues & Benefits Service we administer council tax and housing benefits and provide an excellent welfare rights service which provides support and representation to those in our community experiencing financial hardship
- ❖ through our Stronger Communities teams we work to increase community participation in how public services are planned, delivered and monitored across Perth and Kinross
- ❖ our procurement service regulates our contracts and commissioning, where possible contracting with local businesses to bolster the Perth and Kinross economy
- ❖ our Financial Assessment and Charging Team provides advice and support to individuals and families who require adult care services, ensuring that their income is maximised to help reduce the impact and manage the cost of care
- ❖ through the development of the MyPKC customer portal the IT service has made the requesting of certain routine services and the reporting of incidents or concerns, quicker and easier
- ❖ our Information Governance Team manage requests from individuals for public information under the freedom of information legislation and requests to access their personal information under the data protection legislation
- ❖ we administer the Corporate Complaints process, ensuring that concerns raised by individuals are investigated appropriately and responded to within a reasonable timescale
- ❖ through our commissioning arrangements we provide sports, leisure, cultural and library services across the Perth and Kinross area.



## WHAT WE DID WELL TOGETHER TO PROMOTE GOOD GOVERNANCE IN 2018/19

### Working together we:

- ❖ demonstrated exceptional financial stewardship in managing the Council's £350M (net) revenue budget and managing the Council's £600M capital budget and setting 10 Year Capital Programme to 2028
- ❖ exceeded expectation and targets in relation the collection of Council Tax and Non-Domestic Rates, generating £160M income for the Council, at a lower cost in comparison to many other Councils.
- ❖ co-designed, with staff and trade unions, a new Health and Wellbeing Framework to further promote the wellbeing of our people
- ❖ gained Public Service Network and Cyber Essentials accreditations to ensure that our information assets are secure and can withstand cyber attack
- ❖ promoted diversity and inclusion through numerous events and established a staff LGBT+ Network
- ❖ continue to build organisational resilience through the Implementation of our new Corporate Workforce Plan- Developing Talent
- ❖ reviewed our governance to support a more comprehensive and cohesive approach to our change and investment activities across the organisation
- ❖ completed an Equal Pay Audit and reviewed the Council's pay/grading structure to ensure it remains sustainable, compliant and fit for purpose
- ❖ are piloting a new Employer Accreditation Scheme for Equally Safe which tackles gender based violence in the workplace.
- ❖ supported more effective joint working and better integration of health and social care services by developing a Joint Working Agreement.
- ❖ provided E-learning opportunities in a variety of subjects including data protection, equalities, health, safety & wellbeing and child/adult protection with 53,049 modules completed
- ❖ held 45 digital skills events which were attended by 320 staff
- ❖ implemented our revised risk management strategy to reassess all of our strategic, operational and programme/project risks to better support the organisations to make the right decisions
- ❖ obtained the highest performance band (F1) assessment by Scotland Excel for our procurement activity
- ❖ managed our print commissioning to reduce costs by 50% (£180k)
- ❖ promoted "paper-lite" culture through our Corporate Digital Platform (CDP) programme resulting in a significant reduction in document storage costs and almost a 50% reduction in our mail costs
- ❖ helped to deliver significant savings in respect of foster care placements (£764k to date) through our innovative foster care recruitment campaign
- ❖ engaged 2,088 learners across the organisation in 79 subject topics at zero cost and delivered 111 hours of 1-1 coaching
- ❖ processed 60,000 calls through the IT helpdesk calls and resolved over 70% of queries/issues at first point of contact
- ❖ we became the top performing local authority for the range of LGBT History Month activities and events.

*Did you know .....*

- 3.3 million emails were sent and received by the Council in 2018/19?
- our security systems stopped 1.95M emails and neutralised 295 viruses?

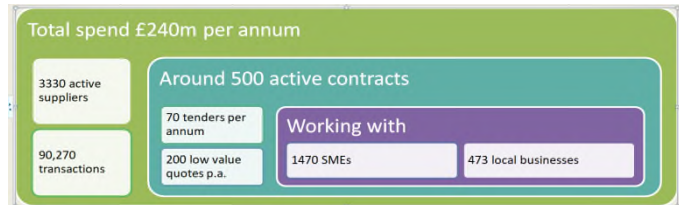
*Did you know... that our CDP programme has been short listed for a national award?*

## WHAT WE DID WELL TOGETHER FOR OUR COMMUNITIES in 2018/19

### Working together we:

- ❖ dispersed £549k for community led projects through our Community Investment Fund
- ❖ issued 2948 licences to ensure that taxis, licensed premises and public events are regulated to ensure the safety and wellbeing of the public

- ❖ implemented our procurement strategy to support local businesses and small / medium sized enterprises



- ❖ generated almost £6M for our customers and local economy through the advice and interventions of our Welfare Rights Team
- ❖ registered 3913 births, deaths, marriages and civil partnerships with between 99-100% accuracy rate overall
- ❖ now have 25,000 customers using MyPKC and we processed 60,000 transactions through the portal, meeting our 10% channel shift target
- ❖ obtained 35 court orders to protect children and vulnerable adults from significant harm made 19 applications for children to be legally secured with long term or adoptive families
- ❖ supported the delivery of the A9/A85 junction improvement and link road we managed £10M of commissioned sport and cultural services delivered by Live Active Leisure, Culture Perth & Kinross and Horsecross Arts Ltd
- ❖ increased our cohort of foster carers with and innovative multimedia campaign
- ❖ processed 1758 requests by people to
- ❖ access information held by the Council
- ❖ supported community councils, local action partnerships and the wider community to increase participation in how services are delivered
- ❖ processed 65,545 invoices to individuals and suppliers totalling £294,9063,983
- ❖ managed and developed the Modern Apprenticeship and Graduate Programmes to equip young people with skills and qualifications for work
- ❖ implemented new mobile working and scheduling solutions to 11 field based teams, delivering 20,000 visits, and improving the ways we deliver services to customers
- ❖ dealt with 1656 media and 753 social media enquiries and issued 414 proactive press releases to keep our communities informed

*Did you know that our customer service centre .....*

- helped 257,600 people by telephone
- helped 40,000 people face to face
- processed 37,000 transaction through the cash office?

*Did you know.....*

*that our Welfare Rights Team is fully accredited to the highest level at Type III to the Scottish National Standards for Information & Advice Providers enabling them to represent people at court and tribunal regarding benefits claims?*

- ❖ provided a holistic welfare advice service to people in financial hardship and won 75% of benefits appeals resulting in DWP decisions being overturned in favour of the claimant

## WHAT WE WANT TO DO BETTER

Corporate & Democratic Services will continue to support the Council to make the best decisions that it can, with the resources that it has, in order to deliver the services that the people of Perth and Kinross need. We will work to improve our performance in respect of all of the front-line services that we provide directly to our communities, making sure that we are as efficient and effective as we can be.

### We will work together to:

- ❖ develop our workforce to make sure that we have the right people with the right skills, doing the right things at the right time, to meet the changing needs of our communities. In particular we will;-
  - continue to develop and implement our Corporate Workforce Plan
  - review our policies and procedures as regards wellbeing, attendance, training and development to make sure that these help us to build capacity and resilience within our workforce and boost productivity
  - mainstream our employment equalities work to ensure we continue to meet our statutory requirements, sharpen our focus on Fair Work and promote equality and inclusion
  - design and deliver a leadership programme which will give us the necessary knowledge, skills and organisational mind-set to adapt and innovate
  - make best use of our information, analysing our data to anticipate service demand and to help redesign services and upskill our workforce to meet that demand
- ❖ engage with our communities and involve them in the redesign of our public services so that we can continue to do the right things, in the right way as needs change, demand increases and resources shrink. In particular we will;-
  - rethink how we communicate with all of our stakeholders and make sure that our communications strategy and structures are fit for purpose
  - engage with our communities, staff, partners, and other stakeholders to define and co-create the Perth & Kinross Offer
  - find better ways to work with our communities and Local Action Partnerships (LAPs) to implement the recommendations of *What Works Scotland*
  - support LAPs to meet the national target of 1% of Council spend to be determined through Community Choices/Participatory Budgeting
  - implement our Community Learning & Development Plan
- ❖ maximise the use of new technology to deliver services in a way that better suits our digital world. In particular we will;-
  - develop our digital leadership to create the right organisational culture and develop the right skillset across the organisation to be confident and able to more fully exploit the opportunities that new technologies present

## APPENDIX 2

- demonstrate the value of IT as a key enabler of change, collaboration and innovation
  - further develop and implement our Corporate Data Management plan to make the most of our information as a business asset
  - review our data sharing arrangements with external partners and other agencies to ensure that they are data protection compliant and better support partnership working and collaboration
  - achieve Cyber Essential Plus and maintain Public Services Network (PSN) accreditation to secure our information assets and protect them from attack
- ❖ strengthen the sport, leisure and cultural tourism offer of Perth and Kinross. In particular we will;-
- review our current service models to ensure they can deliver an improved cultural offer and achieve best value
  - deliver the cultural transformation programme including City Hall
  - work with Live Active Leisure to realise the redevelopment of the Perth Leisure Pool site
  - review our contract with Live Active Leisure to ensure future sport and physical activity services fit with local priorities and meet our communities needs
- ❖ make sure that our governance framework provides the necessary controls and created the right conditions to support the organisation to be customer focussed, compliant and collaborative; entrepreneurial, efficient and effective. In particular we will;-
- review our corporate governance structure to make sure that it is robust and fit for purpose in a complex and changing public sector landscape
  - support the Council to achieve CIPFA's Governance Mark of Excellence
  - review our performance management framework and invest in a system that can make the best use of our business management information
  - further refine the governance arrangements to provide greater transparency, scrutiny and accountability in respect of our arm's length and partnership arrangements
  - review the governance of the Community Planning Partnership Board to better support it can deliver the Local Outcomes Improvement Plan

## HOW WILL YOU KNOW THAT WE ARE DELIVERING?

### Internal monitoring and reporting arrangements

Our action plan for 2019-21 is attached at Appendix 1. Progress will monitored by the C&DS Senior Management and any emerging risks will be reflected in the service risk register.

### Public performance reporting

An annual report on performance will be submitted to the Council's Scrutiny Committee and available to the public

### WANT TO KNOW MORE?

#### Other relevant documents

- ❖ Procurement Strategy
- ❖ Communications Plan
- ❖ Digital Strategy
- ❖ Community Learning & Development Plan
- ❖ Corporate Workforce Plan
  - [Covering Report for the Corporate Workforce Plan SP&R Feb 2018 Report No 18/69](#)
  - [Developing Talent - Corporate Workforce Plan 2018 - 2021](#)
- ❖ Annual Report 2018 on the Corporate Workforce Plan
  - [Covering Report for Annual Workforce Report to Council 19 December 2018 Report No 18/418](#)
  - [Annual Workforce Report December 2018](#)
  - [Employee Engagement Survey Results 2018](#)
  - [Background Info and Case Studies for Annual Workforce Report 2018](#)
- ❖ New Health & Wellbeing Framework
  - [Covering Report for the new Health & Wellbeing Framework Report No 19/115](#)
  - [Health & Wellbeing Framework 2019](#)



## PERTH AND KINROSS COUNCIL

Scrutiny Committee - 12 June 2019

### ANNUAL GOVERNANCE STATEMENT 2018/19

Report by Head of Legal & Governance Services (Report No. 19/178)

#### PURPOSE OF REPORT

The purpose of the report is to seek approval of the Annual Governance Statement (AGS) for the financial year 2018/19 which provides assurance as to the effectiveness of the Council's governance framework and in particular the system of internal control.

#### 1. INTRODUCTION

- 1.1 The purpose of the Annual Governance Statement (AGS) is to give assurance to our stakeholders that we have effective arrangements in place to ensure that, as a Council, we are doing the right things for the right people at the right time in an open, honest and accountable way.
- 1.2 The AGS provides an opportunity to review our rules, resources, systems, processes, culture and values to make sure that our governance framework. In particular we are seeking assurance that our system of internal control is:
  - legally compliant
  - ethically sound; and
  - fit for purpose

Thereby enabling the Council to achieve its strategic objectives and provide high quality services that meet the needs of our communities, in an appropriate, efficient and affordable way. It is important therefore, that governance issues are identified systematically and comprehensively and reported in an open and transparent manner.

- 1.3 The Annual Governance Statement for 2018/19 is attached as Appendix 1 to this report. It has been prepared in accordance with the Chartered Institute of Public Finance & Accountancy (CIPFA) Framework: Delivering Good Governance in Local Government and is required to be published as part of the Council's Annual Accounts.

#### 2. GOVERNANCE ASSURANCE PROCESS

- 2.1 The assurance process to inform the AGS has been developed and refined to take into account the CIPFA Framework and associated guidance and to better reflect best value. It is designed to test the continuing effectiveness of our governance arrangements and to identify current, emerging and potential future risks to enable the organisation to adjust and improve their internal controls to mitigate and manage these effectively.

- 2.2 Evidence has been gathered by way of self-assessment from each of the Service Management Teams which was then scrutinised and reviewed through the Policy and Governance Group.
- 2.3 Directors have provided Certificates of Assurance in respect of the adequacy and effectiveness of the controls within their area. These are included as background papers to this report.
- 2.4 Certificates of Assurance have also been provided by the following officers in respect of their assessment of key corporate controls :
- Chief Finance Officer ( S 95 Officer)
  - Head of Legal & Governance Services /Monitoring Officer
  - Chief Internal Auditor
  - Corporate Procurement Manager
  - Information Compliance Manager
  - Corporate IT Manager
  - Corporate HR Manager
  - Corporate OD Manager

These are included as back ground papers to this report.

- 2.5 Assurance has been provided from the Head of Culture and Communities, in her capacity as the Contract Monitoring Officer in respect of our Arm's Length External bodies (Horsecross Arts Ltd., Live Active Leisure and Culture Perth & Kinross). The relevant Certificates of Assurance are included as background papers to this report.
- 2.6 The Perth & Kinross Integrated Joint Board are obliged to produce their own Annual Governance Statement as are the Tayside Valuation Joint Board and Tayside Contracts. We place reliance on their assurance statements which have been shared with the Council.

### **3 EFFECTIVENESS OF GOVERNANCE ARRANGEMENTS**

- 3.1 The assurance process can demonstrate that the Council has in place adequate internal controls that are considered fit for purpose in accordance with the governance framework.
- 3.2 The process also identified that significant work has been undertaken to improve the controls in areas identified through the Assurance Process for financial year 2017/18
- Embedding a new approach to risk management in line through a tailored programme of training and risk workshops.
  - Completing a comprehensive review of the Council's strategic risks has been completed



- Improving performance in our procurement activity resulting in obtaining the highest performance band (F1) assessment by Scotland Excel
- Continuing to develop and implement our Workforce Plan – developing Talent to ensure that we have the organisational capacity, skills and agility to deliver our corporate objectives.
- Improving the scrutiny function in respect of the performance of our Arm's Length External Organisations with regular reports and presentations to the Council's Scrutiny Committee.
- Reviewing and revising all relevant policies, processes and procedures to implement the provisions of the General Data Protection Regulation and the new Data Protection Act
- Completing an Equal Pay Audit and reviewed the Council's pay/grading structure to ensure it remains sustainable, compliant and fit for purpose
- Redesigning our governance arrangement to support a more comprehensive and cohesive approach to our change and investment activities across the organisation
- Developing a Joint Working Agreement to support partnership working and better integration of health and social care services

3.3 The process has also been successful in identifying the following areas which would benefit from continuing work or further development to ensure that their current and emerging risks are managed effectively:-

- **Information Management** : Further work needs to be done to ensure that we have arrangement in place to manage our information more effectively and to make better use of data to help anticipate demand and redesign sustainable services which meet the needs of our community
- **Arm's Length External Organisations** : We have put together a group of officers with the relevant professional skills, knowledge and technical expertise to support Horsecross Arts Ltd. to recover their financial positions and to develop a more sustainable operating model
- **Community Engagement** : we will;-
  - develop the Perth and Kinross Offer, based on our aspirations for community empowerment and commitment to local democracy and governance, beginning in our rural areas;
  - continue to work communities to achieve the 1% target of spend to be determined through participatory budgeting
- We will improve our **communication** strategy and infrastructure to enable us to involve our internal and external stakeholders in shaping and delivering the new Perth and Kinross Offer

- **Partnership:** we will continue to work with the Integrated Joint Board and with colleagues within the Health & Care Partnership to refine our governance arrangements in order to
  - i. provide adequate levels of assurance to both the Council and the Board services are being delivered in accordance with the IJB's Strategic Plan and that the quality and standards of services delivered are appropriate and maintained.
  - ii. support the partnership in shifting the balance of care through service design; and
  - iii. provide assurance that the partnership is delivering best value in relation to health and social care services.
- **Collaboration :** we will continue to seek collaborations that drive efficiency, effectiveness and improved outcomes.
- **Performance Management:** we will ;
  - review our performance framework and develop and implement outcomes focused performance measures
  - invest in an IT system which will enable us to better exploit our business information assets
- **Workforce planning:** we will continue to embed workforce planning into our overall business planning activities and further develop new approaches to workforce development, succession planning and talent management

- 3.4 Elected Members, Senior Management and our stakeholders should be reassured however, that these areas are already the subject of ongoing work or planned reviews. This demonstrates that as an organisation we recognise and have a good understanding of our changing risk landscape.
- 3.5 We are committed to continuously improving the effectiveness of our governance framework to ensure that it is robust and fit for purpose in these challenging times enabling us to continue to deliver high quality services to our communities in the most cost efficient and effective way. We will therefore conduct a comprehensive review of our current arrangements and infrastructure to ensure that it is aligned to the achievement of our objectives and will work to achieve the CIPFA Governance Mark of Excellence Award in the coming year.

#### 4. **RECOMMENDATION**

- 4.1 It is recommended that the Committee:
- (i) Note the content of this report; and
  - (ii) Scrutinise and comment on the draft Annual Governance Statement for the financial year 2018/19 attached

**Author(s)**

| <b>Name</b>  | <b>Designation</b>                  | <b>Contact Details</b>                                                 |
|--------------|-------------------------------------|------------------------------------------------------------------------|
| Lisa Simpson | Head of Legal & Governance Services | <a href="mailto:legalservices@pkc.gov.uk">legalservices@pkc.gov.uk</a> |

**Approved**

| <b>Name</b>   | <b>Designation</b>                               | <b>Date</b> |
|---------------|--------------------------------------------------|-------------|
| Jim Valentine | Depute Chief Executive (Chief Operating Officer) | June 2018   |

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You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

|                                                     |             |
|-----------------------------------------------------|-------------|
| <b>Strategic Implications</b>                       |             |
| Community Plan / Single Outcome Agreement           | <b>None</b> |
| Corporate Plan                                      | <b>None</b> |
| <b>Resource Implications</b>                        |             |
| Financial                                           | <b>None</b> |
| Workforce                                           | <b>None</b> |
| Asset Management (land, property, IST)              | <b>None</b> |
| <b>Assessments</b>                                  |             |
| Equality Impact Assessment                          | <b>None</b> |
| Strategic Environmental Assessment                  | <b>None</b> |
| Sustainability (community, economic, environmental) | <b>None</b> |
| Legal and Governance                                | <b>Yes</b>  |
| Risk                                                | <b>None</b> |
| <b>Consultation</b>                                 |             |
| Internal                                            | <b>Yes</b>  |
| External                                            | <b>Yes</b>  |
| <b>Communication</b>                                |             |
| Communications Plan                                 | <b>None</b> |
|                                                     |             |

1. **Strategic Implications N/A**

2. **Resource Implications N/A**

3. **Assessments N/A**

4. **Consultation**

### Internal

- Service Management Teams
- Executive Officer Team
- Corporate Management Group
- Policy & Governance Group
- Chief Internal Auditor
- Corporate Procurement Manager
- Information compliance Officer
- Health, Safety & Wellbeing Manager

### External

Staff from the following external organisations have been consulted the preparation of the Annual Governance Statement including:

- Tayside Contracts
- Perth & Kinross Integrated Joint Board
- Live Active Leisure Limited
- Culture Perth & Kinross Limited
- Horsecross Arts Limited
- Tayside Valuation joint Board

## **5. Communication**

- 5.1 The Annual Governance Statement will be published with the Council's Final Accounts for 2018/19

## **2. BACKGROUND PAPERS**

Certificates of Assurance

## **3. APPENDICES**

Annual Governance Statement 2018/19



## **ANNUAL GOVERNANCE STATEMENT 2018/19**

### **1 Introduction**

- 1.1 Good governance is key to the success of Perth & Kinross Council. It supports better informed decision making, the efficient use and management of our resources, high quality performance, greater scrutiny and accountability, resulting in better outcomes for the communities we serve.
- 1.2 The purpose of the Governance Statement is to give assurance to the people of Perth & Kinross, our Elected Members, staff, partner agencies and other stakeholders that our governance arrangements are effective and our system of internal control is robust.

### **2 Scope of Responsibility**

- 2.1 As a public body, the Council must act in the public interest at all times. It must behave with integrity, conduct its business in accordance with the rule of the law and demonstrate a strong commitment to ethical values. We must demonstrate and ensure that public money is used economically, efficiently, and effectively to deliver sustainable outcomes for the people of Perth & Kinross
- 2.2 The Local Government in Scotland Act 2003 also places a specific duty on the Council to make arrangements to secure best value and ensure continuous improvement in terms of the services it delivers to our communities.
- 2.3 A comprehensive and robust governance framework is integral to the Council's ability to discharge these responsibilities and deliver good outcomes. The Annual Governance Statement seeks to provide assurance that our governance framework is appropriate, adequate and effective in enabling the Council to deliver good outcomes and manage risk.
- 2.4 As well as providing assurance as to the effectiveness of the governance arrangements in place for the Council, this Annual Governance Statement also covers the six organisations that are included in the Council's Group Accounts.
  - Live Active Leisure Limited (subsidiary)
  - Horsecross Arts Limited (subsidiary)
  - Culture Perth & Kinross Limited (subsidiary)
  - Tayside Valuation Joint Board (associate)
  - Tayside Contracts (associate)
  - Perth & Kinross Integrated Joint Board (joint venture)

### **3 The purpose of the Governance Framework**

- 3.1 Our governance framework comprises the rules, resources, systems, processes, culture and values designed to help us achieve our strategic objectives and provide effective, good quality services in the most cost effective way possible. A crucial part of the governance framework is the system of internal control which is designed to manage the risk of a failure to the achievement of our intended outcomes.
- 3.3 The Council manages risk through a continuous process of identification, assessment, evaluation, prioritisation and mitigation. We evaluate risk on the basis of likelihood and impact in both financial and non-financial terms. We do however need to mitigate and manage risk proportionately; recognising that risk can never be eliminated completely and that only reasonable assurance can ever be given.
- 3.4 The purpose of the governance framework therefore is to ensure that we are using all of our resources effectively to deliver good outcomes for our communities and to provide assurance that we are indeed doing the right things, for the right people at the right time in an open, honest and accountable way.

## 4 Our Governance Framework

4.1 We recognise that the following are fundamental elements of good governance within public sector organisations:-

- Leadership, Culture & Values
- Vision, direction & purpose
- Stakeholder Engagement
- Organisational Development
- Effective Decision Making
- Internal Controls
- Scrutiny & Accountability

4.2 These fundamental elements of our governance framework reflect and seek to embed the principles of good governance within the International Framework: Delivering Good Governance in the Public Sector developed by CIPFA and the International Federation of Accountants, now incorporated into the 2016 CIPFA Framework for Delivering Good Governance in Local Government, namely :

- Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law
- Defining outcomes in terms of sustainable economic, social and environmental benefits
- Ensuring openness and comprehensive stakeholder engagement
- Developing the entity's capacity, including the capability of its leadership and the individuals within it
- Determining the interventions necessary to optimise the achievement of the intended outcomes
- Managing risks and performance through robust internal control and strong public financial management
- Implementing good practices in transparency, reporting and audit to deliver effective accountability

4.3 Our governance arrangements are underpinned by the fundamental principles and the requirements of legislation and legislative best practice. They can be summarised as follows:

- Our vision is the achievement of the shared priorities and intended outcomes for the citizens of Perth & Kinross defined in our [Local Outcome Improvement Plan](#) and our [Corporate Plan](#). Building Ambition: Our Transformation Strategy together with our Revenue budget for 2018/19 our Capital Programme and our Housing Investment Programme and other strategic documents provide the necessary direction to the organisation to enable it to deliver on its vision and achieve its purpose.
- There is effective communication between Members and Management through Leaders Meetings, Convenors meetings, Member Officer Working Groups and all member briefings where appropriate. There are also regular pre agenda discussions in respect of each scheduled Council and Committee meeting.
- There are effective arrangement in place for the discharge of the following functions:
  - Head of Paid Service
  - Monitoring Officer
  - Chief Finance Officer
  - Chief Social Work Officer
  - Data Protection Officer
- Our culture and values are reflected in everything we do as an organisation. They are determined by our decision making and behaviours and are reflected in our key corporate and community documents and strategies, our Local Code of Corporate Governance, Elected Member and Employee Codes of Conduct, Whistleblowing and anti- fraud and corruption policies, Elected Member Register of Interests, Gifts & Hospitality Policy and in our suite of policies, processes and procedures ensuring that as a Council we respect the rule of law, behave with integrity, promote a culture of good governance and demonstrate a strong commitment to ethical values.



- We recognise the importance of good stakeholder engagement in redesigning and reshaping public services and we will continue to actively engage with our communities, partners and other stakeholders to ensure that our services best meet their needs. The Council has a strategy for engaging with communities and has agreed a Statement of Intent with its Community Planning Partners to support a co-ordinated approach to community engagement. Our approach to consultations is based on the [National Standards for Community Engagement](#) and we have established a wide range of [consultation processes and procedures](#). The Community Empowerment (S) Act 2015 provides a framework for improving the quality of engagement and participation which will be reflected in our [Local Outcome Improvement Plan](#).
- We recognise that in an increasingly complex and financially challenging public sector landscape we have to be able to adapt and evolve our services and workforce to continue delivering cost efficient, high quality services. Our people remain are our most valuable asset and as an organisation we will secure the best outcomes for our communities by investing in the development of our workforce and of our leaders to ensure that they have the right skills and have sufficient capacity to deliver. Our approach is outlined Corporate Workforce Plan – Developing Talent and our “Learn, Innovate Grow” philosophy is being embedded across the organisation to create a highly motivated, skilled and agile workforce. There is a programme of leadership development in place for our managers and a comprehensive induction programme is in place for Elected Members. An ongoing training programme will be developed in consultation with Members to ensure that it meets their needs going forward.
- The Council’s Scheme of Administration sets out the role of committees in decision-making and the delegated decision-making powers of individual officers. The committees, boards and panels we have established ensure proper democratic engagement and provide an appropriate mechanism for effective decision making and accountability. As a local authority, the extent of our decision making powers are determined by statute and regulation. Our report template is designed to ensure that legal and financial checks are carried out before a report is presented for decision. It also provides that appropriate internal and external consultations and where relevant, options appraisals, ensure that decision makers are appropriately informed to determine the best course of action in the circumstances.
- The Council has developed and implemented a suite of policies, procedures and management processes to ensure that there are appropriate **internal controls** in place in respect of:-
  - Workforce Management
  - Financial management
  - Officer /Member relations
  - Performance Management
  - Change & Improvement
  - Workforce Planning
  - Risk Management
  - Procurement
  - Major Investment Project Management
  - Health & Safety
  - Information Management
  - Information Security
  - Civil Contingencies & Business Continuity
  - Anti- Fraud & Corruption
  - Conflicts of interests
  - Gifts & Hospitality
  - Whistle-blowing and reporting concerns
  - Complaints handling
  - Funding External bodies / ALEO’s

- As a public body we must be open, transparent and accountable for our decisions, actions and performance. Our management and democratic structures and processes are designed to facilitate effective decision making and the proper scrutiny of those decisions and their impact in terms of performance and the achievement of our intended outcomes.
- The Council has set a three year budget (years 2/3 provisional). Each budget is allocated to a named budget holder. Budgets are monitored regularly by Service Management Teams and overall financial performance is monitored regularly by the Executive Officer Team. The Strategic Policy & Resources Committee receives regular financial monitoring information as part of the budgetary control framework and provides the required political scrutiny of our financial management and performance.
- Capital spend is monitored by Senior Management through the Strategic Investment & Improvement Board and reported regularly to the Executive Officer Team and the Strategic Policy & Resources Committee as part of the budgetary control framework. The Capital Programme Office monitors project milestones.
- The annual service planning process ensures that Services meet the needs of customers, and that targets for quality improvements are set and monitored. Individual Business Management & Improvement Plans set out detailed actions and outcomes for each Service and include performance indicators. Service performance is reported regularly to the Executive Officer Team and publicly through the Council's themed committees and the Scrutiny committee. Financial performance is publicly reported through the Strategic Policy & Resources Committee and relevant service committees.
- The Council publishes an [Annual Performance Report](#) on its performance against the objectives set out within the Corporate Plan and Local Outcome Improvement Plan.
- The Council's Transformation Programme is scrutinised by Service Management Teams, the Executive Officer Team and the Modernising Governance Member Officer Working Group. Progress is reported regularly to the Council's Strategic Policy & Resources Committee.
- The Council has a published process for dealing with the following and annually reports on performance in this respect of these areas: - .
  - complaints from members of the public;
  - requests for access information under the Freedom of Information legislation
  - access information under the Data Protection legislation

## 5 Governance Assurance Process

- 5.1 Assurance evidence has been gathered from Service Management Teams (SMT) by way of self-assessment questionnaires designed around the fundamental elements of good governance and the principles set on in the 2016 CIPFA Framework).
- 5.2 The evidence submitted by services has undergone a process of quality assurance and challenge through the Policy & Governance Group, which is chaired by the Head of Legal & Governance Services.
- 5.3 Each Service Management Team has certified that, having considered the evidence of the financial and non- financial controls within each of their areas, they are satisfied that these are adequate and effective subject to certain improvement actions which have been identified as part of that self-assessment process being implemented.
- 5.4 A Certificate of Assurance to this effect has been signed by each Director and the Depute Chief Executive/ Chief Operating Officer.
- 5.5 Corporate assurance has also been provided as regards the adequacy of the internal controls from the following Officers:

- Chief Finance Officer ( S 95 Officer)
- Head of Legal & Governance Services /Monitoring Officer
- Chief Internal Auditor
- Corporate Procurement Manager
- Information Compliance Manager
- Corporate IT Manager
- Corporate Procurement Manager
- Corporate HR Manager

5.6 For Arms Length External Organisations reliance has been placed upon:

- unaudited financial statements of the companies (audited accounts will be scrutinised when available);
- assurance self-assessment evaluations
- terms and conditions of Service Level Agreements
- quarterly contract monitoring meetings with Service;
- performance information and financial monitoring reports to Service; and
- resentations to Scrutiny Committee

5.7 For Tayside Contracts Joint Committee and Tayside Valuation Joint Board, reliance has been placed upon each organisation's own Annual Governance Statement.

5.8 For Perth & Kinross Integrated Joint Board reliance has been placed on their own Annual Governance Statement.

5.9 The draft Annual Governance Statement is considered by the Executive Officer Team, Corporate Management group and the Council's Scrutiny Committee prior to inclusion within the final draft Annual Accounts.

5.10 The Annual Governance Statement is considered by the Audit Committee as part of the Annual Accounts.

## 6 **2017/18 Governance Statement : Improvement update**

6.1 The 2017/18 AGS identified the following areas for further review and/or improvement:-

- Information Management
- Risk Management
- Workforce Planning
- Service redesign and transformation
- Procurement and Contract Management
- Scrutiny and Assurance
- Partnership working

6.2 During the course of 2018/19 to address these areas, the following work was completed or is being undertaking:-

- **Information Management** : all relevant policies, processes and procedures have been reviewed and revised to meet the requirements of the General Data Protection Regulation and the new Data Protection Act. A programme of training was designed and delivered to staff dealing in the highest risk areas. A general data protection module has been developed for staff to complete to ensure an adequate understanding and awareness of the legislation across the whole organisation.
- **Risk Management**: a new approach to risk management continues to be embedded through a tailored programme of training and risk workshops and a comprehensive review of the Council's strategic risks has been completed

- **Workforce Planning** : we are continuing to develop and implement our Workforce Plan – developing Talent to ensure that we have the organisational capacity, skills and agility to deliver our corporate objectives. Completed an Equal Pay Audit and reviewed the Council's pay/grading structure to ensure it remains sustainable, compliant and fit for purpose
- **Service redesign & transformation** : we have redesigned the governance arrangements for our transformation and investment activity to ensure that we are taking a strategic and cohesive approach to our change, improvement and investment activity across the organisation
- **Procurement & Contract Management** :- we have continued to work with service to improve performance and to refine the corporate toolkit to support staff resulting in our procurement activity obtaining the highest performance band (F1) assessment by Scotland Excel
- **Scrutiny and assurance** :we have reviewed and refined the scrutiny function in respect of the performance of our Arm's Length External Organisations with regular reports and presentations to the Council's Scrutiny Committee. We will continue to refine to ensure that there is transparency and accountability
- **Partnership working** : Developed a Joint Working Agreement to support partnership working and better integration of health and social care services

## **7 Effectiveness of Governance Arrangements for 2018/19**

- 7.1 Based on the assurance process outlined above, in terms of effectiveness, the Council's governance arrangements continue to be regarded as fit for purpose in accordance with the governance framework, subject to the areas identified for review or improvement set out in section 9 below.
- 7.2 Our financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2015)
- 7.3 Our assurance arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Head of Internal Audit (2010)
- 7.4 The Council has designated the Depute Chief Executive (Chief Operating Officer) as the Senior Information Risk Owner with the Head of Legal & Governance Services as Depute. Our information security measures have been reviewed in 2017/18 to ensure continuing compliance with the Public Service Network (PSN) requirements.
- 7.5 The Chief Internal Auditor is the Council's nominated Money Laundering Reporting Officer. There has been no relevant activity in respect of Council and its group during the year.
- 7.6 We have structures in place which support constructive challenge and effective scrutiny to our system of internal control and our broader governance arrangements. In particular;-
- Scrutiny Committee
  - Strategic Policy & Resources Committee
  - Audit Committee
  - Themed Committees
  - Executive Officer Team
  - Corporate Management Group
  - Strategic Improvement & Investment Board
  - Policy & Governance Group
  - External Audit ( presently KPMG)

## 8 Opinion of the Chief Internal Auditor

- 8.1 Audit activity and performance is detailed in the Annual Report by the Chief Internal Auditor for the year 2018/19. Chief Auditor has given the following opinion in respect of the effectiveness of the governance arrangements in place.

***“In the Chief Internal Auditor’s opinion, reasonable reliance can be placed on the Council’s risk management and governance arrangements, and systems of internal control for 2018/19, subject to management implementation of the agreed actions detailed in Internal Audit reports.”***

## 9 Areas for review /continued improvement action

- 9.1 The following areas have been identified as requiring ongoing monitoring/review or further improvement action :-
- Communication and engagement
  - Performance management
  - Community empowerment
  - Information governance
  - Workforce planning
  - Arm’s Length External Organisations
  - Integrated Joint Board – relationship governance
- 9.2 It should be noted that significant work has already been undertaken to review processes and improve internal controls in these areas. The assurance process has not identified any area which is not already the subject of current or planned improvement activity.
- 9.3 Improvement actions are contained within key corporate plans and Service Business Management & Improvement Plans particularly Corporate & Democratic Services’ plans.

### **STATEMENT**

The Governance Framework has been in place for the financial year ending 31 March 2019 and up to the date of approval of the Annual Accounts. The Council is legally required to conduct an annual review of the effectiveness of its governance arrangements and to publish a reporting statement, known as the Annual Governance Statement, with its Annual Accounts.

This Statement confirms that a comprehensive review of the Council’s corporate governance arrangements has been undertaken and reports on the effectiveness of its arrangements and in particular its internal controls. The review has been carried out in accordance with Chartered Institute of Public Finance and Accountancy (CIPFA) Framework: Delivering Good Governance in Local Government 2016.

The review of the effectiveness of the Council’s system of internal control and overall governance framework has been informed by different sources providing assurance and assessing risk:-

- Service Management Teams
- Executive Officer Team
- Chief Finance Officer
- Monitoring Officer
- Chief Internal Auditor
- Policy & Governance Group
- Internal Audit
- External Audit
- External agencies and inspectorates.

Internal Audit have provided assurance for the year 2018/19 and an Internal Audit plan is in place for 2019/20 that will focus on areas which have been identified as corporate or service specific risks.

Each Depute Chief Executive and Director who has responsibility within the Scheme of Delegation for the development and maintenance of the system of internal control has provided assurance that the internal controls and governance arrangements within their service are effective and have been reviewed.

The Chief Finance Officer has provided assurance that the financial arrangements in place conform to the relevant CIPFA requirements and that our expenditure is lawful.

The Monitoring Officer has provided assurance that our governance arrangements ensure compliance with relevant laws, regulations, internal policies and procedures.

We are satisfied that our governance arrangements and in particular, our system of internal control, continue to be regarded as fit for purpose in accordance with the governance framework.

Governance improvement actions will be delivered where possible through existing improvement plans and change programmes to avoid duplication of effort.

Oversight of governance improvement activity will be maintained through the Corporate Management Group with support from the Policy & Governance Group who will regularly monitor progress. Progress will be reported to the Council's Executive Officer Team and the Council's Scrutiny Committee.

We are also reassured by the fact that the areas identified for further development are already in progress. This provides assurance to our communities that this Council has a good understanding of its key risks and is committed to continuously improving the effectiveness of our governance framework to ensure that we deliver our intended outcomes.

Signed:

Signed:

**Karen Reid, Chief Executive**

**Murray Lyle, Leader of the Council**

Date

Date

# **PERTH AND KINROSS COUNCIL**

## **Scrutiny Committee**

**12 June 2019**

### **Data Protection Compliance 2018-19**

#### **Report by Data Protection Officer (Report No. 19/179)**

#### **PURPOSE OF REPORT**

This report is the professional assessment of the Council's compliance with the General Data Protection Regulation (GDPR) by the Data Protection Officer (as is required to be provided by him in accordance with the legislation). This report relates to the year 2018-19.

#### **1. BACKGROUND**

- 1.1 The GDPR requires a public authority such as the Council to appoint a Data Protection Officer (DPO) and defines tasks that the person must undertake. These tasks include monitoring and reporting on compliance with the GDPR.
- 1.2 The Council's Data Protection Policy sets out that the DPO will present a report on the Council's data protection compliance to the Council's Senior Management and the Scrutiny Committee annually or more frequently if considered necessary.
- 1.3 It should be noted that responsibility for compliance with data protection legislation lies with the Council rather than the DPO.

#### **2. EXECUTIVE SUMMARY**

- 2.1 Given the breadth of local government activities and the many millions of interactions and transactions involving personal information that is involved in the delivery of public services, it is unlikely that Council will ever be able to state categorically that it is fully compliant. The DPO is assured however that the current level of compliance is reasonable and like most other organisations, Perth and Kinross Council is continuing to work towards full compliance insofar as is reasonably practicable.
- 2.2 The Council is reasonably compliant with data protection legislation.
- 2.3 The DPO is satisfied that the principal pillars of GDPR compliance are all in place and are gradually becoming accepted as normal practice across the Council. Where procedural failings have occurred regarding data protection, these can reasonably be attributed to a lack of training / awareness and general workload pressures.

- 2.4 Whilst the Council would wish to avoid any data breach, the total number of breaches recorded in the year is very small given the volume and wide range of personal data that is processed across the Council in the course of a year.
- 2.5 Of the small numbers of breaches, 13 were reported to the Information Commissioner by the DPO. As the GDPR has been implemented and practice embedded, experience would suggest that 4 of those did not require to be so. Anecdotal evidence suggests that DPOs have in the early days “erred on the side of caution” and as a consequence, initial over-reporting has been a common issue across many organisations.
- 2.6 The organisation does not have a programme of mandatory training per se but has acknowledged that awareness training should be essential for all employees. Tailored training was designed and delivered for areas which were deemed particularly high risk because of the volume and nature of the sensitive personal information which required to be processed (education/social care services etc.) The DPO is concerned however at the level of uptake in respect of generic training for all employees and has advised that the organisation should take steps to address this and ensure that employees complete and renew their training on an annual basis.

### **3. COMPLIANCE**

#### **3.1 Policy**

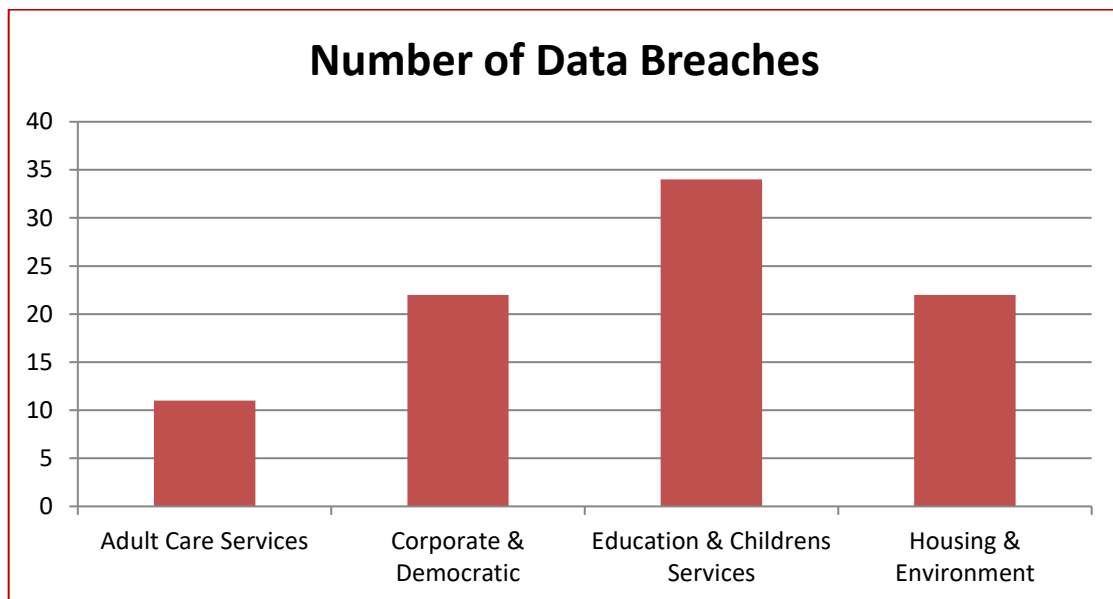
- 3.1.1 The Council has a Data Protection Policy which satisfies the separate requirements of the GDPR and the Data Protection Act 2018.

#### **3.2 Data Breaches**

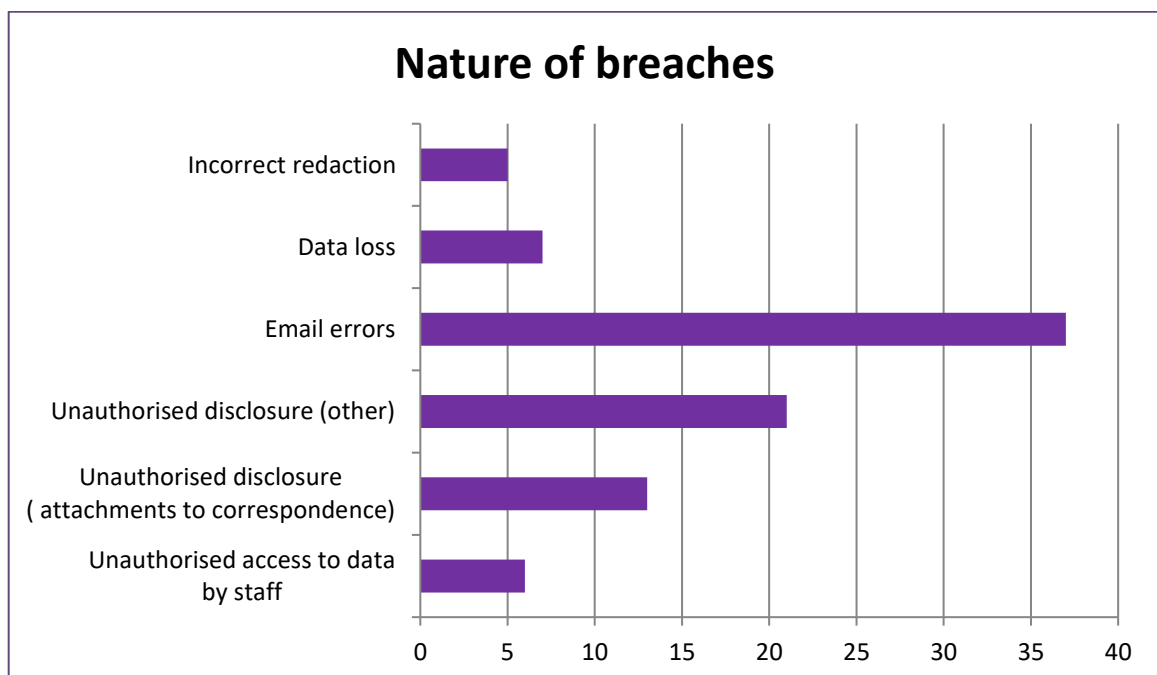
- 3.2.1 A data breach is defined as an incident involving “a breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to, personal data”.
- 3.2.2 The Council is required to maintain a register of data breaches and, where appropriate, report them to the Information Commissioner’s office.
- 3.2.3 Between 1 April 2018 and 31 March 2019, the Council recorded a total of 89 data breaches.



3.2.4 The split of data breaches by Service is illustrated below: -



3.2.5 The nature of the data breaches was as follows: -



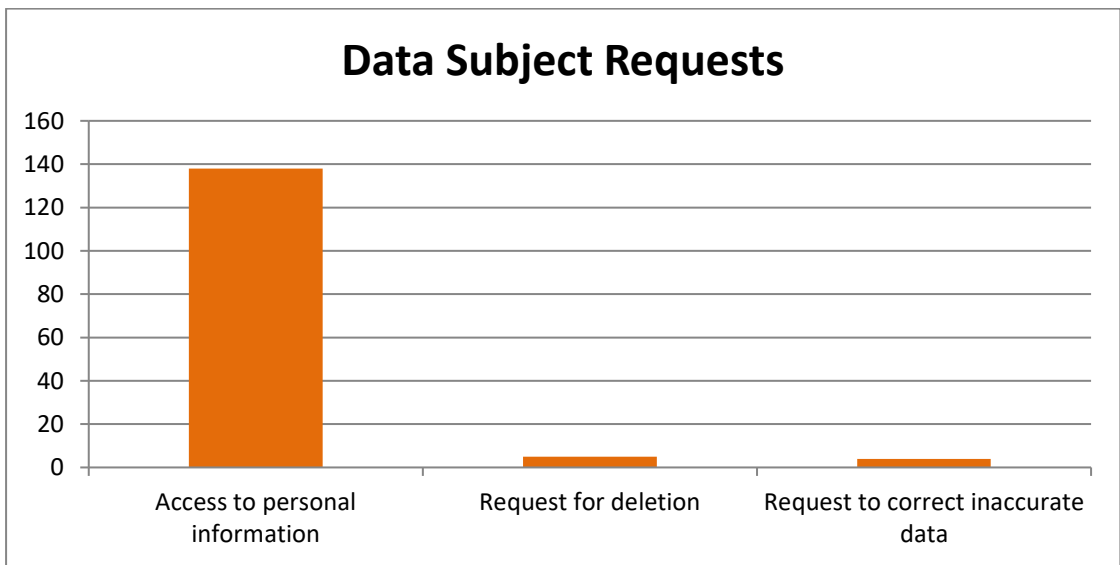
3.2.6 Almost all of the breaches were reported promptly to the DPO. In a few cases however there were some delays in providing the DPO with additional information or taking remedial action as quickly as requested by the DPO.

3.2.7 The DPO is satisfied that in the main, where breaches have been identified, that the relevant Service has been keen to engage with the DPO to amend and improve practice.

- 3.2.8 Of the 89 breaches, the DPO considered 13 of those required to be reported to the Commissioner’s Office (ICO). As stated above, a few may not in fact meet the criteria for reporting, as this has become better understood by DPOs.
- 3.2.9 Of the 13 cases reported, 2 remain open with the ICO. In relation to the other 11 cases, the ICO considered that the actions taken by the Council in response to the breaches were appropriate and did not require any further action.
- 3.2.10 It would appear that across the organisation staff understand disclosure breaches and in this respect the DPO is fairly confident that all significant data breaches of this nature were reported during the year. Given the concerns expressed re the uptake of training however, across the organisation there may be but less understanding of the other potential grounds for breach. The DPO is therefore less convinced that all minor breaches are necessarily being captured but will continue to provide advice and guidance and is hopeful that ongoing training and greater experience will address this.

### 3.3 Data Subject Requests

- 3.3.1 The GDPR gives data subjects a number of specific rights. Requests to exercise these rights have to be responded to within 1 month (interpreted by the Council as 28 calendar days). The DPO has responsibility for dealing with requests to exercise data subject rights received by the Council.
- 3.3.2 Between 1 April 2018 and 31 March 2019, the Council received 147 requests of which:-



3.3.3. In terms of processing the 138 subject access requests;-

- 11 subject access requests are still currently in progress
- 28 are on hold awaiting further information (normally proof of identity) from the requester
- 99 subject access requests completed

3.3.4 Of the 99 requests that were processed

- 81 were completed within the statutory timescale (82% success).
- 18 were late (Many of these requests were complex and involved a the processing of a very large volume of information).

3.3.5 Of the 9 other requests;-

- 1 is on hold awaiting further information from requester
- 8 completed within timescale

3.3.6 The Council also received 15 complaints, either directly from the data subjects or via the ICO, about the way personal data had been handled. All of the complaints were dealt with appropriately and timeously.

3.3.7 The DPO is satisfied that data subject requests are being handled appropriately within the resources available.

### 3.4 **Training**

3.4.1 The DP team has delivered introductory GDPR training in two series of Learn, Innovate, Grow sessions and has also provided a considerable number of more informal sessions to individual teams across the organisation on request. As stated above a risk based approach was taken and more tailored training was delivered to particular services and teams who routinely processed particularly sensitive personal basis

3.4.2 During the year, a number of data protection related Inside News Bulletins have been published as well as several 'Spotlight' slots on the Council intranet. These have been used to highlight particular issues or the availability of new guidance

3.4.3 Given the communication of GDPR information, there appears to be a good level of general awareness across the Council.

3.4.4 In terms of breadth of knowledge, the Council has an e-Learning module about the GDPR and a supplementary module about data breaches. Uptake of these is disappointing, with only 32% of the possible staff (almost 5,200) having completed the GDPR module and 9% the data breach module.

- 3.4.5 This poor uptake of training was highlighted in a report (18-21) to the Audit Committee on 27 March 2019. The Management Action Plan included an action to ensure that managers are aware of what essential training is required to be undertaken by their teams.
- 3.4.6 Where a breach has been reported to the ICO, the most common response from the ICO is to ask whether employees involved in a data breach have undertaken data protection training within the last 12 months. It would appear, therefore, that the Information Commissioner has an expectation that all employees involved in processing personal data are undertaking data protection training every year. The DPO is concerned that the Council cannot meet that expectation.
- 3.4.7 The DPO team plans to re-write the main GDPR e-Learning module during 2019-20 and also prepare two further Learn, Innovate, Grow sessions – one specifically about the section of the Data Protection Act covering law enforcement and a general one for use on an on-going basis.
- 3.4.8 The DPO is seeking management support to ensure that the Audit action identified is implemented to ensure that relevant staff undertake appropriate training.

### **3.5 Data Protection Impact Assessments**

- 3.5.1 The Council's Data Protection Policy requires a data protection impact assessment (DPIA) to be completed for any new project or policy that will involve processing personal data.
- 3.5.2 It should be noted that the DPIA process is not a simple administrative process; these can be complex often taking several weeks to complete properly, with the DPO team supporting services to get the correct information in place to make a proper assessment.
- 3.5.3 During the period 93 DPIAs have been initiated. To date :-
- 16 have been approved
  - 3 have been closed as a result of problems identified in the processing;
- 3.5.4 The rest remain in progress or have stalled often due to workload issues in either the DPO team or the Service area. The DPO intends to review the status of these in the course of the coming year, resources permitting.
- 3.5.5 It is intended that completed DPIAs will be published on the Council website in due course, but it has not yet been possible to under undertake this exercise.
- 3.5.6 As the DPO is reliant upon services being proactive and advising of the new projects, it is unclear to the DPO whether DPIAs are being completed for all new projects or policies involving the processing of personal data.

### **3.6 Data Sharing Agreements**

- 3.6.1 A Data Sharing Agreement (DSA) sets out what, why and how personal data is to be shared between two organisations where each organisation separately determines the purpose and means of processing the personal data, for example between the Council and Police Scotland.
- 3.6.2 The DPO is required by the Council's Data Protection Policy to maintain a register of DSAs and must be consulted prior to any new DSA being signed. The register currently contains information about 28 DSAs, of which 11 have been signed by the Council.
- 3.6.3 Whilst It would seem that most of the remaining 17 DSAs have been approved at some point in the past, it has not been possible for Services to locate final, signed copies of them. It is planned to review the status of this remainder and to develop new DSAs where required during 2019-20.
- 3.6.4 It is intended that completed DSAs will be published on the Council website in due course, but it has not yet been possible to undertake this exercise.
- 3.6.5 As with DPIAs, the DPO is dependent upon Services advising of their existence. It is unclear therefore whether all new DSAs are passed to the DPO.

### **3.7 Register of Processing Activities**

- 3.7.1 The Council is required by law to maintain a record of every activity it undertakes involving the processing of personal data. The collection of these records is usually referred to as the Register of Processing Activities (RoPA).
- 3.7.2 There are currently 450 entries in the register. Almost all of these were made prior to the implementation of the GDPR and the individual records are known to be relatively incomplete. Given the volume and breadth of the Council's business it is also considered that a significant number of records still require to be added to the register.
- 3.7.3 The DPO plans to conduct an exercise with Services during 2019 to ensure that the entries are all complete, add any missing entries to the register and put in place a procedure for its on-going maintenance.

### **3.8 Privacy Notices**

- 3.8.1 The Council is required by law to provide information to data subjects about their personal data at the point it is collected. The details to be provided are set out in the GDPR. This is known as a privacy notice or privacy policy.

- 3.8.2 The Council follows the ICO's advice about this and provides a minimal amount of information at the actual point of collection, but provides links to further detailed information on the Council website.
- 3.8.3 Much of the information to be provided on the website is general (data subject rights and contact details, etc.) but there also needs to be a detailed set of information on the website for each individual activity.
- 3.8.4 It is considered that there are a considerable number of detailed privacy notices still to be written and published, and the DPO plans to address this with Services this as part of the exercise to address deficiencies in the RoPA mentioned above.

### 3.9 **Data Protection Officer**

- 3.9.1 The role of the DPO is defined in the GDPR and the legislation places particular restrictions on both the DPO and the Council in terms of roles and responsibilities. The DPO, like the other Statutory Officers within the Council, has an independent and autonomous role and the Council cannot instruct the DPO how to undertake the role.
- 3.9.2 As the DPO is also the Council's Information Governance Manager with an established operational portfolio, further work requires to be done to develop understanding of this new statutory strategic role, across the organisation.
- 3.9.3 As part of the council's governance framework, a mechanism has been agreed for the formal provision of advice by the DPO to the Council and all formal advice provided to date had been accepted.

### 3.10 **DPO Resources**

- 3.10.1 The legislation provides that adequate resources should be made available to the DPO to enable him to fulfil his role.
- 3.10.2 The Data Protection Officer's team comprises 2.5 FTEs
- the Information Governance Manager, who is the DPO
  - 1.5 FTE Information Governance Officers who can deputise
- 3.10.3 The DPO team are members of the Information Governance Team and therefore have a broader portfolio than data protection, dealing also with freedom of information, information security and management, statutory records management and corporate complaints.

3.10.4 The DPO team are heavily involved in providing advice to employees on a daily basis in response to telephone calls and emails. They also deal with all:-

- Data subject requests
- Data breach investigations
- All communications with the ICO
- Providing strategic advice as regards data protection policy and practice
- Providing technical advice by way of guidance documents, procedures
- Providing professional and practical support in the preparation of DPIAs, Privacy Notices, DSAs and the RoPA
- Designing and delivering training
- Reviewing existing and new contracts to ensure that they are compliant with legal data protection requirements

3.10.5 As the Council is required to involve the DPO in the decision-making related to any new project involving processing personal data, DPO currently also sits on a number of project boards or steering groups for major projects in the Council.

3.10.6 As with many other teams across the organisation, resources are an issue as reflected in the outstanding activities identified above. Much of the business is responsive, with statutory timescales and constraints attached, which often means that in terms of managing the associated risks, development activities are sacrificed.

3.10.7 The DPO considers that whilst directing resources to “urgent” work is an adequate short-term strategy, an inability to deliver training, or review practice and policy may create the potential for greater risk to the organisation in the longer term.

3.10.8 The DPO advises that the demands of the function cannot be met within current resources but is mindful of the financial climate in which the organisation is operating. That being acknowledged, the DPO has a responsibility to flag this to the Council as a risk.

3.10.9 The DPO considers that the function is being exercised appropriately and as effectively as it can be in the Council within the resources available.

### 3.11 **Compliance Monitoring**

3.11.1 This report has been based on the information currently available to the DPO team and for reasons outlined within the report, cannot be considered a comprehensive assessment of the Council’s compliance with data protection legislation during the year.

- 3.11.2 As part of the Council's wider review of the governance framework the DPO will work with Senior Management and in particular the Head of Legal & Governance Services to develop a more systematic approach to obtaining assurance as regards compliance across the organisation.

#### **4 CONCLUSION AND RECOMMENDATION(S)**

- 4.1 Whilst like all other local authorities an organisations undertaking a similar range of functions and volume of activities, the Council is not fully complaint the DPO is assured that they are reasonably so business and will continue to progress towards increased compliance across all Services.
- 4.2 The level of uptake of the generic data protection training needs to be addressed by the organisation.
- 4.3 It is recommended that the Committee:-
- (i) note the DPOs assessment of the Council's compliance with the requirements of the data protection legislation;
  - (ii) Provide appropriate challenge and comment.

##### **Author(s)**

| <b>Name</b>      | <b>Designation</b>      | <b>Contact Details</b> |
|------------------|-------------------------|------------------------|
| Donald Henderson | Data Protection Officer | x77930                 |

##### **Approved**

| <b>Name</b>   | <b>Designation</b>     | <b>Date</b> |
|---------------|------------------------|-------------|
| Jim Valentine | Depute Chief Executive | 25 May 2019 |



## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

| <b>Strategic Implications</b>                       | <b>Yes / None</b> |
|-----------------------------------------------------|-------------------|
| Community Plan / Single Outcome Agreement           | n/a               |
| Corporate Plan                                      | n/a               |
| <b>Resource Implications</b>                        | n/a               |
| Financial                                           | n/a               |
| Workforce                                           | n/a               |
| Asset Management (land, property, IST)              | n/a               |
| <b>Assessments</b>                                  | n/a               |
| Equality Impact Assessment                          | n/a               |
| Strategic Environmental Assessment                  | n/a               |
| Sustainability (community, economic, environmental) | n/a               |
| Legal and Governance                                | n/a               |
| Risk                                                | n/a               |
| <b>Consultation</b>                                 | n/a               |
| Internal                                            | n/a               |
| External                                            | n/a               |
| <b>Communication</b>                                | n/a               |
| Communications Plan                                 | n/a               |

1. **Strategic Implication** N/A
2. **Resource Implications** N/A
3. **Assessments**
  - Equality Impact Assessment N/A
  - Strategic Environmental Assessment N/A
  - Sustainability N/A
  - Legal and Governance N/A
  - Risk N/A
4. **Consultation** N/A
5. **Communication** : N/A
6. **Background papers** : None
7. **Appendices** : None



# PERTH AND KINROSS COUNCIL

## Scrutiny Committee

12 June 2019

### ANNUAL REVIEW OF CYBER SECURITY

Report by Head of Legal and Governance Services (Report No. 19/180)

#### PURPOSE OF REPORT

This report provides an overview of Cyber Security in the Council and provides assurance as to current risks and threats. It provides an updated description of the current arrangements in place within the Council to protect that information (“cyber security”) and details the relevant compliance frameworks which the organisation is subject to. It also gives an analysis of the security measures in place in order to counteract threats and mitigate the risks to provide the Council with assurance as to the integrity of our systems and processes.

#### 1. EXECUTIVE SUMMARY

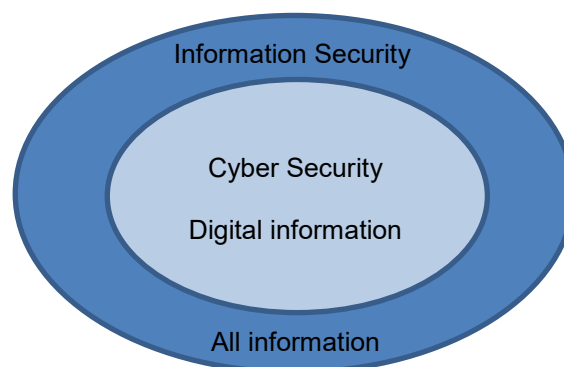
- 1.1 The Council is continuing to move its business functions into the digital domain in line with the general trend of “digital first” seen across the public, private and third sectors. The Council’s digital assets are increasingly being held within systems and services located in, and managed by, external suppliers; sometimes referred to as ‘the cloud’.
- 1.2 The Council has updated much of its cyber security technology in the last twelve months making it difficult to provide comparable statistics to previous years. However to provide some context, in April 2019:
  - 3.3 Million emails were sent and received
  - 59% (1.95 Million) were stopped for various reasons; the vast majority of these were incoming emails
  - 295 viruses were detected on the network (all were neutralised without incident)
- 1.3 The Council has not suffered a reportable incident or any network compromise since the last report in 2018.
- 1.4 As well as the continuous monitoring of the Council’s cyber security by the Information Security team and IT Division, the security arrangements of our digital information are also subject to external reviews and assessments.
- 1.5 An annual IT Health Check is conducted for the purpose of ensuring Public Sector Network (PSN) compliance and comprises both an external and internal vulnerability test. This must be performed by a Government-certified organisation using Government-certified testers. The tests are procured by the Information Security Team and the testing company is changed every year in line with best practice. Identified vulnerabilities are rated according to a recognised standard scoring system.

- 1.6 The external test involves the tester attempting to break or 'hack' into the Council's network and all its externally facing systems, including the various Council websites.
- 1.7 The internal test involves the tester assessing a sample of 10% (over 700) of the Council's servers, PCs, laptops, etc. by running automated checks of their patching levels and also trying to gain access to systems as an unauthorised user.
- 1.8 The outcome of the IT Health Check in March 2019 was positive with the tester stating, "The overall security of the environment was of a good standard".
- 1.9 The internal test did identify a number of high risks, however since these risks only manifest inside the corporate network they are manageable and actions to reduce these identified risks have been taken. Many of the identified high risks related to patching and remedial actions were already scheduled as part of business as usual within IT.
- 1.10 In summary, the Council has an assured, secure, independently accredited network and its security posture is robust in many areas. Systems are continually monitored internally and subject to regular external assessment. Risk and vulnerabilities as identified are passed to IT for remedial and mitigating action. Within the context of local government, user error or abuse poses the greatest risk.

## **2 BACKGROUND & CONTEXT**

### **Cyber Security v Information Security**

- 2.1 "Cyber security" has no formal definition, but in general can be taken to mean the security measures which relate to information held digitally. This would include measures to protect the Council network - application systems, databases and computers on that network - and beyond the Council network - internet connections, mobile networks and websites.



- 2.2 In comparison, "Information Security" is a well-established term. Information Security relates to the security in place around ALL the Council's information irrespective of the manner in which it is stored.

## **Development of Information Security in the Council**

- 2.3 The Council started working on Information Security in 1999 and has had a formal policy in respect of Information Security since 2001. The Council now has a mature Information Security Policy and a comprehensive Information Security Management System (ISMS) based on ISO 27002, the international standard for Information Security Management. The majority of the Council's Information Security standards relate to cyber security.
- 2.4 Funding has been awarded by the Scottish Government for the employment of a cyber security trainee for a period of twelve months. The trainee will undertake duties within both Legal & Governance Services and IT to assist with risk assessments, security policy and governance, and extending the use of existing security technologies. The individual will be offered a recognised cyber security qualification as a condition of the funding award. No recurring funding for this role has been identified at this time.

## **Cyber Security Partners**

- 2.5 The Information Security team works closely with other Scottish local authorities, the Scottish Government and other government organisations through the Scottish Local Authority Information Security Group (SLAISG).
- 2.6 The Council is also a member of the Cyber Information Sharing Portal (CISP) which is managed by the National Cyber Security Centre (NCSC).

## **Cyber Security Threats**

- 2.7 The cyber threats levied against the Council have largely remained the same over the last 12 months. Large scale nation state attacks from Russia, North Korea and China are continuing to make headlines in the press. Although the Council is not a specific target of hostile nation states there is always a possibility that damage and disruption can be caused indirectly in the same way the NHS was adversely affected by the WannaCry malware; now publicly attributed to North Korea.
- 2.8 Ransomware and phishing attacks, also well reported in the press, are carried out by serious organised crime groups. These attacks are again unlikely to target the Council directly but damage and disruption can still occur if these attacks spread and are able to gain a foothold into the Council network.
- 2.9 The overall risk to the Council from malicious agents remains relatively moderate as long as basic cyber hygiene is maintained. This includes keeping systems maintained and up to date with security patches and updates. The Council's IT service has a well-established and robust patching routine however it is important that Services understand that these updates do require occasional system downtime.

## **Cyber Security and Compliance**

- 2.10 The Council continues to be subject to various external compliance requirements in terms of our cyber and information security standards. The Public Sector Network (PSN) is a connection required by the Council for critical business functions including Housing Benefits, Registrar services and Blue Badges. The Council must reaccredit to the PSN annually and provide assurance that the Council network is well run and presents no onward risk to central government services.
- 2.11 The Council is currently going through the reaccreditation process for its 2019-20 PSN connection.
- 2.12 The Scottish Government has requested that local authorities accredit to the Cyber Essentials scheme in addition to the PSN. In 2018 the Council accredited to Cyber Essentials Basic and in 2019 is currently accrediting to the higher Cyber Essentials Plus scheme. This is being done in parallel to PSN accreditation.
- 2.13 The Council is also required to accredit to banking regulations associated with credit and debit card payments specifically the Payment Card Industry Data Security Standard (PCIDSS). A significant amount of work has already been done to allow the Council to meet the compliance requirements of the PCIDSS and it is expected that the Council will be accredited to that standard by the end of 2019.
- 2.14 As a controller and processor of personal information, the Council must also comply with the requirements of the General Data Protection Regulation (GDPR) and the Data Protection Act 2018. The UK Information Commissioner's Office issues regular security guidance to ensure that organisations comply with the appropriate articles of the GDPR. Information security is significantly more prominent within the GDPR legislation than the previous 1998 Data Protection Act.
- 2.15 The Council has also been required to complete the Scottish Government's Public Sector Cyber Resilience Action Plan (PSAP). As mentioned earlier, this includes compliance with the Cyber Essentials certification scheme but also the adoption of Active Cyber Defence services and alignment with Scottish Government incident reporting procedures.
- 2.16 Active Cyber Defence services are provided by the NCSC and include –
- Webcheck – a service to check the basic health of Council websites. This service is currently monitoring 94 Council websites on a daily basis
  - Mailcheck – a service which helps prevent the Council's email addresses being spoofed for malicious intent.
  - Protective DNS – Providing an additional layer of security to defend against malicious websites
- 2.17 These services are free for the Council to use.

### 3 CYBER SECURITY - POLICY, STRATEGY & GOVERNANCE

- 3.1 The Council's Information Security Policy is summarised in the following sentence: -

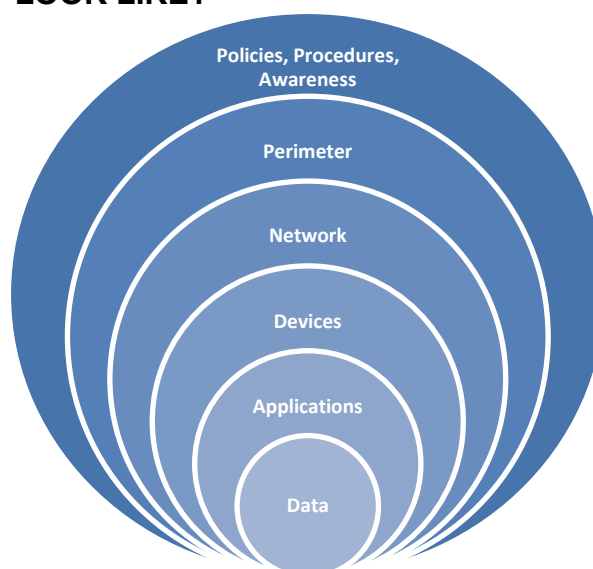
*"The purpose of this policy is to ensure the confidentiality, integrity and availability of all the Council's information assets and to ensure that they are appropriately protected from all threats, whether internal or external, deliberate or accidental."*

- 3.2 The policy was reviewed by the Policy and Governance Group in February 2019.
- 3.3 Given the continuous changes in ICT and information compliance requirements, the Council has not documented a strategy for Information Security; the general approach is to satisfy compliance requirements and best practice standards.
- 3.4 The Council has a designated Senior Information Risk Owner (SIRO) who is responsible for information security at a strategic level. The Council's SIRO is Jim Valentine, Depute Chief Executive and Chief Operating Officer.
- 3.5 The Policy & Governance Group normally acts as the senior management forum for information security, but will refer matters to the Corporate Management Group or Executive Officer Team when it is considered appropriate to do so.

### 4 WHAT DOES CYBER SECURITY LOOK LIKE?

The Council, like all internet-connected organisations, is subject to constant, but indiscriminate, attack. The Council protects itself by having multiple layers of specialised devices and pieces of software throughout the network: a principle known as "Defence in Depth".

These security layers are described in general terms in this section.



Cyber Security - Defence in Depth

#### 4.1 Data

- 4.1.1 "Data" is the information to which all cyber security measures apply. This is what we aim to protect.

- 4.1.2 Information held on PCs, laptops and tablets is protected by encryption. Whilst it is possible to encrypt information held on servers, it is not feasible in many circumstances.
- 4.1.3 The weakest link in security within any organisation is the actions, omissions or errors of individuals. Staff continuously require to access and process data to carry out their roles. Certain information requires to be restricted, for example access to personal information, and it is important that the organisation has appropriate processes for authorising access to data and systems. The appropriate policies and processes are in place but, to ensure that access is properly managed, application managers and / or IT require to be kept up-to-date with details of all employees who move, start and leave the Council.

## **4.2 Applications**

- 4.2.1 “Applications” are the programs or “apps” which run on devices. Applications normally have an additional user-id / password regime and enforce access restrictions based on the user-id.
- 4.2.2 Applications require periodic maintenance and updates. Some of these updates will be to ensure compatibility with updates to the underlying device. On occasion application updates may not be available from suppliers because their product is not ready to cope with updates to the device. In these cases alternative measures have to be implemented to ensure that the Council does not become vulnerable to attack through out-of-date devices.

## **4.3 Devices**

- 4.3.1 “Devices” refer to the Council’s servers and the PCs, laptops, tablets and phones used by employees. Most devices are maintained and updated regularly against published security problems. Several systems are employed solely for the task of keeping Council computers up to date.
- 4.3.2 The Council’s deployment of technology for virtual desktops and mobile devices with remote network access has reduced the complexity of the network and will also bring about a small reduction in the number of devices connecting to it. In turn, the reducing complexity increases security and flexibility.

## **4.4 Network**

- 4.4.1 Inside the network there are further specialised systems which monitor and analyse the traffic in and out of the network. These systems look at email and internet traffic, detect viruses, and deliver secure web services to the public such as the library and online planning systems.
- 4.4.2 There were no known compromises of any Council system since the last Cyber Security report in 2018.



## **4.5 Perimeter**

- 4.5.1 The perimeter is the border between the Council's private network and the public internet. In 2018 it was estimated that 23 billion devices were connected to the internet across the world and it is predicted that by 2025 this will be 75 billion devices. The background "noise" of the internet lets malicious hackers hide and constantly scan for any weaknesses that will allow them to infiltrate and take control of vulnerable computers and network.
- 4.5.2 As the Council moves towards 'cloud' based services, its perimeter will cease to be a recognisable wall around its physical assets. The Council's perimeter will extend into the internet itself and actually become part of the internet. The technologies and services the Council uses are changing and adapting to ensure that Council information is protected both inside the physical walls of its buildings and within the digital walls of its cloud services.

## **4.6 Policies, Procedures and Awareness**

- 4.6.1 Cyber security refers to information in the digital realm, but the majority of that information will be used at some point by employees. This means that the Council needs policies and procedures, in addition to technological controls, to manage digital information in the Council through its creation, use and destruction. Crucially, the policies and procedures also set standards for the technological controls themselves.

## **5 CHALLENGES**

- 5.1 The Council has a reasonably robust cyber security posture; however, there are areas where challenges exist.

### **5.2 Grey Procurement**

- 5.2.1 IT is evolving rapidly in the home. Free services are being made available that make communication and data sharing increasingly easy. New and innovative devices appear on the market every day that are both powerful and cheap. This can cause frustration when employees see the flexibility and quality of these services and devices and want to bring them into the workplace. Unfortunately, what is suitable for the home may not always be compatible with the Council's requirements.
- 5.2.2 Many of these services and products can be accessed using nothing more than an internet browser. As a result, it is possible for Council operational units to procure these services without reference to IT and without considering the potential security impact, and also in breach of procurement and data protection policy or legislation.

- 5.2.3 Not all of the demand for these services is internal, much of the pressure to utilise these services is driven by external bodies who wish to utilise them for their own purposes without consideration for their stakeholders. File sharing websites such as Dropbox are now required by services within the Council but without any technical mechanism to control accounts and access. Currently approximately 170 employees have uncontrolled access to file sharing websites. The risks associated with that access have been accepted by line management but investigations are underway to identify better ways of working to reduce these numbers.
- 5.2.4 It is important to note that the Council has to take a collective responsibility for everything that touches its network and the rules (and laws) that apply to the Council as a public authority and corporate entity are different to those that apply to an individual at home. This can result in the Council appearing to be staid and inflexible when, in reality, the Council has no choice but to take a more measured and thoughtful approach to new developments in IT.
- 5.2.5 Robust cyber security can often conflict with requirements for low cost and usability, however; the Information Security Team will always endeavour to find effective business-focussed solutions to security issues.

### **5.3 Classification of Information**

- 5.3.1 UK Government and the armed forces have long had a formal information classification scheme. A new, simplified Government scheme was introduced in April 2014 which means that almost all information held by local authorities should be classified at the same level.
- 5.3.2 The Council currently has no formal classification scheme.

### **5.4 User Awareness and Education**

- 5.4.1 People will always be the weakest link in any secure system. Employees have authorised access through physical security measures and have passwords and access rights to permit access through cyber security measures. They can breach security accidentally or deliberately, naively or maliciously.
- 5.4.2 Educating users in what the Council's policies and standards are can help reduce the number of security incidents that occur. Security can be a dry topic and awareness programmes need to be innovative to attract and hold attention. Training programs also need to evolve to ensure employees are receiving training that is up-to-date with current threats. Managers and risk owners could benefit from specific additional training to increase their awareness of the impact their decisions can make.
- 5.4.3 Little can be done to prevent an employee's actions that are both deliberate and malicious. Pre-employment checks can help screen out criminal infiltration, but sophisticated automated monitoring of the network (known as protective monitoring) is required to detect and stop malicious actions when they occur.

- 5.4.4 IT has implemented a technology which will help to detect malicious actions within the network. Security Incident and Event Monitoring (SIEM) technology can detect patterns and action which can be highlighted to relevant members of staff. This technology continues to be developed to refine its capabilities.
- 5.4.5 The phishing exercises carried out in 2017 highlighted a weakness in employee's knowledge of the types of email based threats that exist. Information security intends to recommence phishing simulations utilising the license-free software "Go Phish" to reduce the level of this threat.

## **6 FUTURE DEVELOPMENT OF CYBER SECURITY**

- 6.1 The demands placed on cyber security are continually changing as technology and its use changes. As a consequence, the Council's cyber security measures must continually develop and change.
- 6.2 The following are some of the areas in which developments are currently in progress or are planned for the current year: -
- Management of risk with cloud-based developments particularly the use of the Microsoft Office 365 suit of tools
  - Continued development of a cyber awareness programme particularly the use of phishing simulation software
  - Recruitment of a Cyber Security Trainee
  - Contributing to the Cyber discussion between local authorities, Scottish Government and NCSC.
  - On-going review of the Council's Information Security Policy and Standards.

## **7 CONCLUSION AND RECOMMENDATIONS**

- 7.1 The Council continues to have an assured, resilient, independently accredited network.
- 7.2 The Council network as a large and trusted organisation is regularly and repeatedly subjected to attacks from external agents. In the previous 12 month period Council defences have successfully prevented any significant breaches of Council digital assets. Attacks against the Council are constantly evolving and preventative measures must also evolve to keep pace with these threats.
- 7.3 A move to cloud based services such as Office 365 will present new challenges to the Council and our defensive technologies and employee training must change to allow the benefits from these services to be fully realised.
- 7.4 It is recommended that the Scrutiny Committee: -
- (i) Consider and comment on this report
  - (ii) Note the content of this report

**Author(s)**

| <b>Name</b> | <b>Designation</b>           | <b>Contact Details</b> |
|-------------|------------------------------|------------------------|
| Paul Dick   | Information Security Manager | 01738 475000           |

**Approved**

| <b>Name</b>   | <b>Designation</b>                               | <b>Date</b> |
|---------------|--------------------------------------------------|-------------|
| Jim Valentine | Depute Chief Executive (Chief Operating Officer) | 13 May 2019 |

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You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

**1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION**

|                                                     |                   |
|-----------------------------------------------------|-------------------|
| <b>Strategic Implications</b>                       | <b>Yes / None</b> |
| Community Plan / Single Outcome Agreement           | <b>None</b>       |
| Corporate Plan                                      | <b>None</b>       |
| <b>Resource Implications</b>                        |                   |
| Financial                                           | <b>None</b>       |
| Workforce                                           | <b>None</b>       |
| Asset Management (land, property, IST)              | <b>None</b>       |
| <b>Assessments</b>                                  |                   |
| Equality Impact Assessment                          | <b>None</b>       |
| Strategic Environmental Assessment                  | <b>None</b>       |
| Sustainability (community, economic, environmental) | <b>None</b>       |
| Legal and Governance                                | <b>Yes</b>        |
| Risk                                                | <b>None</b>       |
| <b>Consultation</b>                                 |                   |
| Internal                                            | <b>None</b>       |
| External                                            | <b>None</b>       |
| <b>Communication</b>                                |                   |
| Communications Plan                                 | <b>None</b>       |

**1. Strategic Implications**Community Plan / Single Outcome Agreement

1.1 Not applicable.

Corporate Plan

1.2 Not applicable.

**2. Resource Implications**Financial

2.1 Not applicable.

Workforce

2.2 Not applicable.

Asset Management (land, property, IT)

2.3 The Head of Finance and Support Services, Housing and Community Care has been consulted and has indicated agreement with the report.

### 3. Assessments

#### Equality Impact Assessment

- 3.1 The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) and assessed as not relevant for the purposes of EqIA.

#### Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. However, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

#### Sustainability

- 3.3 Not applicable.

#### Legal and Governance

- 3.4 Part of the Governance framework.

#### Risk

- 3.5 Not applicable

### 4. Consultation

#### Internal

- 4.1 Not applicable

#### External

- 4.2 Not applicable.

### 5. Communication

- 5.1 Not applicable

### 2. BACKGROUND PAPERS

None.

### 3. APPENDICES

None.

# **PERTH AND KINROSS COUNCIL**

## **SCRUTINY COMMITTEE**

**12 JUNE 2019**

### **FOI PERFORMANCE REPORT 2018-19**

**Report by Head of Legal & Governance Services (Report No. 19/181)**

#### **PURPOSE OF REPORT**

This report describes the Council's performance in relation to its obligations under the Freedom of Information (Scotland) Act 2002 and Environmental Information (Scotland) Regulations 2004 for the year 2018-19.

The report also provides an overview of some of the Council's other information-related activities.

#### **1. BACKGROUND**

- 1.1 The Freedom of Information (Scotland) Act 2002 ("FOISA") was fully implemented in January 2005 and established a general public right of access to all information held by Scottish public authorities.
- 1.2 The Environmental Information (Scotland) Regulations ("EIRs") was implemented alongside FOISA in January 2005 and provide a right of access to environmental information held by Scottish public authorities.
- 1.3 It has been agreed that the Council's performance in these areas should be reported annually to the Executive Officer Team and the Scrutiny Committee.
- 1.4 This is the report for the year 2018-19.

#### **2. EXECUTIVE SUMMARY**

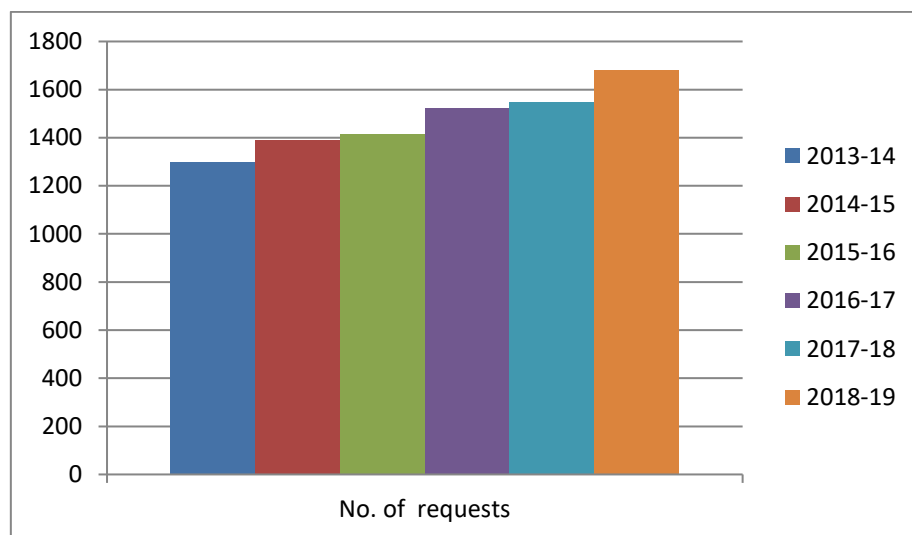
- 2.1 The number of requests in 2018-19 increased by 8.5% from the preceding year.
- 2.2 The Council is performing to a high level and met its 95% target for responding to FOISA and EIRs requests for 2018-19, having dropped to 94% in 2017-18. Despite having this increase in requests, the recruitment of an Information Assistant has helped to ease the administrative burden for the four Information Officers, who have also been creative in looking for efficient and effective ways to maintain the current high standards of performance.
- 2.3 The Scottish Information Commissioner requires public authorities to supply details of FOISA and EIRs statistics on a quarterly basis. The information for the 12 months to March 2019 for local authorities ranks the Council 5th in terms of the percentage of responses issued on time.

- 2.4 The number of requests for review remain a small percentage of the total number received which would indicate good levels of customer satisfaction in terms of the quality the Council's responses and the effectiveness of our process.
- 2.5 There was a significant increase in both FOISA and EIRs requests and Subject Access Requests over the last year. It will be difficult to maintain the same levels of performance should this trend continue.

### 3. PERFORMANCE

#### Context: Requests Received

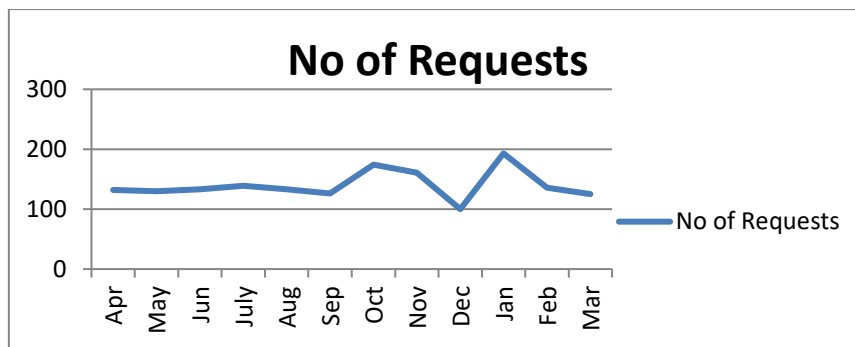
- 3.1 During 2018-19, the Council received 1682 requests for information under FOISA. This represents an increase of 8.5% from 2017-18 in line with the general trend as illustrated in Figure 1 below.



**Figure 1 – Number of requests for information under FOISA / EIRS**

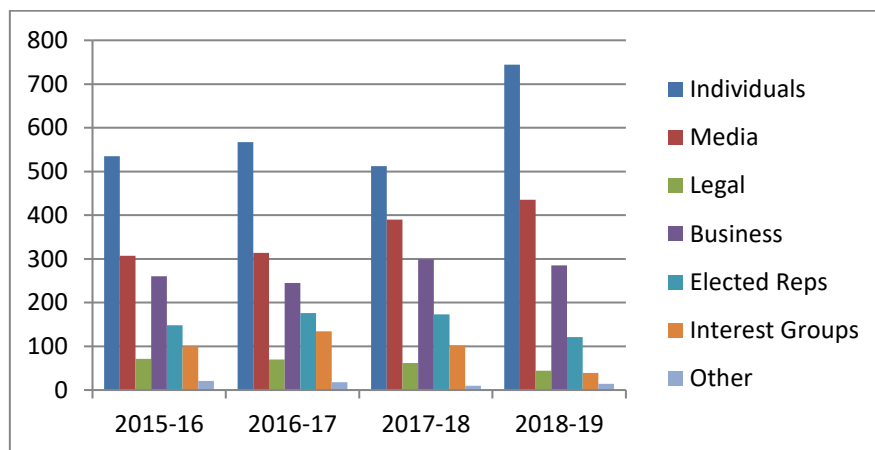
- 3.2 Of the 1682 requests received: -
- 31 were subsequently rejected when clarification was not received from the applicant;
  - 11 were withdrawn by the applicant; and
  - 20 remain in process awaiting clarification from the applicant.
- 3.3 Of the 1682 information requests received, 133 were processed under the EIRs.
- 3.4 Figure 2 below shows the number of FOISA / EIRs requests received in the year broken down by month.





**Figure 2 – Number of requests April 2018 to March 2019 by month**

3.5 Analysing the requests based on the type of applicant shows the highest single group making requests are members of the general public. As a percentage of the total number, that equates to 44% of the overall total of requests received, a noticeable increase from 33% in 2017-18. A breakdown is illustrated at Figure 3 below:



**Figure 3 – Summary of Type of Applicant**

3.6 In the course of the year, the Council may receive several requests from the same requester. During the year 2018-19 requests were received from 976 different requesters. The number of requests made is broken down as follows:-

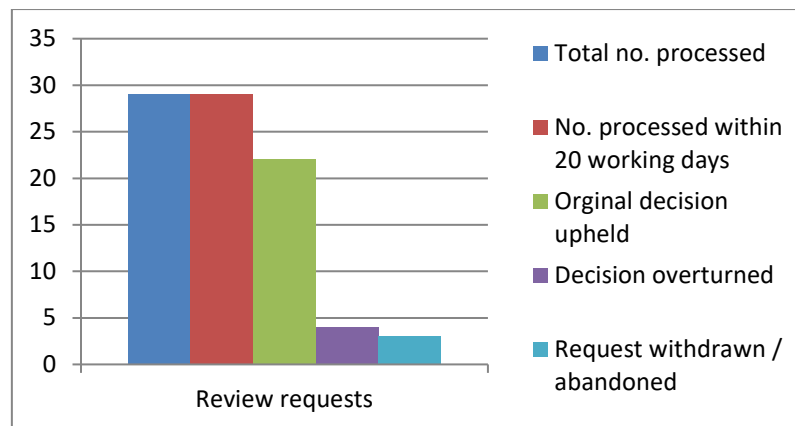
- 788 requesters made a single information access request accounting for 788 requests
- 192 requesters making more than 10 requests each accounted for 586 requests
- 5 media organisations accounted for 172 requests
- 5 businesses accounted for 82 requests
- Scottish Parliament employees accounted for 17 requests
- 1 trades union accounted for 14 requests

## **Performance Monitoring**

- 3.7 The statutory timescale for processing requests for information under FOISA and the EIRs is twenty working days with the option for extension in some circumstances.
- 3.8 During 2018-19, 95% of requests were completed within the statutory timescale, which meets the Council's target .
- 3.9 Reasons for delays in processing times were primarily due to the complexity and volume of the information requested. In some cases, the delay was due to the unavailability of relevant staff to provide the information (e.g. school information requested during school holiday periods).
- 3.10 Of the 1620 valid requests processed: -
- 714 requests (44%) were satisfied in full
  - 526 requests (32.5%) were satisfied in part
  - 380 requests (23.5%) resulted in no information being issued
- 3.11 Where information was not provided, 46 requests were refused completely or in part on the grounds of excessive cost – the estimated cost involved in processing being in excess of £600.
- 3.12 The predominant reasons for not supplying information in respect of the remainder were that the information requested was: -
- not held by the Council;
  - personal data or information otherwise exempt under FOISA;
  - already available to the public
- 3.13 The Information Governance Team are assessing the current request handling system and looking at options to procure and implement a new request management system which will reduce the time taken to administer requests.

## **Reviews and Appeals**

- 3.14 The Council received 29 requests to review its decision (complaints about the initial response), which represents 1.7% of the total requests received. A breakdown of the relevant review data is contained in Figure 4:-



**Figure 4 – Summary of request for reviews**

3.15 All 29 reviews were processed within the statutory 20 working days deadline.

3.16 Of the 29 review decisions, 4 were subsequently appealed to the Scottish Information Commissioner during 2018-19.

- 2 appeals were withdrawn when the information sought was disclosed during the appeal
- 1 appeal was withdrawn as the complainant was satisfied the information was not held by the Council
- 1 appeal is still the subject of investigation by the Commissioner.

### **Surveillance & Interception of Communications**

3.17 The Council has powers under the Regulation of Investigatory Powers (Scotland) Act to undertake directed surveillance and to utilise covert human intelligence sources. The Council also has powers under the Regulation of Investigatory Powers Act to obtain information ('intercept') about electronic communications.

3.18 Council officers have a duty to report on the use of these powers to the Council's elected members.

3.19 During the year, there no directed surveillance was authorised and no covert human intelligence sources were used.

3.20 During the year no electronic communications information was obtained.

3.21 The Council's policy statement on the use of directed surveillance and the interception of communications is attached as Appendix 1.

## **4. CONCLUSIONS AND RECOMMENDATIONS**

4.1 The council's processes and procedures for handling information requests are adequate and effective in ensuring high levels of compliance and performance

4.2 The volume and complexity of requests present an ongoing challenge to meet response deadlines, particularly where this is a larger than anticipated increase.

4.3 It is recommended that the Scrutiny Committee: -

- (i) Consider and comment on this report
- (ii) Note the content of this report

**Author(s)**

| <b>Name</b>      | <b>Designation</b>             | <b>Contact Details</b>                                                  |
|------------------|--------------------------------|-------------------------------------------------------------------------|
| Donald Henderson | Information Governance Manager | Ext: 77933<br>Email: <a href="mailto:foi@pkc.gov.uk">foi@pkc.gov.uk</a> |

**Approved**

| <b>Name</b>   | <b>Designation</b>                                  | <b>Date</b> |
|---------------|-----------------------------------------------------|-------------|
| Jim Valentine | Depute Chief Executive<br>(Chief Operating Officer) | 15 May 2019 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

|                                                     |             |
|-----------------------------------------------------|-------------|
| <b>Strategic Implications</b>                       | <b>None</b> |
| Single Outcome Agreement                            | <b>None</b> |
| Strategic Plan                                      | <b>None</b> |
| <b>Resource Implications</b>                        |             |
| Financial                                           | <b>None</b> |
| Workforce                                           | <b>None</b> |
| Asset Management (land, property, IT)               | <b>None</b> |
| <b>Assessments</b>                                  |             |
| Equality Impact Assessment                          | <b>None</b> |
| Strategic Environmental Assessment                  | <b>None</b> |
| Sustainability (community, economic, environmental) | <b>None</b> |
| Legal                                               | <b>None</b> |
| Risk                                                | <b>None</b> |
| <b>Consultation</b>                                 |             |
| Internal                                            | <b>None</b> |
| External                                            | <b>None</b> |
| <b>Communication</b>                                |             |
| Communications Plan                                 | <b>None</b> |

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

1.1 Not applicable.

#### Corporate Plan

1.2 Not applicable.

### 2. Resource Implications

#### Financial

2.1 Not applicable.

#### Workforce

2.2 Not applicable.

#### Asset Management (land, property, IT)

2.3 The Head of Finance and Support Services, Housing and Community Care has been consulted and has indicated agreement with the report.

### **3. Assessments**

#### Equality Impact Assessment

- 3.1 The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) and assessed as **not relevant** for the purposes of EqIA.

#### Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. However, no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

#### Sustainability

- 3.3 Not applicable.

#### Legal and Governance

- 3.4 Part of the Governance framework.

#### Risk

- 3.5 Not applicable

### **4. Consultation**

#### Internal

- 4.1 None

#### External

- 4.2 None.

### **5. Communication**

- 5.1 None.

## **2. BACKGROUND PAPERS**

None.

## **3. APPENDICES**

Appendix 1 - Policy Statement – Directed Surveillance and Interception of Communications.

## **The Regulation of Investigatory Powers (Scotland) Act 2000**

### **The Use of Powers to Conduct Directed Surveillance and Interception of Communications**

#### **Policy Statement**

The Regulation of Investigatory Powers (Scotland) Act gives powers to Local Authorities to undertake directed surveillance and to utilise covert human intelligence sources in prescribed circumstances

In prescribed circumstances the Council also has powers under the Regulation of Investigatory Powers Act to obtain information ('intercept') about electronic communications.

Where grounds to exercise such powers are established, the Council will only undertake directed surveillance or the interception of communications when no other reasonable means are available to obtain the necessary information, and then only with the prior approval of the Head of Legal and Governance Services and in accordance with statutory guidance .

Reviewed April 2019





**PERTH AND KINROSS COUNCIL**

**SCRUTINY COMMITTEE**

**12 June 2019**

**REGISTRATION OF BIRTHS, DEATHS, MARRIAGES AND  
CIVIL PARTNERSHIPS - INSPECTION REPORTS BY NATIONAL  
RECORDS OF SCOTLAND**

**Report by Head of Legal and Governance Services (Report No. 19/182)**

**PURPOSE OF REPORT**

This report comments on the annual inspection reports from the National Records of Scotland on the provision of registration services in the Perth and Kinross Council area in 2016 and 2017.

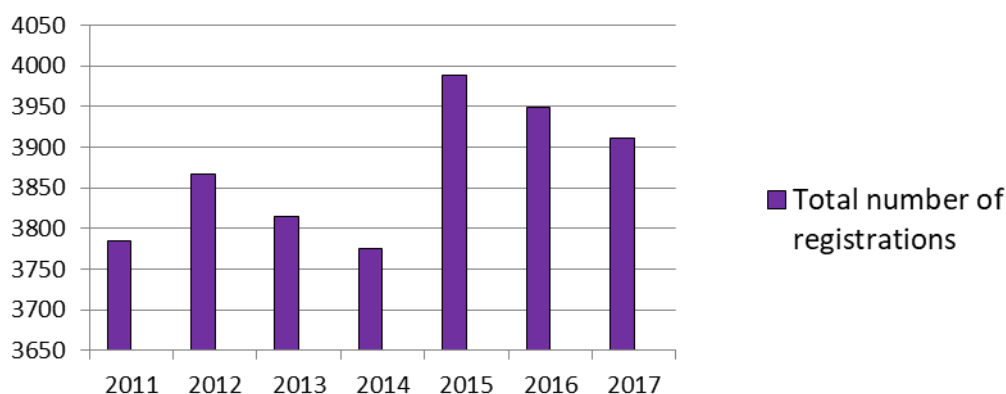
**1. BACKGROUND**

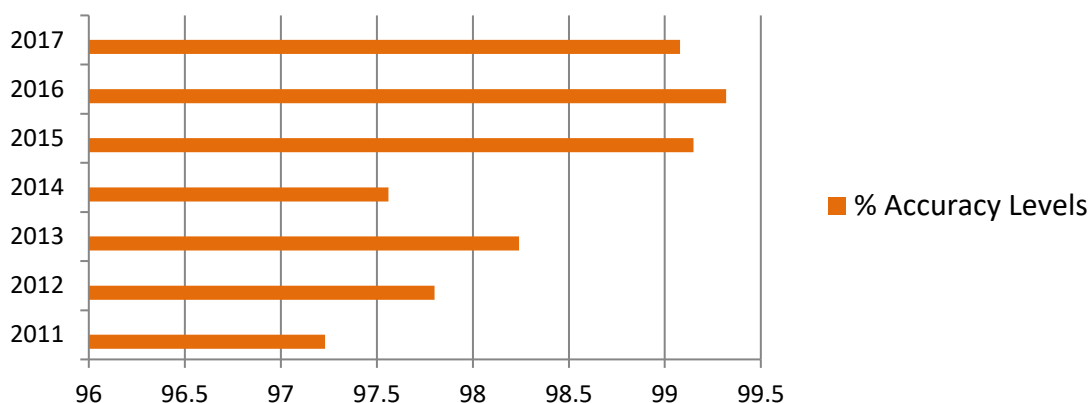
- 1.1 The Head of Legal and Governance Services has responsibility for the delivery of Registration of Births, Deaths, Marriages and Civil Partnerships throughout the Perth and Kinross Council area, in partnership with the National Records of Scotland (NRS)
- 1.2 Since August 2013, the registration service has been delivered from various office locations throughout Perth & Kinross:-
  - Aberfeldy
  - Auchterarder,
  - Blairgowrie,
  - Crieff
  - Kinross
  - Perth
  - Pitlochry
- 1.3 Perth and Kinross Council is one of a small number of local authorities which also retains a home-based registrar in Kinloch Rannoch providing a vital service to local residents who would otherwise be faced with a 36 mile round trip to reach their nearest part time office in Aberfeldy
- 1.4 Registration of Births, Deaths, Marriages and Civil Partnerships is subject to annual inspection by District Examiners from the National Records of Scotland. Registers of events are recorded in calendar years and inspections are carried out during the following year.
- 1.5 The outcome of inspections for the calendar year 2016 were delayed by NRS due to staffing issues and have not yet been published, however the accuracy level results have been notified to the Council along with the figures for 2017

- 1.6 The Registrar General for Scotland publishes an annual review of demographic trends, which provides detailed information on statutory registration, normally including accuracy information for the 32 Councils. However, the 2016 review has not been published, the information contained in this report for 2016 was sent directly to the Council. There is no comparison information with other Councils available. The information on the annual inspection undertaken in the calendar year 2017 can be viewed by using the undernoted link <https://www.nrscotland.gov.uk/files//statistics/rgar/2017/rgar-performance-indicators-17.pdf>.

## 2 EXECUTIVE SUMMARY

- 2.1 The number of registration entries for Perth & Kinross in the calendar year 2016 was 3949 with accuracy levels being 99.32%
- 2.2 The accuracy level of the registration entries showed a slight drop in the Crieff office from 99.7% to 99.42%
- 2.3 Aberfeldy, Blairgowrie, Perth, Pitlochry and Rannoch and Foss locations all showing improved accuracy levels in 2016 and both Auchterarder and Kinross maintained 100% accuracy rates .
- 2.4 The number of registration entries for Perth & Kinross in 2017 was 3911 with accuracy levels being 99.08%.
- 2.5 The accuracy levels showed a slight drop Blairgowrie ( 98.23%) Crieff (99.2%) Pitlochry (97.3%) and Rannoch and Foss (94.74%).
- 2.6 The accuracy levels for the Aberfeldy (100%) and Perth (99.25%) show improvement.
- 2.7 The 2017 annual inspection of the Registration Service shows Perth and Kinross listed as having an overall accuracy level of 99.08%, the fourth highest percentage of entries with no errors
- 2.8 A breakdown of registration and % accuracy data for 2017 and previous years are illustrated below. Detailed information by area is attached at Appendix 1





2.9 Due to volume and mix of business within the different registration offices, it should be borne in mind that any error in a small office dealing with a lower number of registrations will be more significant percentage wise than in the larger offices. The effect can appear disproportionate in terms of the number of errors against the number of events registered.

2.10 The Registration team continues to liaise with other local authorities to identify best practice for checking Registration entries prior to submission to NRS. Although no improved or alternative method of checking has been identified, the team continues to look for other ways to improve

### 3 CONTEXT

3.1 There are 10 members of staff ( 7.81 FTE including clerical support) throughout Perth and Kinross directly involved in delivering the registration service. There are now six members of staff who hold the Certificate in the Law and Practice of Registration.

3.2 There is a rota in place to allow Registrars who are predominately based in local offices to spend time in the Perth office to enable them to gain more experience in registering events that may not occur very often in local offices e.g. reporting of possible sham marriages to the Home Office. The Registrars team regularly discuss any changes to legislation, practice or challenging issues at their Delayed Office Opening sessions.

3.3 The Registrars also promote the use of the Tell Us Once (TUO) service, a cross-government programme, led by the Department of Work and Pensions. This service provides an easy mechanism for the public to inform local authorities and public sector organisations about a change in circumstances due to a birth or bereavement.

3.4 The notifications from the TUO system allow services such as housing , revenues & benefits, adult social care, badge and libraries etc. to act on the information obtained to update their systems and to cancel services, payments or memberships.

- 3.5 Based on the statistics collated and produced by the DWP for 2016/17;
- the uptake for the bereavement TUO service in Perth and Kinross was 100.1% ( increase greater than 100% due to notifications via registration outwith area – e.g. relatives registering a death abroad or in another area)
  - the uptake for the birth TUO service in Perth & Kinross was 33%
  - total TUO notifications 4782
- 3.6 The take up for the birth service is much lower than the bereavement service as customers perceive there are fewer benefits for them in using the TUO birth service.
- 3.7 The TUO service is very well received by customers and they are very appreciative and satisfied with the service and support being offered, often in difficult circumstances.

#### **4. CONCLUSION AND RECOMMENDATION(S)**

- 4.1 The staff involved in the registration of births, deaths and marriages and civil partnerships provide a high quality level of service to the residents of Perth and Kinross.
- 4.2 Accuracy rates only play a small part in the quality of services provided but the National Records of Scotland use these to measure and monitor the service which makes a permanent record of people's life events.
- 4.3 Action in the form of continued provision of training and reviewing best practice all contribute to maintaining high levels of performance which are reflected in the inspection reports for 2016 and 2017.
- 4.4 It is recommended that the Scrutiny Committee:
- (i) notes the content of this report
  - (ii) provides appropriate comment and challenge

#### **Author(s)**

| <b>Name</b>     | <b>Designation</b>          | <b>Contact Details</b> |
|-----------------|-----------------------------|------------------------|
| Christina Flynn | Democratic Services Manager | committee@pkc.gov.uk   |

#### **Approved**

| <b>Name</b>  | <b>Designation</b>                    | <b>Date</b> |
|--------------|---------------------------------------|-------------|
| Lisa Simpson | Head of Legal and Governance Services | 13 May 2019 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

| <b>Strategic Implications</b>                       | <b>Yes / None</b> |
|-----------------------------------------------------|-------------------|
| Community Plan / Single Outcome Agreement           | <b>Yes</b>        |
| Corporate Plan                                      | <b>Yes</b>        |
| <b>Resource Implications</b>                        |                   |
| Financial                                           | <b>None</b>       |
| Workforce                                           | <b>None</b>       |
| Asset Management (land, property, IST)              | <b>None</b>       |
| <b>Assessments</b>                                  |                   |
| Equality Impact Assessment                          | <b>None</b>       |
| Strategic Environmental Assessment                  | <b>None</b>       |
| Sustainability (community, economic, environmental) | <b>None</b>       |
| Legal and Governance                                | <b>None</b>       |
| Risk                                                | <b>None</b>       |
| <b>Consultation</b>                                 |                   |
| Internal                                            | <b>None</b>       |
| External                                            | <b>None</b>       |
| <b>Communication</b>                                |                   |
| Communications Plan                                 | <b>None</b>       |

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

- 1.1 Whilst Corporate and Democratic Services supports all of the Community Plan/Single Outcome Agreement strategic objectives this report does not directly support a particular objective.

#### Corporate Plan

- 1.2 Whilst Corporate and Democratic Services supports all of the Corporate Plan objectives this report does not directly support a particular objective.

### 2. Resource Implications

#### Financial

- 2.1 There are no direct financial implications arising from this report.

#### Workforce

- 2.2 There are no direct workforce implications arising from this report.

#### Asset Management (land, property, IT)

- 2.3 There are no direct asset management implications arising from this report.

### **3. Assessments**

#### Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 This section should reflect that the proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:
- 3.3 Assessed as **not relevant** for the purposes of EqIA

#### Strategic Environmental Assessment

- 3.4 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.5 However, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

### **2. BACKGROUND PAPERS**

The Annual Inspection Reports by the Registrar General for Scotland were relied on to a material extent in preparing this report.

### **3. APPENDICES**

Appendix 1 - details the outcomes of the inspections for each of the Registration offices in Perth and Kinross for the period 2011 - 2017.





## Accuracy Rates 2011 - 2017

## Appendix 1

|                       | Accuracy Rates % |           |           |           |           |           |           | Number of Registration entries |              |      |      |      |      |      |
|-----------------------|------------------|-----------|-----------|-----------|-----------|-----------|-----------|--------------------------------|--------------|------|------|------|------|------|
|                       | %<br>2011        | %<br>2012 | %<br>2013 | %<br>2014 | %<br>2015 | %<br>2016 | %<br>2017 | No. of<br>2011                 | Reg.<br>2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| Aberfeldy             | 94.59            | 95.87     | 95.61     | 94.69     | 99.15     | 99.24     | 100.00    | 111                            | 121          | 114  | 113  | 117  | 132  | 141  |
| Auchterarder          | 95.74            | 96.00     | 99.10     | 100.00    | 100.00    | 100.00    | 100.00    | 141                            | 150          | 111  | 110  | 98   | 103  | 106  |
| Blairgowrie           | 99.01            | 99.50     | 98.50     | 98.85     | 99.31     | 99.57     | 98.23     | 404                            | 398          | 468  | 434  | 437  | 469  | 451  |
| Coupar Angus          | 80.49            | 83.33     |           |           |           |           |           | 82                             | 78           |      |      |      |      |      |
| Crieff                | 95.39            | 95.56     | 97.43     | 96.91     | 99.70     | 99.42     | 99.20     | 282                            | 293          | 311  | 291  | 335  | 343  | 373  |
| Kinross               | 97.92            | 98.70     | 99.23     | 98.27     | 100.00    | 100.00    | 100.00    | 144                            | 231          | 259  | 231  | 248  | 224  | 211  |
| Milnathort            | 95.05            | 100.00    |           |           |           |           |           | 101                            | 15           |      |      |      |      |      |
| Perth                 | 98.27            | 98.22     | 98.29     | 97.48     | 99.04     | 99.10     | 99.25     | 2311                           | 2363         | 2342 | 2382 | 2498 | 2445 | 2388 |
| Pitlochry             | 96.72            | 99.49     | 97.99     | 96.06     | 98.33     | 100.00    | 97.30     | 183                            | 197          | 199  | 203  | 239  | 218  | 222  |
| Rannoch and Foss      | 76.00            | 100.00    | 100.00    | 100.00    | 93.75     | 100.00    | 94.74     | 25                             | 21           | 11   | 11   | 16   | 15   | 19   |
| Total Perth & Kinross | 97.23            | 97.80     | 98.24     | 97.56     | 99.15     | 99.32     | 99.08     | 3784                           | 3867         | 3815 | 3775 | 3988 | 3949 | 3911 |

