PERTH & KINROSS COUNCIL

Securing the future… • *Improving services* • *Enhancing quality of life* • *Making the best use of public resources*

<div align="right">

Council Building
2 High Street
Perth
PH1 5PH

Monday, 29 January 2018

</div>

A Meeting of the **Scrutiny Committee** will be held in **the Council Chamber, 2 High Street, Perth, PH1 5PH** on **Wednesday, 07 February 2018** at **14:00**.

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

<div align="center">

BERNADETTE MALONE
Chief Executive

</div>

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 Sheila McCole (Vice-Convener)
Councillor Chris Ahern
Councillor Henry Anderson
Councillor Harry Coates
Councillor Dave Doogan
Councillor David Illingworth
Councillor Tom McEwan
Councillor Andrew Parrott
Councillor Callum Purves

Scrutiny Committee

Wednesday, 07 February 2018

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 THE SCRUTINY COMMITTEE OF 29   5 - 8 NOVEMBER 2017 FOR APPROVAL AND SIGNATURE**

4   **UPDATE BY ARMS LENGTH EXTERNAL ORGANISATIONS**

(i)   **LIVE ACTIVE LEISURE LTD**

(ii)   **CULTURE PERTH AND KINROSS**

(iii)   **HORSECROSS ARTS LTD**

5   **COUNCIL COMPLAINTS PERFORMANCE REPORT FOR   9 - 28 2016/17**
       Report by Head of Legal & Governance Services (copy herewith 18/39)

6   **SUMMARY OF FINDINGS FROM BEST VALUE ASSURANCE   29 - 50 REPORTS: INVERCLYDE COUNCIL AND RENFREWSHIRE COUNCIL**
       Report by Depute Chief Executive, Chief Operating Officer (copy herewith 18/40)

IT IS RECOMMENDED THAT THE PUBLIC AND PRESS SHOULD BE EXCLUDED DURING CONSIDERATION OF THE FOLLOWING ITEM(S) IN ORDER TO AVOID THE DISCLOSURE OF INFORMATION WHICH IS EXEMPT IN TERMS OF SCHEDULE 7A TO THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973

P1   **MINUTE OF MEETING OF THE SOCIAL WORK COMPLAINTS REVIEW COMMITTEE (CRC) OF 12 OCTOBER 2017**

- Exempt Reason 1 - Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office holder, former office holder or applicant to become an office holder under the authority.

P2   MINUTE OF MEETING OF THE SOCIAL WORK COMPLAINTS REVIEW COMMITTEE (CRC) OF 12 DECEMBER 2017

- Exempt Reason 1 - Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office holder, former office holder or applicant to become an office holder under the authority.

SCRUTINY COMMITTEE

Minute of meeting of the Scrutiny Committee held in the Council Chamber, 2 High Street, Perth on Wednesday 29 November 2017 at 2.00pm.

Present: Councillors G Laing, S McCole, H Anderson, B Brawn (substituting for Councillor C Ahern), H Coates, S Donaldson (substituting for Councillor A Parrott), D Doogan, D Illingworth, T McEwan, C Purves, and C Stewart.

In Attendance: B Renton (Interim Executive Director, The Environment Service); J Chiles, P Davison, R Hill, S Johnston and J Pepper (Education and Children's Services); C Cranmer and C Mailer (both Housing and Community Safety); C Hendry (Perth and Kinross Health and Social Care Partnership); K McNamara, F Robertson, L Simpson, G Taylor, S Richards and D Williams (all Corporate and Democratic Services);

Apologies: Councillors C Ahern and A Parrott.

Councillor G Laing, Convener, Presiding.

677. WELCOME AND APOLOGIES

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

678. DECLARATIONS OF INTEREST

There were no Declarations of Interest made in terms of the Councillors' Code of Conduct.

679. MINUTE OF THE MEETING OF THE SCRUTINY COMMITTEE OF SEPTEMBER 2017

The minute of meeting of the Scrutiny Committee of September 2017 (Arts. 495-503) was submitted, approved as a correct record and authorised for signature.

680. UPDATE BY ARMS LENGTH EXTERNAL ORGANISATION – HORSECROSS ARTS LTD.

M Linklater, Chair; G Gibbons, Chief Executive; L Kemp, Artistic Director; and C McKenzie, Finance Director all Horsecross Arts Ltd., were in attendance and answered members' questions. Members sought assurance on matters such as: early progress on the recently re-opened Perth Theatre; shared services with other Arms' Length External Organisations; space for training and skills development at Horsecross Arts Ltd.; venues; work undertaken with local schools and colleges; the financial position of Horsecross Arts Ltd.; experience and make-up of the Board; outreach activity across Perth & Kinross; and Perth Theatre's role in economic regeneration.

The Convener thanked all of the representatives for their attendance, and advised that representatives of the Arms' Length External Organisations would be regularly invited to attend meetings of the Scrutiny Committee on a rotational basis. The representatives of Horsecross Arts Ltd. left the meeting at this point.

681. THE ENVIRONMENT SERVICE SIX MONTH PERFORMANCE SUMMARY 2017

There was submitted a report by the Interim Executive Director (Environment) (17/366) reviewing the performance of the Environment Service against its Business Management and Improvement Plan (BMIP) for the period 1 April to 30 September 2017. It was noted that Report 17/366 had been approved by the Environment, Enterprise and Infrastructure Committee on 8 November 2017.

In response to a query from Councillor Donaldson regarding European Union funding sources post-March 2019 when the United Kingdom was expected to leave the European Union, B Renton informed members that the only guarantee that had been received was that the funding sources already in place would run until the dates already specified.

Councillor Doogan highlighted the positive progress on the Perth City Plan, and sought an assurance on continued private sector investment. B Renton confirmed that a number of positive discussions were ongoing and in particular there was a firm commitment that work would begin at Thimblerow, Perth early in 2018, with scheduled completion in 2019.

Councillor Laing raised a query regarding the introduction of 15 minutes free parking in places across Perth & Kinross, and sought information on both uptake and whether there had been any issues with enforcement. B Renton responded that she was not aware of any enforcement issues and that the scheme had been well received by both shoppers and retailers, but that she would provide figures for the Committee.

Resolved:
The contents of The Environment Service six-month performance summary against its Business Management and Improvement Plan (BMIP) for the period 1 April 2017 to 30 September 2017, as set out in Report 17/366, be accepted.

B RENTON LEFT THE MEETING AT THIS POINT

682. HOUSING AND COMMUNITY SAFETY SIX – MONTH PERFORMANCE SUMMARY 2017

There was submitted a report by the Interim Director (Housing and Community Safety) (17/362) reviewing the performance of Housing and Community Safety against its Business Management and Improvement Plan (BMIP) for the period 1 April 2017 to 30 September 2017. It was noted that Report 17/362 had been approved by the Housing and Communities Committee on 1 November 2017.

In response to a query from Councillor Doogan on the approach by the Council and its Community Planning Partners to the situation of people begging in Perth City Centre, C Mailer assured members that discussion was taking place across the Council and with partners around this.

In response to a query from Councillor Stewart regarding areas where Perth & Kinross was behind the Scottish Averages, C Mailer stated that other local authorities have been known to garner responses by face-to-face interaction with tenants. C Mailer added that Perth & Kinross Council would be taking a wider survey approach next year.

Resolved:

The contents of the Housing and Community Safety six-month performance summary against its Business Management and Improvement Plan (BMIP) for the period 1 April 2017 to 30 September 2017, as set out in Report 17/462, be accepted.

COUNCILLOR MCEWAN, C CRANMER, C HENDRY AND C MAILER LEFT THE MEETING AT THIS POINT

683. EDUCATION AND CHILDRENS SERVICES – SIX MONTH PERFORMANCE SUMMARY 2017

There was submitted a report by the Executive Director (Education and Children's Services) (17/353) reviewing the performance of Education and Children's Services against its Business Management and Improvement Plan (BMIP) for the period 1 April 2017 to 30 September 2017. It was noted that Report 17/353 had been approved by Lifelong Learning Committee on 1 November 2017.

In response to a query from Councillor Illingworth regarding the benefits of developing the plan for Children, Young People and Families on a Tayside basis, S Johnston informed members that whilst the plan was based on Tayside to align with the Tayside Health Board, collaboration was ongoing with a number of other areas also, all of which added value to the services for Children & Young People.

COUNCILLOR S MCCOLE LEFT THE MEETING AT THIS POINT

Resolved:

The contents of the Education and Children's Services six-month performance summary against its Business Management and Improvement Plan (BMIP) for the period 1 April 2017 to 30 September 2017, as set out in Report 17/353, be accepted.

684. RAISING ATTAINMENT STRATEGY UPDATE 2017

There was submitted a report by the Executive Director (Education and Children's Services) (17/354) (1) providing a progress update on the Raising Attainment Strategy 2016-2019 and (2) presenting information on a range of main and supporting measures designed to both improve performance and monitor progress of improvements.

Resolved:

The progress with the Raising Attainment Strategy, as set out in Report 16/354, be accepted.

J CHILES, P DAVISON, R HILL AND S JOHNSTON LEFT THE MEETING AT THIS POINT

IT WAS AGREED THAT THE PUBLIC AND PRESS SHOULD BE EXCLUDED DURING CONSIDERATION OF THE FOLLOWING ITEM IN ORDER TO AVOID THE DISCLOSURE OF INFORMATION WHICH IS EXEMPT IN TERMS OF SCHEDULE 7A TO THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973.

685.   MINUTE OF MEETING OF SOCIAL WORK COMPLAINTS REVIEW COMMITTEE OF 3 AUGUST 2017

There was submitted and noted the minute of meeting of the Social Work Complaints Review Committee of 19 May 2017.

THE PUBLIC AND PRESS WERE RE-ADMITTED TO THE MEETING AT THIS POINT.

686.   FUTURE SCRUTINY ACTIVITY

K McNamara, Head of Community Planning, Strategic Commissioning and Organisational Development, updated members on proposed future activity of the Scrutiny Committee following a workshop which had taken place on 6 November 2017, which had agreed a more pro-active approach for the Scrutiny Committee's work.

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PERTH AND KINROSS COUNCIL

Scrutiny Committee

7 February 2018

COUNCIL COMPLAINTS PERFORMANCE REPORT FOR 2016/17

Report by Head of Legal & Governance Services

PURPOSE OF REPORT
To provide the Scrutiny Committee with assurance that the Council has an adequate and effective Complaints Handling Procedure (CHP) in place. To satisfy public performance reporting requirements in accordance with the Scottish Public Services Ombudsman's performance measures for Local Authorities.

1.   EXECUTIVE SUMMARY

1.1   The Council's Complaints Handling Procedure is appropriate and effective; performance is within acceptable limits and in line with the Scottish Public Services Ombudsman's (SPSO's) requirements.

1.2   The subject matter of complaints does not identify any particular trend or pattern that indicates a particular risk within any specific service or illustrate a corporate issue or concern.

1.3   The number of Stage 1 or FLR complaints received in the year increased by 12%, but the increase is not attributable to any particular area. It is believed that the increase is partly due to greater staff awareness of the Council's Complaint Handling Procedure (CHP) as a result of training, and partly as a result of work to improve its accessibility.

1.4   Stage 1 complaints offer the opportunity for issues of dissatisfaction to be resolved shortly after they've been expressed; 92% of complaints received by the Council were resolved at this stage of the Council's CHP, which indicates that it is working well.

1.5   Data gathered through the CHP, and provided by the SPSO, shows that :-

- 92 % of complaints received were resolved at Stage 1 of the CHP
- 8% of complaints were resolved at Stage 2 of the CHP
- 30 complaints which had completed the Council's CHP were passed to the SPSO by complainants for consideration. This represents 1% of complaints received by the Council.
- The SPSO investigated 6 of these complaints, of which 3 were fully or partially upheld. This represents 0.1% of all complaints received in the year.

1.6   66% of Stage 1 complaints were processed within the 5 day timescale as compared with 48% in 2015-16.This improvement is believed to reflect increasing staff confidence in the complaints process, and is particularly encouraging in view of the increase in the number of complaints.

1.7   The average processing time for a Stage 1 complaint was 6.4 days; in 2015/16 the comparable figure was 5.8 days. This reflects both the increased number and the complex nature of some complaints that are now successfully resolved at Stage 1 of the process. Staff who respond to Stage 1 complaints are routinely reminded by Service complaints co-ordinators to advise complainants of the reason for delays in responding, and to advise them of expected timescales for doing so.

1.8   60% of Stage 2 complaints were processed within the 20 day timescale as compared with 58% in 2015-16. The average processing time was 21 days, in line with the processing time for 2015/16. Once again, staff who respond to Stage 2 complaints are reminded regularly that they should let complainants know of the reasons for any delays, and advise them of likely timescales for their response.

1.9   Until recently at Stage 2, single complaint points could be classed as "upheld", "partially upheld", or "not upheld" and the overall complaint would be classed as "upheld" if any point within it was upheld or partially upheld. The SPSO has now indicated that single points of complaint should only be classified as "upheld" or "not upheld" and the overall complaint should be classed as "partially upheld" when it has a mix of "upheld" and "not upheld" points.

1.10   All employees who respond to complaints are being made aware of the Apologies (Scotland) Act 2016, which came into force in February 2016. This legislation aims to encourage early and full apologies whenever appropriate, by providing that the apology can't be used to attribute blame in subsequent litigation. It is hoped that this will further increase the number of complaints being successfully resolved, particularly at Stage 1 of the CHP.

1.11   The SPSO has indicated that, in future, single points of complaint should only be classified as "upheld" or "not upheld". Stage 2 Complaints, which routinely contain multiple points, are currently classed as "upheld" if any point within them is partially or fully upheld. In future, Stage 2 responses where there is a mix of "upheld" and "not upheld" points will be considered as "partially upheld".

1.12   Work on a standard feedback survey for use at both stages of the complaints process is ongoing at a national level with the SPSO and other local authorities; it's hoped that this will improve response rates in comparison with the survey for Stage 2 complaints which is currently in use.

2.   BACKGROUND

2.1   The CHP was introduced on 1 April 2013 and is based on the model developed by the SPSO in conjunction with all Scottish local authorities. It

seeks to resolve as many complaints as possible at the point of delivery and reflects the Council's commitment to valuing complaints as a means of identifying areas for service improvement.

2.2 The CHP is a 2 stage procedure. If an individual remains dissatisfied at the conclusion of Stage 2 of the CHP, he or she can refer the complaint to the SPSO.

2.3 The CHP did not cover Social Work complaints in 2016/17, as there was a separate statutory complaints procedure for these. Accordingly, these complaints are not included in this report. However, following a change in legislation in April 2017, these complaints are now processed under the CHP and will therefore be reported from 2017/18 onwards.

2.4 As the CHP seeks to resolve complaints at the point of service delivery, individual Services are responsible for responding to complaints and issuing their own findings to Stage 1 complaints. To ensure consistency across the organisation in relation to Stage 2 complaints, the Corporate Complaints Team conducts a quality assurance review of each complaint scope and final response before it is issued.

2.5 Good practice is shared through the Local Authority Complaints Handlers Network, established in conjunction with the SPSO, which meets regularly. All Service complaint co-ordinators are given the opportunity to attend, as well as a representative from the Corporate Complaints team. The Corporate Complaints team also holds regular meetings with Service representatives.

2.6 National recording and reporting systems have been established and performance indicators have now been agreed. These performance indicators allow Local Authorities to benchmark, identify, and address emerging trends.

2.7 Further information on the Complaints Handling Procedure can be found here.

3. PERFORMANCE INDICATORS

3.1 The SPSO, in conjunction with local authorities, has developed eight high-level performance indicators against which local authorities should assess and monitor their complaints handling performance. The Council is required to publish complaints performance information using these indicators. The Council's figures for these indicators for 2016/17 are shown in Appendix 1.

3.2 A complaint is defined as "an expression of dissatisfaction by one or more members of the public about the local authority's action or lack of action, or about the standard of service provided by or on behalf of the local authority".

3.3 Missed bins were previously considered to satisfy the definition of a complaint, and were included in previous years' reports. However, it has become clear that the majority of bin collections categorised as "missed" are in fact routine requests for service. Additionally, data comparison at Local Authority Complaints Handlers Network meetings indicates that almost no other

Scottish local authorities report "missed bins" as complaints, and they have therefore been excluded from this report.

3.4 The Corporate Complaints Team and Services will undertake an exercise using the SPSO'S Complaints Improvements Framework in 2018 as part of our commitment to improvement.

4. SPSO INFORMATION

4.1 The Scottish Public Services Ombudsman Act 2002 and the Public Services Reform (Scotland) Act 2010 give the Scottish Public Services Ombudsman (SPSO) the authority, in defined circumstances, to investigate complaints about Scottish public authorities, including local authorities.

4.2 The SPSO reports on complaints in two different ways. If a complaint which has been investigated is of national significance, a report is laid before the Scottish Parliament. All other complaints are reported by decision letters sent to public authorities and published on the SPSO website; they can be found at http://www.spso.org.uk/our-findings The SPSO did not lay any reports before the Scottish Parliament in relation to Perth and Kinross Council during 2016/17.

4.3 The SPSO received a total of 46 complaints in respect of the Council in 2016/17. Of these cases, 30 had been dealt with under the CHP. The SPSO could not consider the other 16 complaints as these were premature (they had not been considered at either or both stages of the CHP). Of the 30 complaints the SPSO could consider, the following determinations were made:

- 10 were not duly made or were withdrawn
- 8 sought an outcome which was not achievable
- 1 was outwith SPSO jurisdiction
- 5 were not investigated on the grounds of proportionality.

4.4 The remaining 6 were fully investigated with the following outcomes:-

- 1 complaint was fully upheld – 1 recommendation
- 2 complaints were partially upheld – 2 recommendations for each
- 3 complaints were not upheld

4.5 The upheld rate of 50% for Perth and Kinross Council compares with a rate of 60% for all local authorities.

4.6 A summary of the SPSO's determinations in relation to the Council in the year 2016/17 is shown in Appendix 3.

4.7 A note of the recommendations made by the SPSO is shown in Appendix 4.

4.8 The SPSO also publishes summarised information about complaints received about local authorities. Information on complaints investigated by the SPSO in

2016/17 is shown in Appendix 5. This information is also available on the [Statistics](#) page of the SPSO's website.

5. CUSTOMER FEEDBACK

5.1 Work with the SPSO to develop a standard Complaints Handling Customer Feedback Survey, to be used by all local authorities, is ongoing at a national level. It's hoped that this survey will generate increased response rates.

6. PROPOSALS

6.1 The Corporate Complaints Group will continue to review the CHP throughout the year to ensure that the process and procedure remains adequate and fit for purpose.

6.2 The Corporate Complaints Group will continue to provide a range of training for staff who deal with complaints to support them to effectively resolve matters, at as early a stage in the CHP as possible.

6.3 The Corporate Complaints Group will continue to work on improving the accessibility of the Council's CHP, and the consistency and quality of complaint responses.

7. CONCLUSION AND RECOMMENDATIONS

7.1 This is the third report in regard to the Councils Complaints Handling Procedure.

7.2 It is recommended that the Scrutiny Committee:

(i)   Consider and comment on this report
(ii)   Note that the performance of the CHP will continue to be monitored and reviewed throughout the year.

Author(s)

Name	Designation	Contact Details
Donald Henderson	Information Compliance Manager	Customer Service Centre 01738 475000

Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive (Chief Operating Officer)	16 January 2018

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	No
Corporate Plan	No
Resource Implications	
Financial	No
Workforce	No
Asset Management (land, property, IST)	No
Assessments	
Equality Impact Assessment	No
Strategic Environmental Assessment	No
Sustainability (community, economic, environmental)	No
Legal and Governance	No
Risk	No
Consultation	
Internal	Yes
External	No
Communication	
Communications Plan	No

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   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 This report has been reviewed by the Policy and Governance Group and the Corporate Complaints Group. Both comprise representatives from all Services.

External

4.2 Not applicable.

5. Communication

None

2. BACKGROUND PAPERS

None

3. APPENDICES

Appendix 1 – Performance Indicators
Appendix 2 - What was complained about?
Appendix 3 – SPSO decision letters
Appendix 4 - Recommendations made by the SPSO in 2015/16
Appendix 5 – Local Authority Complaints received by the SPSO in 2015/16

SPSO PERFORMANCE INDICATORS

Indicator 1 - **The total number of complaints received per thousand of the population**.

This indicator records the total number of complaints received by the Council. The mid-year estimate of the Council's population in 2016-17 is 150,680. Figures for 2015-16 are based on the 2011 Census figure of 148,000.

Year	Total number of complaints received	Total complaints closed* at Stage 1	Total closed* at Stage 2	Total number of complaints closed	Number of complaints per 1,000 population
2016/17	1637	1501	136	1637	11
2015/16	1450	1332	118	1450	10

As outlined in point 3.3, figures for missed bins have been excluded from these statistics.

* The term "closed" refers to a complaint to which a customer has had a response, or which they've chosen to withdraw

Indicator 2 - Complaints closed at Stage 1 and Stage 2 as a percentage of all complaints closed.

Year	Total number of complaints closed	Stage 1 complaints closed as a % of all complaints	Stage 2 complaints closed as a % of all complaints
2016/17	1637	92% (1501)	8% (136)
2015/16	1450	92% (1332)	8% (118)

Indicator 3 - **The number of complaints upheld, partially upheld or not upheld at each stage as a percentage of complaints closed in full at each stage.**

This indicator records the formal outcome recorded for each complaint. Stage 1 complaints generally have one point of complaint whereas Stage 2 complaints generally have multiple points.

Complaints closed at Stage 1

Year	Number of complaints closed	% upheld	% partially upheld	% not upheld	% no conclusion*
2016/17	1501	26% (397)	22% (331)	52% (773)	0
2015/16	1332	33% (433)	17% (231)	47% (626)	3% (42)

*   A complaint may be recorded as "no conclusion" when there are two differing opinions on an issue and no independent witnesses. In 2016/17, no complaints were recorded as having "no conclusion".

Complaints closed at Stage 2

Year	Number of complaints closed	% upheld	% not upheld
2016/17	136	53% (72)	47% (64)
2015/16	118	60% (71)	40% (47)

The SPSO indicator as detailed above requires that an overall outcome is recorded for each complaint. If any aspect of the complaint is upheld then the overall outcome is recorded as "upheld". By way of explanation, if a complaint comprises five points, of which two are upheld, two not upheld and one partially upheld, then the overall outcome would be upheld.

The table below shows a breakdown of findings in respect of each complaint point at stage 2 consideration.

Stage 2	Number of complaints closed	Number of points within complaints	% points of complaint points upheld	% points of complaint points partially upheld	% points of complaint points not upheld	% No conclusion
2016/17	136	456	16% (72)	11% (49)	73% (335)	0
2015/16	118	495	14% (71)	11% (54)	71% (352)	4 % (18)

*   A complaint may be recorded as "no conclusion" when there are two differing opinions on an issue and no independent witnesses. In 2016/17, no complaints were recorded as having "no conclusion", which would indicate that Services are recording complaints of this nature differently.

Indicator 4 - The average time, in working days, for a full response to complaints at each stage.

This indicator represents the average time in working days to close complaints at Stage 1 and at Stage 2.

SPSO procedures specify Stage 1 complaints to be resolved within 5 working days.

Stage 1	Number of Complaints.	Total number of working days taken to close complaints	Average time to respond to complaints
2016/17	1501	9623	6.4 days
2015/16	1332	7684	5.8 days

SPSO procedures specify Stage 2 complaints should be resolved within 20 working days.

Stage 2	Number of Complaints.	Total number of working days taken to close complaints	Average time to respond to complaints
2016/17	136	2790	21 days
2015/16	118	2533	21 days

Indicator 5 - The number and percentage of complaints, at each stage, which were closed in full within the set timescales of 5 and 20 working days.

This indicator presents the number and percentage of complaints closed within 5 working days at Stage 1 and 20 working days at Stage 2.

Stage 1	Number of complaints closed	Number of complaints closed within 5 working days	Number of complaints closed within 5 working as % of complaints closed
2016/17	1501	989	66%
2015/16	1332	635	48%

Stage 2	Number of complaints closed	Number of complaints closed within 20 working days	Number of complaints closed within 20 working days as % of complaints closed
2016/17	136	82	60%
2015/16	118	69	58%

Indicator 6 - The number and percentage of complaints, at each stage, where an extension to the 5 or 20 working days timeline has been authorised.

The Council's CHP allows for an extension to the timescales to be authorised in certain circumstances. An example would be where a key member of staff is on annual leave or when during school holidays.

Stage 1	Number of complaints closed	Number of complaints closed where an extension had been authorised	Number of complaints closed as % of all complaints closed where an extension had been authorised
2016/17	1501	512	34%
2015/16	1332	697	52%

Stage 2	Number of complaints closed	Number of complaints closed where an extension had been authorised	Number of complaints closed as % of all complaints closed where an extension had been authorised
2016/17	136	54	40%
2015/16	118	49	42%

Indicator 7 - A statement to report customer satisfaction with the complaints service.

Work with the SPSO to develop a standard Complaints Handling Customer Feedback Survey, to be used by all local authorities, is ongoing at a national level

Indicator 8 - A statement outlining changes or improvements, to services or procedures, as a result of the consideration of complaints.

This qualitative indicator is intended to identify service improvements/learnings from complaints that were derived from complaints during the reporting period.

The Council aims to record all service improvements arising from complaints. Complaints performance information, including improvement actions, are considered routinely at Departmental Management Team meetings and as part of Head of Service ERDs.

The Council is keen to understand the types of "expressions of dissatisfaction" being received and records the types of complaints received under the seven headings agreed by the SPSO. This approach provides the opportunity for identifying emerging trends and pinpointing areas for staff development and training. This information is detailed within Appendix 2

WHAT WAS COMPLAINED ABOUT?

Complaints by Service

Stage 1	2016/17	2015/16
	Number (%)	Number (%)
Corporate & Democratic	18 (1)	22 (2)
Education & Children's Services	439 (29)	370 (28)
Housing & Community Care	586 (39)	417 (31)
The Environment Service	458 (31)	523(39)
Total Stage 1	1501 (100%)	1332 (100%)

Stage 2	2016/17	2015/16
	Number (%)	Number (%)
Corporate & Democratic	7 (5)	10 (8)
Education & Children's Services	42 (31)	32 (27)
Housing & Community Care	50 (38)	29 (25)*
The Environment Service	37 (27)	47 (40)
Total Stage 2	136 (100%)	118 (100%)

* Includes 3 that were subsequently withdrawn

Complaints by Category

Stage 1	2016/17	2015/16
	Number (%)	Number (%)
Service Provision	678 (45)	591 (44)
Employee	293 (20)	247 (19)
Policy & Procedure	175 (12)	154 (12)
Communication	174 (<12)	159 (12)
Equality	7 (<1)	3 (<1)
Other	174 (<12)	178 (13)
Total Stage 1	1501 (100%)	1332 (100%)

Stage 2	2016/17	2015/16
	Number (%)	Number (%)
Service Provision	70 (52)	69 (58)
Employee	21* (15)	10* (9)
Policy & Procedure	36 (27)	27 (23)
Communication	7 (5)	4 (3)
Equality	2 (1)	0 ()
Other	0*	8* (7)
Total Stage 2	136 (100%)	118 (100%)

Stage 2 Complaints, which routinely contain a number of complaint points, must be categorised according to criteria set by the SPSO. It's believed that difficulties in assigning the most appropriate category account for variations in how complaints are classified.

SPSO Information

The SPSO publishes information on complaints received by subject and authority on the Statistics page of its website. Please note that 46 complaints about Perth and Kinross Council were received by the SPSO in 2015/16. Six of these were investigated, one of which was fully upheld, four were not upheld and one was partially upheld.

2016/17 Complaints made to the SPSO in relation to Perth and Kinross Council

Stage	Outcome Group	Complaints
Advice	Not duly made or withdrawn	10
	Premature	14
	Total	**24**
Early Resolution	Out of jurisdiction	1
	Outcome not achievable	8
	Premature	2
	Proportionality	5
	Total	**16**
Investigation	Fully upheld	1
	Some upheld	2
	Not upheld	3
	Total	**6**

2016/17	Perth and Kinross Council	All Local Authorities
Fit for SPSO Investigation	6	156
Cases Upheld / Some Upheld	3	94
Upheld Rate	50%	60.3%

RECOMMENDATIONS MADE BY THE SPSO IN 2016/17

The table below lists the three recommendations made by the SPSO in Decision Letters issued against the Council between April 2015 and March 2016. One partially upheld complaint had no recommendations made.

Case Ref.	Complaint Description	Decision Issued	SPSO Recommendation(s)	Council Action
201603803	Failure to consider previously upheld complaints at Social Work Complaints Review Committee (fully upheld)	17/01/2017	Council to arrange a CRC to hear evidence of previously upheld complaints	CRC arranged and held in March 2017
201507491	Complaint handling in relation to Social Work Complaints Review Committee (some points upheld)	20/09/2016	Complainant to be offered opportunity to have complaint considered at CRC. Staff to be reminded about complaints handling procedure.	CRC arranged and held in October 2016 SPSO decision circulated to relevant staff

Note that following a change in legislation in April 2017, complaints received in relation to social work are now considered under the Council's Complaints Handling Procedure and Complaints Review Committees are no longer convened.

LOCAL AUTHORITY COMPLAINTS RECEIVED BY THE SPSO 2016/17

PKC Service	SPSO Category	PKC				All Local Authorities			
		Complaints to SPSO		%		Complaints to SPSO		%	
		15/16	16/17	15/16	16/17	15/16	16/17	15/16	16/17
Chief Exec / CS	Personnel	1	0	2.1	0	9	5	0.5	0.3
	Finance	4	1	8.5	1.7	179	120	10.4	7.9
	Legal & Admin	1	4	2.1	6.9	61	73	3.5	4.8
	Total	6	5	12.7	8.6	249	198	14.4	13.0
ECS	Education	7	4	15	6.9	173	144	10.0	9.4
	Recreation & Leisure	0	1	0	1.7	32	29	1.9	1.9
	Total	7	5	15	8.6	205	173	11.9	11.3
HCC	Housing	6	16	12.9	27.6	423	388	24.6	25.4
	Social Work	7	9	14.9	15.5	231	219	13.4	14.3
	Total	13	25	27.8	43.1	654	607	38.0	39.7
TES	Building Control	0	1	0	1.7	54	34	3.1	2.2
	Consumer Protection	0	0	0	0	4	4	0.2	0.3
	Env. Health & Cleansing	2	6	4.2	10.3	126	124	7.3	8.1
	Land & Property	1	1	2.1	1.7	20	19	1.2	1.2
	Planning	11	13	23.4	22.4	172	160	10.0	10.5
	Roads & Transport	4	0	8.5	0	120	112	7.0	7.3
	Economic Development	0	0	0	0	11	5	0.6	0.3
	Total	18	21	38.2	36.2	507	458	29.4	30.0
Fire & Police Boards		0	0	0	0	5	4	0.3	0.3
National Park Authorities		0	0	0	0	6	6	0.4	0.4
Other		1	0	2.1	0	17	8	1.0	0.5
Welfare Fund - Grants	Community Care / Crisis	0	0	0	0	40	19	2.3	1.2
Valuation Joint Boards		0	0	0	0	6	7	0.4	0.5
Subject Unknown or Out of Jurisdiction		2	2	4.2	3.4	33	48	1.9	3.1
Total		47	58	100	100	1722	1528	100	100

PERTH AND KINROSS COUNCIL

SCRUTINY COMMITTEE

7 February 2018

**SUMMARY OF FINDINGS FROM BEST VALUE ASSURANCE REPORTS:
INVERCLYDE COUNCIL AND RENFREWSHIRE COUNCIL**

Report by the Depute Chief Executive, Chief Operating Officer

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Councils should demonstrate best value by showing continuous improvement in delivering priorities. Audit Scotland scrutinises the performance of councils and publishes Best Value Assurance Reports (BVARs), with the expectation that all councils act on the key messages, by benchmarking themselves against these reports, and by using the learning from this benchmarking to improve their activity.

This report provides a summary of the key messages from the BVARs for Inverclyde Council, (June 2017) and Renfrewshire Council (August 2017). This report also benchmarks Perth and Kinross Council's position against these key messages and summarises areas of focus for the Council. The learning from these Assurance Reports will help the Council meet its statutory duty to deliver best value in its activities.

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1. **BACKGROUND/MAIN ISSUES**

1.1 The Accounts Commission is the public spending watchdog for local government in Scotland and holds local authorities to account to achieve the highest standards of governance, financial stewardship and value for money. The Commission expects councils to be clear on their priorities and continuously improve their services in line with these priorities and make best use of their resources. The pace, depth and continuity of improvement are key to how well councils meet their priorities.

1.2 The statutory duty of best value was introduced in the Local Government in Scotland Act 2003. Audit Scotland's role is to scrutinise the performance of councils and publish Best Value Assurance Reports (BVARs), with the expectation that all councils act on the key messages, by benchmarking themselves against these reports and by using the learning from this benchmarking to improve their own activity. The BVAR reports have taken a new approach this year, and all 32 councils will have a BVAR report at least every five years. All councils will still continue to be the subject of an annual audit report and accounts. The last audit of best value for Perth and Kinross Council was in 2008.

1.3 The BVAR Report seeks to provide assurance on a council's statutory duty to deliver best value, with a particular focus on the Accounts Commission's Strategic Audit Priorities including:

- The clarity of council priorities and quality of long term planning to achieve these.
- How effectively councils are evaluating and implementing options for significant changes in delivering services.
- How effectively councils are ensuring that members and officers have the right knowledge, skills and time to lead and manage delivery of council priorities.
- How effectively councils are involving citizens in decisions about services.
- The quality of council public performance reporting to help citizens gauge improvement.

1.4 This report provides a summary of the main findings from the first councils to be assessed under the new approach, Inverclyde Council and Renfrewshire Council.

2. CONCLUSION AND RECOMMENDATION

2.1 This report examines the position of Perth and Kinross Council against these themes, and a detailed analysis is found in Appendix One. This is an opportunity to benchmark our performance, learn from the BVARs, and identify any improvements we need to make, to ensure we can demonstrate our compliance with our best value duties. The questions in Appendix 1 are the types of questions the auditors are asking when conducting best value assurance reports.

2.2 The key messages that are highlighted in the BVAR reports and regarded as important by Audit Scotland for all councils are:

- Ensure that outcomes are clear. The difference the Council expects to make to outcomes should also be clear, and there should be sufficient detail on what achieving outcomes looks like in the short, medium and long term.
- The importance of Councillors working together to progress the agreed priority objectives, and ensure future services will be provided effectively.
- The vital role that Councillors have in scrutinising and challenging reports thoroughly and taking advantage of training and development opportunities.
- Ensure performance reports for Arm's Length External Organisations are robust.
- Ensure there are detailed medium and long term strategic workforce plans in place as this will be critical to managing future service changes.
- Ensure the organisational development strategy is fully implemented and embedded.
- Actively seek the views of the community and consider how to use this experience to help deliver the requirements of the Community Empowerment Act.
- Overcome any challenging issues to progress City Deal projects.

- Overcome any challenges of budget setting for the Integrated Joint Board.
- Strengthen partnership working and plan budgets and finances to provide a clear picture of overall resources available.
- Communicate self-evaluation and service reviews effectively to Councillors.
- Communicate how improvement activity makes a difference to the outcomes the Council and Partners want to achieve.

2.3   The Council's Business Plan 2016-19 committed to annual progress updates and a review of the Plan. Findings from this report and future Best Value Assurance Reports for other councils will help inform this review and development of the new Corporate Plan.

2.4   By learning from these BVAR reports, changing what we do, and taking the learning into our new Corporate Plan, we are following our systematic approach to continuous improvement, as part of our statutory duty to deliver best value.

2.5   The Scrutiny Committee is asked to:

a)   Note the benchmarking of Perth and Kinross Council against the Best Value Assurance Reports for Inverclyde and Renfrewshire Councils.

Author

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Approved by

Name	Designation	Date
Jim Valentine	Depute Chief Executive (Chief Operating Officer)	25 January 2018

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Community Plan / Single Outcome Agreement

1.1 The proposals relate to the delivery of the Perth and Kinross Community Plan

Corporate Plan

1.2 The Council's Corporate Plan 2013 – 2018 lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. The report supports all the strategic objectives.

2. Resource Implications

Financial

2.1 None.

Workforce

2.2 None.

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   None.

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.

3.4   None.

Sustainability

3.5   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.

3.6   None.

Legal and Governance

3.7   None.

Risk

3.8   None.

4.   Consultation

Internal

4.1   The Chief Executives' Group has been consulted in the preparation of this report.

External

4.2   None.

5.   Communication

5.1   None.

2.   BACKGROUND PAPERS

Audit Scotland Reports:
Best Value Assurance Report: Inverclyde Council
Best Value Assurance Report: Renfrewshire Council

3.   APPENDICES

Appendix 1: Table of Best Value Assurance Reports and Perth and Kinross
Council position.

Appendix 1: Perth & Kinross Council's Position against Best Value Assurance Reports for Inverclyde Council and Renfrewshire Council

Theme: Does the Council have clear strategic direction?

BVAR Report	Perth & Kinross Council Position	Actions
Inverclyde: The Council has built a positive working culture in the organisation that supports innovation. Key elements contributing to this include a clear vision and stable, effective leadership and good collaborative working. The Council's vision reflects a clear understanding of the needs and priorities of the area and is recognised by staff and partners, however, the different sets of outcomes to deliver are confusing. **Renfrewshire**: There is a clear and ambitious vision which is shared by partners. Leadership is effective with good working relationships in the Corporate Management Team. There is a challenging political environment and it will be important for councillors to work together to continue to progress the agreed priority objectives. Plans, structures, systems and partnership arrangements share a common purpose that is helping to achieve the vision. There are sound governance arrangements but councillors need to scrutinise and challenge reports more thoroughly and they have not made the most of the training and development opportunities available to them. The remits of committees have been reviewed and the Audit, Risk and Scrutiny Board established. The council could improve performance reporting for Renfrewshire Leisure Limited.	**1. What does the Council's vision mean to staff and partners and how does it reflect the needs and priorities of the area?** Our Community Plan and our Corporate Plan encompass the vision for Perth and Kinross and for the Council. Our Transformation Strategy includes a programme of major projects to lead the organisation to the next stage of its transformation journey. The core of the Organisational Development Framework identifies a focus on our organisational story, purpose and ambitions, as this is what connects us with our communities and employees. Our annual Employee Survey has been in place since 2008 and agreement to the question *'I am clear what is expected of me at work'* is high (89.1% in 2017 for full Council results). **2. How clear are our outcomes?** • We can demonstrate significantly improved outcomes for citizens and better services as a consequence of our approach to performance management and continuous improvement; this is evidenced in our Annual Performance Report. Our performance management framework is comprehensive and integrated with service planning and delivery. It allows for the scrutiny of performance against our key priorities and objectives. • Further information is contained in the Community Plan, Corporate Plan, Business Management and Improvement Plans and Service Annual Performance Reports, Evidence Portal, PK Performs, Local Government Benchmarking Framework and statutory inspection reports. • Health and Social Care Integration – Performance against outcomes is detailed in the Perth and Kinross Health and Social Care Partnership: Annual Performance Report 2016/17. • We have undertaken a range of Futures Thinking events to reinforce clarity of our outcomes, showing the vision of where we are going. Conference on 15 November 2017, shared understanding of vision and outcomes with staff and partners. Community Plan Corporate Plan Business Plan Business Management & Improvement Plans (BMIPs) for Services Team Plans **Our Performance Management Framework** **3. In what ways is our leadership effective?** • Audit Report – Revenue and Capital budgets are reported to the Strategic Policy and Resources Committee every quarter. The total net projected under spend on the 2017/18 General Fund Management Budget is £1,592,000.	Build on the new Community Plan (Local Outcomes Improvement Plan) and political priorities to create new Corporate Plan from 2018 onwards, demonstrating that stakeholder needs are impacting on local strategic priorities. Develop a `next phase` and refreshed Transformation Programme, effective from 2018/19. Re-emphasise our vision to staff in view of staff turnover. Key message around 'the Golden Thread, connection between the Community Plan and our own team plans and individual Employee Review and Development'. Modernising our approach to performance is part of our Transformation Programme; with the objective of having a shared, streamlined approach across all levels of the organisation. This review is linked to the transformation open data project, which will change the way in which we share information with the public. This approach not only has the potential to improve public access to information, including performance reporting, but also to boost collaboration and co-production within the council, with partner organisations and with our communities. As part of the modernisation of performance reporting transformation, we will improve data to systematically show comparisons, trends and progress against targets (cost, quality, efficiency) are consistently available and driving improvement planning. Continue to review senior management arrangements to ensure they remain fit for purpose, in the changing context of public service reform. Following the new Community Plan and the establishment of Action Partnerships we need to review Community Planning governance to demonstrate how our partnership working is consistently delivering improved outcomes and better use of resources. Complete the review of local decision making within the Council (currently underway).

- Local Area Network (LAN) of scrutiny bodies, which produce a Local Scrutiny Plan. Shows overall positive assessment of PKC. Areas for attention are known an action is being taken.
- Annual Governance Statement/External Auditors Report. The recent report to Council (4/10/17) by External Auditors was a very positive assessment.
- We have an effective Community Planning partnership, delivered through the Community Planning Board, and supported through the Community Planning Executive Officer Group and six Outcome Delivery Groups.
- The Council`s Business Plan sets out how we are organised to deliver in supporting continuous improvement.
- Leadership is effective evidenced through inspection reports and in investment in staff to develop leadership – transformation from staff grouping, Securing the Future, Acorn Fund, Angel's Share.
- Distributed leadership, e.g. transformation achieved through collaborative groups.
- The quality of our leadership is exhibited through the very positive inspection reports we receive from external scrutiny bodies. These results flow from leadership and culture. Our self evaluation (How Good is our Council) shows evidence of good leadership.

4. **In what ways do Officers and Councillors work effectively together?**
   - The Chief Executive and Depute Directors meet weekly with the Leader of the Administration and the Leader of the Opposition groups within the Council. These meetings focus on updates on current and forthcoming business including committee reports, communication updates and strategic policy issues.
   - Executive Directors regularly meet with their respective Convenors. Also, good Officer/Councillor operational relationships.
   - The Modernising Governance Member Officer Working Group is an example of good working relations between Elected Members and Senior Managers. The group looks to provide strategic leadership and direction on modernisation and improvement and all aspects of governance and democratic renewal.
   - Elected Members lead many elements of sound working e.g. Community Planning Partnership Board; Integrated Joint Board; Outcome Delivery Groups. Elected members are involved in ensuring that partnership working and sharing resources with the public, private and voluntary sector actually happens to deliver the services our communities need.
   - A review of the Council's decision making structure has been undertaken
   - The Scrutiny Committee carried out a review of its scrutiny activities, and produced new guidance to inform its work, especially for incoming members to the Committee

5. **What training is in place for Councillors?**
   - Elected Members have a Personal Development Plan and access to a comprehensive Development Programme which is in place to support them. Elected Member development is an ongoing process tailored to individual need. Elected Members are encouraged to attend the Improvement Services induction and ongoing training sessions as well as attending the regular briefing and update sessions provided by officers on a variety of subjects.
   - From 5 May 2017, ongoing development and briefing sessions. We are carrying out more strategic briefings for Members in advance of Committee.
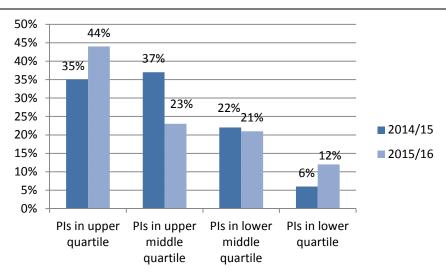
Theme: How well is the Council performing?

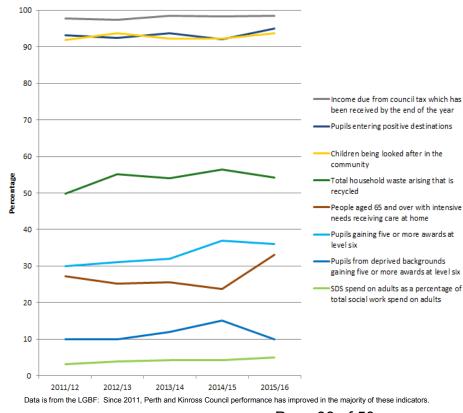| BVAR Report	Perth & Kinross Council Position	Actions
Inverclyde: The Council has improved its service performance in many areas and has maintained the performance of its high performing areas. There are good examples of the Council using performance information to target investment at poorly performing areas, such as investment in roads to improve their condition. Reporting to the public and councillors is regular and balanced however, the Council needs to demonstrate more clearly the difference it expects to make to outcomes. Overall performance has improved in recent years. • In 2015/16 the performance of 68% of indicators was in the top two quartiles. Since 2011/12 the percentage of comparable performance indicators in the top two quartiles improved from 39% to 61%, with performance in the top quartile being maintained. The improvement comes from better performance from indicators which were in the lower two quartiles. • Against eight selected indicators, Inverclyde Council has improved in six and declined in two. • In general, recent inspections by Education Scotland and the Care Inspectorate have been positive. Feedback from citizens shows improving levels of satisfaction. **Renfrewshire**: The council has performed well against local and national indicators and outcomes are continuing to improve steadily. Services have received positive inspection reports from Education Scotland and the Care Inspectorate. The council has implemented a number of initiatives with partners which are focused on making a difference at a local level. There is regular monitoring and reporting of	**6. How does the Council demonstrate clearly the difference it expects to make to outcomes?** • Outcomes are articulated in terms of strategic objectives in the Community Plan/Local Outcomes Improvement Plan. http://pk-storyboard.org.uk/cp/ • Our service joint Annual Performance Reports (APR)/Business Management and Improvement Plans (BMIPs) are structured around and aligned to strategic objectives and outcomes. Our Corporate Annual Performance Report is structured around the Community Plan/Single Outcome Agreement, aligned to corporate priorities and outcomes. • Business Management and Improvement Plans (BMIPs) set the direction for Services' focus in keeping with the Community Plan's shared vision and priorities for the area, as well as reporting on previous performance and customer feedback. • The 'How Good is Our Council' self-evaluation tool takes a broader look not only at the outcomes being achieved, but at how a service is getting there, through relationships with customers and stakeholders, delivery of key processes and leadership and allows us to reflect and understand what capacity for improvement exists. • In the BMIPs and APR our performance indicators have targets. Improvement actions are at service level in the Annual Performance Report and corporately the Business Plan is reported annually. • Risk - A new strategy and policy has been introduced and staff have received training. Risk and performance are in the process of being more closely linked. • The Annual Performance Report (APR) provides an overview of the performance of the Council and the Community Planning Partnership. This has been fully revised to be more visually engaging with performance infographics. The revised approach was commended by the Community Planning Partnership. This includes progress towards delivering our shared strategic objectives and local outcomes and on leading and managing the business of the Council. • Benchmarking - Within the Annual Performance Report and service BMIPs, benchmarking is linked to performance summary. Data is also reported through the Local Government Benchmarking Framework (LBGF). All of these feed into the service plans. LGBF is referenced in reports and plans on the service page of the portal. Analysis of LGBF takes place annually and is reported to Council. Chart Below: Data is from the LGBF: In 2015/16 the performance of 67% of non-cost indicators was in the top two quartiles of performance across Scotland.	Continue to drive forward the Prevention agenda, ensuring good practice and focusing on outcomes is systematic in everything we do. Use the Fairness Commission outcomes to reduce inequalities, with the Community Planning partners leading on different parts of the implementation plan. Deliver the outcomes identified in the Tayside Plan for Children, Young People and Families 2017-2020. Implement the Raising Attainment Strategy 2016-2019, including providing support to schools to most effectively invest their Pupil Equity Funding allocation. Progress with the Perth City Plan to support economic growth in partnership with the City Development Board. Progress the City Region Deal with our partners in Dundee, Angus and Fife. Develop opportunities for young people through the Employability Strategy including Developing the Young Workforce. Redesign of Drug and Alcohol services taking into account the recommendations from the national review of Alcohol and Drug Partnerships and the changing financial position of the partnership. Deliver the Community Justice Partnership Improvement Plan. Acton the elements from the Local Scrutiny Plan where improvement opportunities have been identified. Review our collective approach to ensuring clear and comprehensive feedback to consultees, on actions taken in response to consultation and other engagements. Ensure that our focus on outcomes is consistent across the whole organisation Review the Council's approach to self evaluation meets current needs and emerging requirements Ensure a systematic approach to benchmarking, and incorporating learning into our improvements - especially for Local Government Benchmarking Framework Demonstrate benchmarking using LGBF in annex to committee reports.

progress against planned actions and a range of ways to report performance to the public.

- The percentage of Renfrewshire Council's comparable performance indicators in the top two quartiles improved slightly from 47% in 2011/12 to 48% in 2015/16.
- Against eight selected indicators, Renfrewshire Council has improved in the majority over the last five years.
- Recent inspection reports by scrutiny bodies have been positive about the council.

The following graph shows the performance of Perth and Kinross Council against the indicators looked at by Audit Scotland in the published BVAR reports. Generally the trends show an improving picture.

Perth & Kinross Council's Performance against selected indicators, 2011/12 to 2015/16

Legend:
- Income due from council tax which has been received by the end of the year
- Pupils entering positive destinations
- Children being looked after in the community
- Total household waste arising that is recycled
- People aged 65 and over with intensive needs receiving care at home
- Pupils gaining five or more awards at level six
- Pupils from deprived backgrounds gaining five or more awards at level six
- SDS spend on adults as a percentage of total social work spend on adults

Data is from the LGBF: Since 2011, Perth and Kinross Council performance has improved in the majority of these indicators.

7. **How are the targets shown to be meaningful rather than aspirational?**
   - Performance is shown annually in the Local Government Benchmarking Framework reports to Council committees, and in the annual update to the Business Plan.
   - The Annual Performance Report shows that we are meeting our targets in the majority of cases.
   - How we are meeting our targets for transformation savings is shown in regular Progress Updates.
   - Business Management and Improvement Plans: Annual Performance Reports are reported to Service Committees and Scrutiny Committee. These committees also receive 6 monthly updates on performance on BMIPs.
   - Capital Programme.

8. **What pace of change is expected over time and what interim milestones and progress measures are in place?**
   - The current transformation programme runs from 2015 to 2020 and is a programme of major projects that will deliver our next phase of transformation. It takes a proactive approach to public service reform and embraces change to put the Council in a strong position for the future.
   - There are regular updates to Council on each transformation project. There are regular meetings of the Transformation Corporate Project Board to discuss and review projects.
   - Our Transformation Programme takes a proactive approach to public service reform and is embracing change.
   - Our pace of improvement is recorded by updates reported to the Modernising Governance Member Officer Working Group (MGMOWG), the Strategic Policy and Resources Committee and the Scrutiny Committee giving details of each project, current position, progress against plan and slippage.
   - An annual report on Transformation was submitted to Council on 22 February 2017 (Report No 17/82).
   - As a result of transformation activity we are witnessing changes in organisational culture with, for example, a changed approached to digital service delivery, services to homeless people, and moving to seven day working for operational services.
   - We have a programme of collaborative reviews with neighbouring councils. Most progress has been made with a joint plan for childrens` services
   - Preparing for Education reforms.
   - Creation of IJB for Health and Social Care.

9. **What evaluation tools (e.g. driver diagrams/logic models) are used and to what extent?**
   - How Good is Our Council? – self evaluation framework. Outcomes are used to inform BMIPs and Team Plans
   - Building Standards and Food Standards use toolkits from external validators and accreditation involves an independent assessment by a CSE (Customer Service Excellence) assessor.
   - HGIOS4 used in school as the basis for each school's improvement plan. Also HGIOELC in early years.
   - HGIOCLD – How good is our Community Learning and Development.
   - The IHI Model for Improvement has been widely used e.g. Closing the gap, emotional wellbeing collaborative.
   - Integrated Children's Services Inspection - online portal of evidence.
   - Fair Work Framework.

We need to take the outcomes, gather together and agree priorities for the organisation. This will be taken on in the new Corporate Plan.

	10. How are key corporate initiatives such as City Deal and shared service development included in our main corporate planning documents and how are they linked directly to outcomes? • City Deal is included in our new Community Plan within the Promoting a Prosperous, Sustainable and Inclusive Economy. The Tay Cities Deal brings together public, private and voluntary organisations in the council areas of Angus, Dundee, Fife and Perth & Kinross to deliver a smarter and fairer region – also incorporated in the new Community Plan. Progress has been regularly reported to Committee.	
	11. How does Perth and Kinross Council use performance information to decide on investment? What examples are there of this? Performance information from BMIP reporting, APR and LGBF informs service planning and also budget decisions - e.g. the budget process in 2017 – additional funding was approved for roads maintenance as performance data showed that investment would bring our standards up to those of our comparators. Asset management plans inform prioritised investment in areas such as roads, greenspace, IT and property	
	12. What inspections have been carried out in the last five years and what were the results e.g. Education Scotland and the Care Inspectorate? • Each of the schools in Perth & Kinross have a link to their most recent inspection report from Education Scotland (often listed as HMI). • Care Inspectorate reports are available from the Care Inspectorate website. • Nursery partner providers are inspected. • Housing and Community Safety Inspections – Best Value Review for Learning Disabilities, Multi Agency Inspection for Older People, Scottish Housing Regulator Re-Inspection 2010, Care Inspectorate, Scottish Housing Regulator. • The Scottish Government – National Customer Satisfaction Survey to support the Building Standards Verification Performance Framework, 2017, Report for Perth and Kinross Council.	
	13. What feedback have we had from citizens on their levels of satisfaction and how does this compare to previous feedback? • A selection of the feedback we receive from citizens is incorporated each year into the Annual Performance Report. • We have incorporated feedback from citizens into the new Community Plan. • Complaints Performance is monitored, and services take appropriate action. • Our approach to customer engagement has been reviewed by the Executive Officer Team.	Review of Corporate Performance Information Management, reviewing engagement and consultation, to ensure we are feeding back effectively.

Theme: Is the Council using its resources effectively?

BVAR Report	Perth & Kinross Council Position	Actions
Inverclyde: The Council has effective financial management and a good process in place for financial planning. The Council has a high level of usable reserves and there is a high level of borrowing. The Council has developed detailed savings plans and there is good workforce planning, with the Council starting to develop longer term forecasts. Investing in and rationalising assets has been a strategic priority. **Renfrewshire**: There are effective financial planning and management arrangements in place and budgets are clearly linked to strategic priorities. The council faces a significant funding gap in the medium term. It is developing the next phase of its Better Council Change Programme to deliver the savings required. The council recognises that in order to manage future budget pressures it will need to make significant changes in how it delivers services. No detailed medium or long term strategic workforce plan is in place. A new three year organisational development strategy was approved in 2015 but is still in the early stages of implementation. Developing better workforce planning will be critical to managing future service changes.	**14. How effective is our financial management and what are our processes for financial planning? E.g. budget consultation, approach to budget management.** • The Council's financial position is currently sustainable. • The Medium Term Financial Plan sets out the challenges for the next five years. • We have a provisional revenue budget for 2018-19 which was updated in February 2017, and the Council has approved the development of revenue budgets to 2020-21. • The level of reserves that we hold is informed by an annually reviewed reserves policy. • Considerable progress has been made with capital finance in recent years including the management and procurement of capital projects. • We have a detailed and robust budget setting approach which takes place between September and February each year • We have detailed plans for communications and engagement on the budget - with public, partners and staff • There is a high level overview of performance against the Corporate Plan annually through the Annual Performance Report and the annual update to the Business Plan. **15. What is our level of usable reserves and how does this compare to other councils?** • The Council's Reserves Strategy Report is reported to the Council in February each year. • Key financial documents: Medium Term Financial Plan, Annual Accounts, Audit Plan, Revenue and Monitoring Reports. **16. What is our level of borrowing and how does this compare to other councils?** The Council's annual Treasury Report outlines the Council's policy in relation to borrowing and investment. This is prepared in accordance with the Code of Practice on Treasury Management in Local Authorities. The anticipated strategy is that some new long term borrowing would be required during the year Whilst the use of short term borrowing would initially be cheaper, the use of longer term borrowing would give rise to longer term savings and reduce the refinancing risk in later years (Paragraph 3.5). • Annual Accounts • Audit Scotland's Report: Local Government in Scotland, Performance and Challenges 2017. **17. How detailed are our savings plans and to what extent does this include scenario planning?** • The Joint Executive Officer Team/Corporate Management Group development session in November 2016 featured scenario planning. The outcomes from this are helping to shape our future strategic planning. • Business Management and Improvement Plans and detailed budget process. • The medium term financial plan sets out different scenarios for potential savings requirements • Detailed savings plans with more than one year's detailed revenue budget. • Our Transformation Programme contributes to savings plans.	Greater alignment of financial, asset and human resource priorities, to maximise improvement, and set agenda for further transformations. Update and refine the Medium Term Financial Plan on a rolling basis. Create a new strategic Risk Register, based on review of current and emerging risks across the organisation.

18. What workforce management systems are in place and how are these aligned to other plans? Services take workforce plans into account when constructing Business Management and Improvement Plans. The Business Plan also takes these into account and they inform our actions and priorities for the organisation. • Our Workforce Management Strategy has been in place since 2009. • Workforce planning has been focussed around teachers, hard to fill posts, transformation and the Health & Social Care Partnership. Job families, recruit within (jobs matching) are being progressed. • Focus groups are taking place and a revised workforce plan was considered by Council in December 2017. • Integrated strategy – workforce planning, people strategy, organisational development. A Workforce for the 21st Century. • There is regular workforce monitoring by the Executive Officer Team (EOT) – employment statistics, costs, etc. This Human Resources Management Information is published every six months. • We have well established workforce planning and management provisions to support a reduction in the workforce, predominantly through Vacancy Management and Voluntary Severance/Retirement Schemes with stringent assessments of proposals to fill or delete posts. This examines not only financial implications but also the impact on service delivery, achieving a balanced workforce (impact on capacity to deliver, skills and experience). • We are committed to youth employability programmes with Modern Apprenticeships (MAs), Professional Trainees and Graduate Work Experience Placements linked to transformation. We have regular MA Connections events, MA Graduation and MA of the Year. We achieved the Gold Award for Investors in Young People (IIYP). • We have bronze and silver awards for Healthy Working Lives. • Involved in Carer Positive, See Me, LGBT Network and Equal Pay Audits. • Equality Framework. • Building resilience comes from our positive and proactive approach to Wellbeing and our Learn Innovate Grow organisational development framework. • The cultural focus on building resilience is reinforced through effective leadership, fostering positive employee – manager relations; involving employees in changes and regular and sustained communication through periods of change. • We have adopted the Fair Work Framework to evaluate our employment practices and identify improvements. • Report on Fair Work.	Implement the enabling Human Resources projects relating to: • Job Families – this initiative will simplify the job structure for certain common roles, with flexible role profiles, which will provide clearer career pathways. • Job and Organisation Design and Agile Working. • Recruit Within – this approach to facilitate internal job matching. The ultimate aim is to create a more positive and dynamic approach to changing roles. Revised workforce plan for consideration by Council to reflect the changing nature of work in the council, and maintaining staffing in hard to recruit posts.
19. How have the staff survey results changed over the last five years and what improvements have been made as a result? • The Learn Innovate Grow (LIG) ethos was introduced to reinforce what is important for every one of us, as we negotiate the many challenges emerging for Public Services. • To build this ethos a refreshed framework was developed to support employee development – LIG Development Discussions and also, annually, we conduct our Employee Engagement Survey to gain views and comments from staff. • All of our engagement activities feedback to continually improve communications. • Annual Employee Survey (internal link) results which services act on	Carry out further analysis on employee survey, and take forward actions arising from the analysis, using resources of two temporary engagement officers to support this work.

20. In what way has investing in and rationalising assets been a strategic priority?
- We have a Corporate Asset Management Plan and individual asset streams have approved asset management plans.
- Asset management projects feature significantly in the Transformation Programme, with the Property Transformation Review and the Securing the Future of the School Estate Transformation Review scheduled to optimise the use of our property portfolio, and deliver recurring savings of approximately £2m per annum.
- Roads Asset Plan approved.

21. What rating has been given to the whole of Perth and Kinross' school estate, across primary, secondary and additional support needs sectors?

Primary Schools	73 schools	Condition (A=17.8%, B=67.1%, C=15.1%)
		Suitability (A=32.9%, B=56.2%, C=10.9%)
Secondary Schools	10 schools	Condition (A=40.0%, B=40.0%, C=20.0%)
		Suitability (A=50.0%, B=20.0%, C=30.0%)
Special Schools	1 school	Condition A (100%)
		Suitability A (100%)

Source: Scottish Government School Estates 2016 Supplementary Dataset

22. What improvement measures are in place in response to any residents' satisfaction surveys at a corporate level?
- Review of consultation and engagement by EOT
- Tenant Led Inspections in Housing and Community Safety.

23. How are the Asset management Strategy, the Schools Estate Management Plan and the Roads Asset Management Plan, incorporated into the financial planning process?

- These are incorporated through the setting, monitoring and delivery of the capital programme which is a standing item on the Executive Officer Team agenda. We have a Capital Programme Office and an Asset Management Team which manages the co-ordination of these activities.
- Transformation reviews underway regarding both property asset management, and school estates.

Build on our corporate approach to asset management, with a new asset management plan. Property assets – should be reframed once we have priorities agreed. More development work to be carried out with Elected Members around understanding of statutory responsibilities to spend money wisely.

Focus on facilitating and supporting community asset transfer, with communities which make such requests to the Council.

Theme: Is the Council working well with its Partners?

BVAR Report	Perth & Kinross Council Position	Actions
Inverclyde: Inverclyde Council has demonstrated a commitment to delivering services differently and has a history of working well with partners to deliver local outcomes. Over the last ten years it has been involved in a number of initiatives, including shared services and arm's length external organisations, to change the way it delivers services and there are robust monitoring arrangements for these. There are good examples of how it has actively sought the views of the community and involved the community in decision making. It now needs to consider how to use this experience to help deliver the more demanding requirements of the Community Empowerment Act. The Council and its partners have developed a good base to formally integrate health and social care and it recognises that it needs to overcome challenging issues to progress the City Deal projects. **Renfrewshire**: The council is working closely with its partners to improve local outcomes with a clear focus on intervening early to identify and address potential problems. There are effective arrangements for sharing information to improve how services are provided within the community. Challenges remain in the areas of budget setting for the IJB and how services are provided. The council is an active partner in the Glasgow City Region City Deal and outline business plans have been completed. The council and partners are good at working with and involving communities which provides a positive base for them to go further and fully implement the provisions of the Community Empowerment Act. Partnership working needs to be strengthened and they need to plan their budgets	**23. How does Perth and Kinross Council work with its partners to deliver local outcomes?** • Our new Community Plan/Local Outcomes Improvement Plan was approved by Council on 4 October 2017 (and by the Community Planning Partnership on 6 October 2017). • The Annual Performance Report 2016-17 shows performance against the Community Plan. • Local Action Partnerships/Local Action Plans approved by Council on 4 October 2017. • The Integration of Health and Social Care, with its emphasis on locality working, has been a significant structural and cultural shift for Council and NHS staff. All three Health and Social Care Partnership localities have been developing comprehensive action plans that set out how services will be delivered on a locality basis. • Various Council services, such as Community Learning and Development, have been working on a locality basis for some time, collaborating with and supporting community groups to develop their own solutions to local needs. Several examples of such work (e.g. North Muirton Community Action Plan; Coupar Angus Pride of Place) were highlighted in the 2016 Securing the Future Awards. • The Fairness Commission -.Carried out by the Community Planning Partnership. • Tay Children's Services Plan. • The Community Planning Partnership Executive Officer Group identified the need to build on learning from the 2016 conference. A further conference took place on 15 November 2017. **24. How do outcomes compare to Scotland figures?** Sources of Information: • Local Government Benchmarking Framework • Scottish Neighbourhood Statistics • 2011 Census Scotland • NOMIS – Official labour market statistics • Scottish Public Health Observatory • National Records of Scotland • Scottish Government • Scottish Index of Multiple Deprivation • Joseph Rowntree Foundation • Skills Development Scotland • Datashine Scotland – Census Mapping Tool **25. What challenges do we face in improving outcomes, relating to e.g. economic deprivation, poor health?** • We are aware of inequalities in our area as a result of the work for the Fairness Commission Report. **26. What is our progress to formally integrate health and social care?** • The Integrated Joint Board has been set up and the partnership is fully operational.	The next step for Action Partnerships is to use their area knowledge to further develop Locality Action Plans. Organisational development work with Health and Social Care staff is underway to support locality working. Action Partnerships will develop to ensure that they are engaging fully with wider communities. They are exploring the use of tools such as the Place Standard and National Standards for Community Engagement to support them, as well as the community engagement expertise of the Stronger Communities team, that support the partnerships. Response to Participation Requests with reference to recent near-final Guidance from Scottish Government - work by our Legal and Governance Service is underway to ensure compliance, but this will need to be followed up by the identification of appropriate channels in each Service for logging, acting on, and monitoring the Requests, much as Freedom of Information requests are at present. The Council already conducts public consultation on the Council budget, and this can be combined with the learning from the Participatory Budgeting programme to inform how the Council ensures community input into budget decisions in future. There are opportunities to take a locality approach to a range of budget decisions, most notably where planned spending can be clearly identified as pertinent to a particular locality, such as in parts of the Environment Service. Different models of participatory budgeting are being tested with different communities. It is expected that the learning from these programmes will be used to inform how we achieve the Scottish Government target of at least 1% of the Council budget being subject to participatory methods. Implement a programme of actions arising from the Fairness Commission (shared between the Community Planning Partnership) to demonstrate reduction of inequalities at locality level. Review the implementation of consistent standards for community engagement, consultation and participation across the Council. Self-evaluation for our community planning partnerships. There is more we can do in supporting our action partnerships – including evaluation of current arrangements.

and finances to provide a clearer picture of the overall resources available.	- The Health & Social Care Strategic Commissioning Plan outlines specific plans and priorities for 2016-19. - The Health & Social Care Partnership published its first Annual Report in August 2017. This report outlines progress toward achievement of the national health and wellbeing indicators as well as outlining the key challenges and where we need to improve. - We are working with our partners to take forward the national strategy for Community Justice and are in the process of developing the Local Outcome, Performance and Improvement Plan.	

27. What is our progress with our City Deal projects?
- Establishment of a Joint Committee request went to Council on 16 August 2017 (Report 17/264) for the purposes of progressing and implementing the Tay Cities Deal.

28. How have we involved the community in planning services?
- For the development of the new Community Plan/Local Outcomes Improvement Plan 2017-2027, engagement took place with communities. The new Community Plan was considered by Council on 4 October 2017 (Report 17/322) and by the Community Planning Partnership on 6 October 2017.
- Locality Planning is taking place through Action Partnerships. The active involvement of Community Planning Partner organisations as chairs and lead officers of the Action Partnerships is an opportunity to address local issues that require a multi-agency response, and to do so in collaboration with local community representatives. A report on Local Action Partnerships: Local Action Plans was considered by Council on 4 October 2017 (Report 17/323) and by the Community Planning Partnership on 6 October 2017.
- Participatory Budgeting (PB) – giving the wider public the opportunity to vote on how public funds are spent – was first piloted in Perth and Kinross in 2016 and continues to gain momentum in 2017.
- The Annual Performance Report 2016/17 went to Council on 4 October 2017 (Report 17/321).
- City of Culture Consultation.
- Health and Social Care – Join the Conversation.

29. How robust are our monitoring arrangements for Arm's Length External Organisations and what scoring approach do we use to assess the level of oversight required?
- The Council has three ALEOs: Culture Perth and Kinross, Horsecross Arts Limited and Live Active Leisure. At Scrutiny Committee in April 2017 Members requested assurance on matters such as: performance against the Service Level Agreement and Key Performance Indicators; improvements required to the services the organisation provides; participation levels ; growth opportunities; levels and sources of funding; collaboration with other Arms' Length External Organisations; and governance arrangements.
- Perth and Kinross Council have a lead person, the Head of Public Service Reform, Culture and Community Development, liaising with ALEOs.
- ALEOs are invited to the Scrutiny Committee on a rolling basis with a programme in place for the next year, to account for their performance.
- Improvement actions are clearly identified in corporate and service high level documents.
- Review underway of our arrangements for ALEOs.

Increase level of information we give to support the Scrutiny Committee in their role scrutinising ALEOs.

• The Elected Member Development Programme reflects the changing context of local government and the role of Elected Members in challenging, scrutiny and support of services delivered by Arm's Length External Organisations (ALEOs) and collaborative partnerships with other councils. • The Organised to Deliver section of the Community Plan, sets out actions for how we will proceed as a partnership and also with our communities.	

Theme: Is the Council demonstrating continuous improvement

BVAR Report	Perth & Kinross Council Position	Actions
Inverclyde: The Council has a history of exploring and developing different ways that services are delivered and has identified digital transformation as a key part of delivering differently. The Council has used self-evaluation and service review consistently but this process could be better communicated to Councillors. A range of improvement activity takes place across the Council but it needs to be clearer how this activity makes a difference to the outcomes the Council and its Partners want to achieve. All Partners share the central vision, but the different sets of outcomes and indicators are confusing. The Council needs to set out in more detail what achieving its wellbeing outcomes looks like in the short, medium and long term. **Renfrewshire**: The council has a good record of service delivery but officers recognise that the new council will need to substantially review how future services are provided. Since the last audit, the council has continued to demonstrate a high level of ambition in a challenging political environment. The council has demonstrated a commitment to develop different ways in which services are delivered but more wide ranging change and transformation is required. The council continues to develop how it uses self-evaluation and service	**30. How has culture changed?** • The Council has an Employee Survey which is an opportunity to gauge how staff are feeling at a Council wide and service wide perspective. • The survey helps inform improvement activity on an ongoing basis. • High level of engagement on Learn Innovate Grow activities. • Change in culture through Futures Thinking Sessions • Revised approach to community working through the Stronger Communities Team. • High levels of employee engagement through activities like transformation, Acorn, Angel's Share. **31. How clear is our vision, and how effective is our leadership?** • The Community Plan sets out the Council's shared vision with Partners for Perth and Kinross. • The Council's Business Plan sets out what our whole organisation is working on together and how we are adapting. The Business Plan shows how we continue to support the delivery of our Corporate Plan and Community Plan strategic objectives and sits as part of the Council's Strategic Planning Framework and influences service and team planning. • Leadership roles are evolving to respond to the increasingly complex landscape with Elected Members having an increasingly broader role, overseeing a wide range of service delivery models. They also lead on tackling inequality and health and social care. • A new Organisational Development Framework ensures we harness the talents of our people, based around the Learn Innovate Grow principles. • We have established a comprehensive Transformation Programme to radically address challenges, demands and opportunities and are planning for the longer term financial future through our Medium Term Financial Plan. • We recognise the importance of planning and resource alignment to target the use of limited resources for the best outcomes and this is evident from approaches such as Integrated Resources Framework and Evidence to Success. • ECS School Comparitor. **32. In what way do we have a continuing culture of improvement and how supportive are we in encouraging innovation and new ideas?** • People remain at the heart of everything we do, and we have an ongoing commitment to acknowledge and maintain a collective focus on the connection between leadership, employee engagement and organisational culture. To support this, we have developed a strategic approach to people management, set out in our annual workforce report, the Corporate Workforce Plan and the Corporate Organisational Development Framework; all linked to	Development of a new programme of transformation reviews, learning lessons from the current programme. This new programme will be reported to Council for approval. As we progress our next phase of transformational activity, we will look for opportunities to be more creative and entrepreneurial, and advance our collaborative working agenda with other councils. We will continue to develop our analysis of cost and performance as a driver for change. Through a series of senior managers' development sessions, and engagement with staff such as Business Breakfasts, and open forums with the Chief Executive, we will develop our next stage of strategic priorities; and these will be articulated in a new Corporate Plan and an updated Council Business Plan. Our Revenue and Capital Budget will continue to be monitored regularly, and reported quarterly to the Strategic Policy and Resources Committee, and we will update our medium term financial planning assumptions in preparation for future budget processes. The Council will determine any revisions to the budget process going forward. Extend embedment of Organisational Development Framework across the organisation. Cultural change needs to support continuous improvement. Further development work to ensure intent based leadership and authorising environment are consistent across the organisation. Consider greater involvement of Elected Members in terms of self-evaluation. Challenge across the Council – embed systematic performance challenge for all Council and Partnership activities. Using partners and stakeholders as a matter of course in challenge and peer review. Develop processes to challenge the performance of areas where meaningful benchmarking or market comparisons are difficult to achieve. Use of comparison – Embed the use of benchmarking across

reviews to improve how services are delivered.	the Transformation Strategy. • Our' Learn Innovate Grow' ethos reinforces what's important for every one of us, as we negotiate the many challenges emerging for Public Services. • New Workforce Planning Strategy going to Council in December 2017. • Our Annual Performance Report includes key case studies which highlight new innovations from services across the Council and our partners. • The Council hosts the 'Securing the Future Awards' annually. Securing the Future is an opportunity for staff to put forward projects which has made a difference to people across Perth and Kinross and or have improved the efficiency of the Council. The awards recognise the valuable contribution staff make and helps create an environment which fosters innovation. • The Angel's Share is an opportunity for staff to seek funding for projects which will help change the lives of the communities we serve.	organisational and partnership activities.

33. How do we compare ourselves to other councils?
- We use benchmarking to examine the cost and performance of our services, to understand variation between ourselves and others, and to help inform our continuous improvement.
- We are involved in a wide range of formal and informal benchmarking with other councils which includes the Local Government Benchmarking Framework and family groups - this is a key tool we use to compare our performance to that of other local authorities.
- We also benchmark through a range of other organisations such as Association of Public Service Excellence (APSE), SOCITM, Chartered Institute of Public Finance and Accountancy.
- Across the services there are a number of national networks of colleagues who hold similar roles which are an opportunity to share innovations and seek out best practice.
- The Housing Service undertake benchmarking through the Scottish Housing Best Value Network (SHBVN) as well as through Housemark.

Ensure systematic and Council wide use of self-assessment, drawing on sector good practice such as PSIF, EFQM and How Good is Our Council etc.

34. How constructive are our relationships between officers and councillors?
- As part of the political management system there is regular scheduled between members and officers. The Council has regular working groups as well as short life working groups to give officers political guidance in policy development.
- The Chief Executive has weekly meetings with the political groups in the Council to discuss upcoming committee reports as well as horizon scan on some of the challenges facing the Council.
- Elected Members are able to discuss any issues with officers as they arise.

Options Appraisal – ensure this is mainstreamed across all parts of the Council of provision which recognises the sector context, risks and opportunities. Engage with partners in options appraisal with an ongoing dialogue with businesses and stakeholders to understand the operating environment and to identify effective and sustainable options.

35. How regular and balanced is our reporting to the public and councillors?
- The Council reports on the Corporate Plan and Community Plan/SOA on an annual basis. The report is a high level evaluation on how the partnership is working to improve outcomes for our communities.
- Service Improvement Plans are part of the Business Management and Improvement Plans which are published annually with a six monthly update.
- There may also be improvement plans linked to inspections.
- Challenge processes – Business Management and Improvement Plans are scrutinised by the Executive Officer Team, Service Committees, Elected Members and the Scrutiny Committee.
- The Evidence Portal contains background information supporting the results of Perth and Kinross Council's annual self-evaluation process and public performance report.

- There is a [revised approach to scrutiny](#) (internal link) following a review by the Scrutiny Committee which addresses the issue of focussing attention and key areas of concern.
- All reports are publically available on the [Council's website](#). The reports can be translated on request to make them more accessible.

36. **In what way do we use self-evaluation and how is this communicated to councillors?**
    - `How good is our Council?` - is the self-evaluation tool used across the Council
    - This self-evaluation helps inform our BMIP development. There is a high level overview of performance against the corporate and community plan annually through the [Annual Performance Report](#) and the annual update to the Business Plan. [Business Management and Improvement Plans](#) are annual with a review six monthly, and these are reported to council committees.
    - The Corporate Strategic Planning and Improvement Team give support to services on HGIOC, formally through the Performance, Planning and Risk Group and ad hoc as required.
    - Change initiatives are aligned and integrated with the budget setting process and strategic priorities through detailed budget review group sessions.
    - The [Business Plan](#) has improvement actions with timescales and a Red/Amber/Green (RAG) status. [Business Management and Improvement Plans](#) also have progress updates with timescales.
    - We are currently reviewing our performance management arrangements to include a wider 'dashboard' arrangement. Community Planning performance monitoring with partners has moved to this approach via our Outcome Delivery Groups. This has been pioneered via the Children, Young Persons and Families Partnership.
    - The Council and its Community Planning Partners have undertaken self-evaluations to look at children centred outcomes.
    - [Quality of Life Indicators –](#) These were developed as part of the Council's Corporate Sustainable Development Framework and were specifically chosen to monitor progress against the council's Principles for Sustainable Development. They give a snapshot of quality of life across Perth and Kinross at one moment in time using the most recently available data.
    - [Housing Service Performance](#).- This is an analysis of housing performance with results reported to tenants.
    - The annual Attainment and Achievement Report that goes to LLC and Scrutiny in November.

37. **What history have we of exploring and developing different ways of service delivery?**
    - The [Tayside Procurement Consortium](#) (TPC) is a collaborative public sector procurement organisation created by the three Tayside councils and leads on procurement strategy and policy for the three councils. The [TPC Procurement Strategy 2015–20](#) was revised and updated in [November 2016](#) to reflect the requirements of section 15 of the [Procurement Reform (Scotland) Act 2014](#).
    - The Council is midway through its [Transformation Strategy 2015-20](#) which puts an emphasis on exploring new ways to delivering services. The programme was in the process of 33 reviews at the most recent update report in [February 2017](#).
    - ALEOs – newest is Culture Perth and Kinross. There is currently a review of our ALEO arrangements.
    - There is a new joint board for Tay Cities Deal.
    - There are new organisational arrangements for integrated children's

Review the current `How Good is Our Council` approach to self evaluation to ensure it is fit for purpose

Conclude the review of ALEO arrangements

services, managed across Tayside by the three councils.
- We have a programme of 10 areas under review with our neighbouring councils, examining opportunities for collaboration
- Culture of leading change through collaboration– Tay Cities Deal, Children's Services across Tayside.
- Homes First, Review of Libraries, redesign of Early Years. Now moving to collaboration with partners and other colleagues.

38. **In what way is digital transformation a key part of how we deliver differently?**
- Digital transformation is part of the wider Transformation Strategy – key activities include Corporate Digital Platform, Online Digital Services, Mobile Working and Open Data.
- There is an ongoing corporate rollout of mobile working; trials have taken place in TES.
- Perth and Kinross Council is making use of the opportunities mygov.scot brings to deliver and apply for services online.
- Branded 'MyPKC' citizens can now report road and street lighting issues as well as report missed bin collections. The Council will be expanding the list of services available on this portal.
- As part of the Council's commitment to transparency we are developing an open data portal to give citizens access to non-personal and non-restricted data.
- Other innovation the Council is seeking to utilise is using Hybrid Mail to deliver letters to citizens more efficiently, and make more that £100,000 in savings per annum