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Council Building
The Atrium
137 Glover Street
Perth
PH2 0LQ

08 June 2016

A Meeting of the **Scrutiny Committee** will be held in the **Gannochy Suite, Dewars Centre, Glover Street, Perth, PH2 0TH** on **Wednesday, 15 June 2016** at **14:00**.

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

BERNADETTE MALONE
Chief Executive

Those attending the meeting are requested to ensure that all mobile phones and other communication devices are in silent mode.

Members:

Councillor Alexander Stewart (Convener)
Councillor Barbara Vaughan (Vice-Convener)
Councillor Dave Cuthbert
Councillor Dave Doogan
Councillor John Flynn
Councillor Alistair Munro
Councillor Anne Younger

Scrutiny Committee

Wednesday, 15 June 2016

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/SUBSTITUTES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTE OF MEETING OF SCRUTINY COMMITTEE OF 20 APRIL 2016 FOR APPROVAL AND SIGNATURE 5 - 10**
- 4 MATTERS ARISING**
- 5 EDUCATION AND CHILDREN'S SERVICES JOINT BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2016/17 AND ANNUAL PERFORMANCE REPORT 2015/16 11 - 58**

Report by Director (Education and Children's Services) (copy herewith 16/225)

NOTE: The above report was also submitted to the meeting of the Lifelong Learning Committee on 25 May 2016.
- 6 THE ENVIRONMENT SERVICE JOINT BUSINESS MANAGEMENT AND IMPROVEMENT PLAN AND ANNUAL PERFORMANCE REPORT 59 - 104**

Report by Director (Environment) (copy herewith 16/238)

NOTE: The above report was also submitted to the meetings of the Environment Committee and the Enterprise and Infrastructure Committee on 1 June 2016 and the Community Safety Committee on 8 June 2016.

7 HOUSING AND COMMUNITY CARE JOINT BUSINESS 105 - 160
MANAGEMENT AND IMPROVEMENT PLAN AND ANNUAL
PERFORMANCE REPORT

Report by Director (Housing and Social Work) (copy herewith 16/232)

NOTE: The above report was also submitted to the meeting of the Housing and Health Committee on 25 May and the Community Safety Committee on 8 June 2016.

8 CORPORATE AND DEMOCRATIC SERVICES ANNUAL 161 - 176
PERFORMANCE REPORT 2015/16

Report by the Depute Chief Executive, HCC (Corporate and Community Development Services) and Chief Operating Officer (copy herewith 16/265)

NOTE: The above report will also be submitted to the Strategic Policy and Resources Committee on 15 June 2016.

9 ANNUAL GOVERNANCE STATEMENT 177 - 190

Report by Head of Legal and Governance Services (copy herewith 16/274)

10 FOI PERFORMANCE REPORT 2015 191 - 198

Report by Head of Legal and Governance Services (copy herewith 16/275)

11 GOVERNANCE AND SUPPORT OF THE COUNCIL'S 199 - 226
TRANSFORMATION PROGRAMME

Report by Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (copy herewith 16/269)

NOTE: The above report will also be submitted to the Strategic Policy and Resources Committee on 15 June 2016.

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SCRUTINY COMMITTEE

Minute of meeting of the Scrutiny Committee held in the Gannochy Suite, Dewar's Centre, Glover Street, Perth on Wednesday 20 April 2016 at 2.00pm.

Present: Councillors A Stewart, B Vaughan, D Cuthbert, J Flynn, A Munro and A Younger.

In Attendance: B Renton, K McNamara, C Jolly and R Laurensen (all the Environment Service); S Devlin and J Chiles (both Education and Children's Services); B Atkinson, A Taylor, M Mitchell (up to and including Art 317) and G Dawson (up to and including Art 315) (all Housing and Community Care); G Taylor, L Simpson, K Donaldson, L Potter and H Rheinallt (all Corporate and Democratic Services).

Apology: Councillor D Doogan.

Councillor A Stewart, Convener, Presiding

310. WELCOME AND APOLOGIES / SUBSTITUTES

The Convener welcomed all those present to the meeting and an apology was noted as above.

311. DECLARATIONS OF INTEREST

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

312. MINUTE OF PREVIOUS MEETING

The minute of meeting of the Scrutiny Committee of 10 February 2016 (Arts. 90-97) was submitted, approved as a correct record and authorised for signature.

313. MATTERS ARISING

There were no matters arising.

314. MODERNISING PERFORMANCE REPORTING REVIEW – GUIDING PRINCIPLES

There was submitted a report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (16/173), making proposals for a set of guiding principles to steer the Modernising Performance Reporting Transformation review, and to be used to inform the final business case to implement transformational change to performance reporting as a result of the review.

In response to a query from Councillor Cuthbert regarding authorisation required before the Council's performance information is reported, K McNamara provided assurance that performance information will be authorised at the appropriate level, ensuring it can be provided as quickly as possible.

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Councillor Munro commented on the importance of providing training for elected members on changes to performance reporting. C Jolly advised that there is a planned engagement event for elected members, with details to be circulated in due course.

Councillor Younger highlighted the importance of including an element of human analysis in performance reporting.

In response to a query from Councillor Vaughan on the importance of continuing to focus on quality of services where appropriate, and of ensuring that any performance information is easily understood by the public, K McNamara provided assurance that her points would be taken into consideration.

Resolved:

- (i) The proposed principles, as detailed in Report 16/173, be approved.
- (ii) The Depute Chief Executive (Sustainability, Strategic and Entrepreneurial Development) be requested to submit a progress report on the modernising performance reporting review to a future meeting of the Scrutiny Committee.

315. LOCAL GOVERNMENT BENCHMARKING FRAMEWORK VARIANCE AND COMPARISON REPORT 2014/15

There was submitted a report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (16/174), presenting the Committee with a summary of Perth and Kinross Council's performance during 2014/15 against the Local Government Benchmarking Framework indicators published by the Improvement Service on 29 January 2016.

In response to a query from Councillor Cuthbert regarding the comparability of figures used in the Local Government Benchmarking Framework indicators, K McNamara advised that the indicators are not audited, which continues to raise concerns, however, he provided assurance that this is being worked on.

Councillor Cuthbert expressed concern with regard to the increase in rent arrears. A Taylor provided assurance that work is being done to reduce rent arrears, with the pace of increase already reduced. In response to a further query from the Convener, A Taylor advised that rent arrears can be due to a number of factors and therefore a range of discretionary measures have been taken. B Atkinson further commented that a key aspect of the action plan to tackle rent arrears is early intervention.

In response to a query from Councillor Cuthbert regarding Council Tax collection rates, A Taylor responded that the increased cost of collection is due to the addition of customer service centre costs to the indicator, however, the cost of collection continues to decrease. Councillor Younger highlighted the importance of ensuring that the costs attributed to the collection of Council Tax reflected the amount of time spent by the customer service centre on this issue.

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Councillor Vaughan commented on the importance of considering the indicators in the report in conjunction with the National Benchmarking Overview Report. B Renton provided assurance that the Improvement Service is continually reviewing the best way to provide indicators.

Resolved:

- (i) The Local Government Benchmarking Framework results for 2014/15 and explanations of performance, as detailed in Appendix 1 to Report 16/174, be noted.
- (ii) It be noted that the Local Government Benchmarking Framework results will be used to inform the development of the Council's wider performance management and planning framework.

G DAWSON LEFT THE MEETING AT THIS POINT

316. SUMMARY REPORT ON CARE INSPECTORATE AND HMI INSPECTIONS

There was submitted a report by the Director (Education and Children's Services) (16/175), (1) providing the Committee with an overview of the performance of Education and Children's Services inspected and reported over the past year, since the previous report of this type, by the Care Inspectorate and Her Majesty's Inspectorate (HMI); and (2) setting out the Service's approach to implementing improvement actions arising out of the inspection.

S Devlin highlighted that the Education (Scotland) Act 2016 confers revised duties on local authorities and therefore updates to the school improvement framework will be required.

In response to a query from Councillor Stewart regarding self-evaluation in schools, S Devlin responded that schools are expected to carry out self-evaluation against their core quality indicators and standards, which are the same as those used by Education Scotland (HMI).

Councillor Cuthbert referred to Appendix D, in respect of the quality indicator Meeting Learning Needs in particular. S Devlin responded that other schools achieving very good or excellent indicators are currently being looked at, in order to improve the Council's own practice.

Councillor Vaughan highlighted the infrequent nature of inspections carried by Education Scotland (HMI), commenting that this made the statistics difficult to use. S Devlin advised that once clarity on the number of inspections carried out in the future is obtained, another way of measuring performance would be considered if necessary. Councillor Vaughan commented further regarding the possibility of a joint meeting of the Executive Sub-Committee of Lifelong Learning and the Scrutiny Committee for considering reports of this type.

Resolved:

The contents of Report 16/175 be noted.

317. AUDIT SCOTLAND: PROCUREMENT IN COUNCILS: IMPACT REPORT

There was submitted a report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (16/176), providing the Committee with an update on the report published by the Accounts Commission in February 2016, on the impact of the Audit Scotland report, 'Procurement in Councils' (2014).

In response to a query from Councillor Vaughan, M Mitchell responded that an appropriate balance is struck while managing procurement, and that there is a ten point plan to enable businesses to respond tenders. She commented that new legislation coming into effect on Monday 25 April 2016 will make the self-certification process of procurement standard across Europe and more convenient for those making tender submissions.

In response to a query from Councillor Cuthbert regarding resources, M Mitchell provided assurance that procurement teams across the Council are sharing procedures and knowledge.

Resolved:

The contents of Report 16/176 be noted.

M MITCHELL LEFT THE MEETING AT THIS POINT

318. IMPLEMENTATION OF RECOMMENDATIONS FROM THE FIFTH SCRUTINY REVIEW CHARGING FOR COUNCIL SERVICES

There was submitted a report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (16/177), (1) providing an outline of the Fifth Scrutiny Review (Charging for Council Services); and (2) providing the Committee with an update on the implementation of the recommendations which were detailed in the final report of 28 January 2015.

In response to a query from Councillor Cuthbert regarding the availability of data on service charges, K McNamara responded that obtaining data on customer feedback and benchmarking would require extra work to be carried out, however, this will be considered. Councillor Vaughan commented that it would be useful if the impacts of charges could be reported to Committees, with an explanation provided for any impact which cannot be measured. The Convener responded that a certain amount of information on impacts of charges will be contained in the annual charging reports to the Committees.

Resolved:

- (i) The work undertaken within the Services to implement the recommendations in the Fifth Scrutiny Review, as detailed in Section 2 of Report 16/177, be noted.
- (ii) The rolling programme of reviews to be undertaken, as detailed in Appendix 3 of Report 16/177, be noted.

PERTH AND KINROSS COUNCIL
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20 APRIL 2016

319. SCRUTINY COMMITTEE FORWARD PLANNER 2016/17

There was submitted a report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (16/178), presenting the Committee with a forward planner for scrutiny at Perth and Kinross Council during 2016/17.

C Jolly advised members that the Adult Protection Committee Standards and Quality Report will be submitted to the Committee following the June meeting, to fit in with the biennial report submitted to the Scottish Government. Lisa Simpson further advised that reports on Horsecross Arts, Live Active Leisure, and Culture Perth and Kinross will be submitted to the Committee twice a year, and reports on the Perth and Kinross Health and Social Care Integration Joint Board will be submitted to the Committee at least twice a year.

Councillor Vaughan highlighted the usefulness of the rolling programme, and suggested that other Committees adopt the same approach. The Convener indicated his agreement and commented on the benefits of a report of this nature.

Resolved:

The outline Scrutiny Committee Forward Planner, attached as Appendix 1 of Report 16/178, be noted.

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**PERTH AND KINROSS COUNCIL**

**Lifelong Learning Committee – 25 May 2016**  
**Scrutiny Committee – 15 June 2016**

**Education and Children's Services**  
**Joint Business Management & Improvement Plan 2016/17**  
**and Annual Performance Report 2015/16**

**Report by Director (Education and Children's Services)**

**PURPOSE OF REPORT**

This report presents the Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16 for Education and Children's Services.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 Service Business Management and Improvement Plans and Annual Performance Reports are a core element of the Council's Service Planning Framework.
- 1.2 This report presents the Education and Children's Services Annual Performance Report for the period 2015/16 and the Business Management and Improvement Plan for the period 2016/17.
- 1.3 The Education and Children's Services Business Management and Improvement Plan sets out the key Service priorities which will be delivered to ensure better outcomes and contribute to the delivery of the Council's five strategic objectives and key local outcomes as set out in the Perth and Kinross Corporate Plan 2013/18.
- 1.4 The Education and Children's Services Annual Performance Report 2015/16 reviews Service progress over the past year in meeting the targets and commitments set out in Education and Children's Services Business Management and Improvement Plan 2015/16.

**2. PROPOSALS**

- 2.1 The Service continues to make good progress to support vulnerable children and families, raise achievement for all, improve the quality of life for individuals and communities and to enable the delivery of high quality public services.
- 2.2 To ensure that we continue to improve outcomes and that we have the capacity to respond effectively to increasing demand within a challenging financial and policy environment, the Education and Children's Services Business Management and Improvement Plan 2016/17 sets out the key areas of focus for the year ahead, which include: Early Learning and Childcare,

embedding Getting It Right For Every Child including Named Persons; Raising Attainment for All; Developing Scotland's Young Workforce; delivering the strategic priorities for Sport and Culture; and supporting Community Empowerment.

- 2.3 The Service also has an ambitious programme of transformation projects linked to the four pillars of public sector reform, and incorporating service review and design, workforce development, asset management and stakeholder engagement.

### 3. CONCLUSION AND RECOMMENDATIONS

- 3.1 The Joint Business Management and Improvement Plan and Annual Performance Report, details progress against the Service's targets and improvement actions over the last year and sets out how the Service will take forward the strategic objectives and local outcomes set out within the Corporate Plan 2013/18.
- 3.2 It is recommended that the Lifelong Learning Committee approves the Education and Children's Services Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16.
- 3.3 It is recommended that the Scrutiny Committee scrutinises and comments as appropriate on the Education and Children's Services Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16.

#### Author(s)

| Name         | Designation         | Contact Details                                                      |
|--------------|---------------------|----------------------------------------------------------------------|
| James Chiles | Performance Officer | <a href="mailto:jchiles@pkc.gov.uk">jchiles@pkc.gov.uk</a><br>x75505 |

#### Approved

| Name          | Designation                                  | Date       |
|---------------|----------------------------------------------|------------|
| Sheena Devlin | Director (Education and Children's Services) | 10/05/2016 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### 1.1 Community Plan / Single Outcome Agreement

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

#### 1.2 Corporate Plan

The Perth and Kinross Community Plan 2013-2023 and Perth and Kinross Council Corporate Plan 2013/2018 set out five strategic objectives:

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

This report relates to all objectives.

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

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

## 2. Resource Implications

### Financial

2.1 N/A

### Workforce

2.2 N/A

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

2.3 N/A

## 3. Assessments

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. The Equality Impact Assessment undertaken in relation to this report can be viewed clicking [here](#).

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

### Strategic Environmental Assessment

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

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

### Sustainability

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

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

### Legal and Governance

3.4 N/A.

## Risk

Risks are identified as part of the BMIP process.

### **4. Consultation**

#### Internal

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

#### External

- 4.2 N/A.

### **5. Communication**

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

## **2. BACKGROUND PAPERS**

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

## **3. APPENDICES**

- Appendix 1: Education and Children's Services. Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16





# **EDUCATION AND CHILDREN'S SERVICES**

## **BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2016/17**

**&**

## **ANNUAL PERFORMANCE REPORT 2015/16**

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| <b>Promoting a prosperous, inclusive and sustainable economy</b><br>A thriving, expanding economy                                                                                                                                                                                                      | <b>16</b> |
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## INTRODUCTION

### Welcome to The Education and Children's Services Business Management and Improvement Plan 2016/17 & Annual Performance Report 2015/16.

This plan sets out the key actions which will be delivered by Education and Children's Services in 2016/17 to ensure better outcomes for everyone in Perth and Kinross, and contribute to the delivery of the Council's five strategic objectives. It also allows us an opportunity to reflect on the progress we have made in 2015/16, and report on our performance against the identified performance indicators.

A key focus for our work is on early intervention and prevention, based on our Early Years Strategy, embedding the principles of GIRFEC and meeting the responsibilities of the Children and Young People (Scotland) Act 2014. The Education (Scotland) Act brings new responsibilities and opportunities, and a renewed and sharper focus on raising attainment for all, and we remain committed to delivering equity and enabling inclusion in all of our services. The Community Empowerment (Scotland) Act also sets out the context of how we achieve the outcomes we desire.

Changing demographics and trends in need, pressures on resources, and a range of new legislation require careful planning, and are being addressed through an ambitious transformation programme, based on innovation, creativity and flexibility in service delivery and incorporating service design, workforce development, asset management and stakeholder engagement. Partnership working increasingly underpins the delivery of our services, and we recognise the importance of involving communities and working with them to achieve their own goals and aspirations.

We remain committed to ensuring that children and young people are safe, healthy, achieving, nurtured, active, respected, responsible and included and that they and their families receive the help they need, when they need it, drawing on the best available evidence to inform our actions.

**Sheena Devlin**  
Director (Education and Children's Services)

**John Fyffe**  
Senior Depute Chief Executive

## VISION, STRATEGIC OBJECTIVES AND LOCAL OUTCOMES

### THE COUNCIL'S VISION

The Council's Corporate Plan clearly sets out the vision for our area, our communities and our people.

*"Our vision is of a confident and ambitious Perth and Kinross with a strong identity and clear outcomes that everyone works together to achieve. Our area will be vibrant and successful; a safe, secure and healthy environment; and a place where people and communities are nurtured and supported."*

### THE COUNCIL'S STRATEGIC OBJECTIVES

From the vision, there are five strategic objectives which inform decisions about policy direction and budget spending. Education and Children's Services will play a key role in the delivery of all strategic objectives and lead on the following Strategic Objectives and Local Outcomes.

#### Giving every child the best start in life

- Children have the best start in life
- Nurtured and supported families

#### Promoting a prosperous, inclusive and sustainable economy

- A thriving, expanding economy

#### Creating a safe and sustainable place for future generations

- Attractive, welcoming environment
- Resilient, responsible & safe communities

#### Developing educated, responsible and informed citizens

- Young people reach their potential
- People are ready for life and work

#### Supporting people to lead independent, healthy and active lives

- Longer, healthier lives for all

# GIVING EVERY CHILD THE BEST START IN LIFE

## SERVICE NET CONTRIBUTION: £27,565,000

Improving outcomes for children and young people is the core business of Education and Children's Services. Our focus is to ensure that children and their families receive appropriate experiences and support to best meet their needs.

The Children and Young People (Scotland) Act 2014 informs our approach to giving every child the best start in life. Our Early Years Strategy and the principles of Getting it Right for Every Child (GIRFEC) aim to ensure that we provide children and young people with the best possible start and that, together with our partners, we intervene at the earliest possible point and provide the appropriate support to address issues or concerns where required.

There are challenges in being able to respond to the needs of some of the most vulnerable children and young people whilst maintaining high quality universal services. In order to ensure we keep children in Perth and Kinross safe and protected, and to promote their wellbeing, we work in partnership to provide holistic support to families to cope with the challenges they may face in their daily lives. This is informed by the Integrated Children's Services Plan and the Child Protection Committee Improvement Plan. Together with the Early Years and Parenting Strategies our approach seeks to enable children and young people to remain in their own homes and community wherever possible and to achieve their potential.

## Children have the best start in life

### Performance Summary 2015/16

Our services have received very positive inspection results, with Early Learning and Childcare, Support Services, Residential Care and Fostering and Adoption Services being consistently rated as *Good* or *Very Good*, and several receiving the highest possible rating of *Excellent*. These inspection reports evidence our commitment to support and protect vulnerable children and families and allow us to identify areas for development in order to support the agenda of continuous improvement in all of our services.

The provision of 600 hours of free Early Learning and Childcare to 3-5 year olds has now been extended to include defined groups of 2 year olds, including children who are in need of protection or who are looked after, and has been very successful. This has been aided by consultation with parents to more fully understand the requirements and to provide adequate flexibility and choice. The increasing number of centres and staff providing childcare places has enhanced the options available to parents, and has been of particular benefit to families outwith Perth City.

Feedback from parents and carers continues to be very positive, with almost all of them expressing confidence in the care provided to their child at Kids Clubs (95%) and Playstart crèches (100%).

### Focus for 2016/17

- We will plan for any necessary expansion of **Early Learning and Childcare** provision, encouraging the uptake of Strong Start places, retaining flexible provision options and quality evaluations by inspection agencies for our own and partner provider provision.
- To further help us plan and prioritise our services and undertake effective early intervention where it is most needed, we will collect, analyse and use information on the **developmental milestones** of children before they start Primary 1.

- We will continue to embed **GIRFEC** with a focus on improving the sharing of information relating to the wellbeing of children and young people and continuous improvement in the assessment and planning to meet their needs.
- We will work to maintain and continue to improve timescales in **Permanence Planning** for looked after children, helping children to reach positive destinations sooner.

## Key Performance Indicators

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Performance             |       |       |       | Targets |     |       |       |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------|-------|-------|---------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 13/14                   | 14/15 | 15/16 | Trend | 15/16   | RAG | 16/17 | 17/18 | 22/23 |
| % of children meeting expected developmental milestones when entering primary school (Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Data not yet available. |       |       |       |         |     |       |       |       |
| All nursery staff received training in the use of the developmental milestones with a view to supporting children towards meeting them during session 2015-16 where appropriate. There is an expectation that all schools and partner provider centres will complete the developmental milestone tool in May 2016 for all children who are due to start P1 in August 2016. Data will be collated at the centre and used to measure percentages of children who are meeting their milestones and also to provide a picture where particular needs lie across the authority, leading to more targeted interventions. |                         |       |       |       |         |     |       |       |       |
| Number of childcare places provided (Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | -                       | 6,742 | 6,738 | ➔     | -       | ●   | 6,700 | 6,700 | 6,700 |
| Childcare Places fluctuate throughout the year subject to demand in local communities. Childminding pre-registration courses have been reviewed to include an “Introduction to Childminding” and potential childminders now have a better understanding before committing to the full 2 day course or 4 evenings course. Further course dates have been planned for 2016/17.                                                                                                                                                                                                                                       |                         |       |       |       |         |     |       |       |       |
| % of parent/carers who are confident with the level of care their child receives at their Kids Club                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 94%                     | 96%   | 95%   | ➔     | 95%     | ○   | 95%   | 95%   | 95%   |
| Parental confidence remains high and on target in Kids Clubs and Wraparound Care services. The response rate was significantly higher this year with 328 parents responding (41% response rate), to an online survey. This year 4 parents indicated they were not confident and 12 were not sure. Individual Kids Clubs will use the data received to address concerns through a local service action plan and distributed to parents.                                                                                                                                                                             |                         |       |       |       |         |     |       |       |       |
| % of parent/carers who are confident with the level of care their child receives at a Playstart crèche                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 98%                     | 100%  | 100%  | ⬆     | 95%     | ○   | 95%   | 95%   | 95%   |
| 75% of parents surveyed strongly agreed and 25% agreed. The team are committed to improvement, and feedback from the survey has identified actions for the service to maintain levels of satisfaction.                                                                                                                                                                                                                                                                                                                                                                                                             |                         |       |       |       |         |     |       |       |       |
| Average number of placement moves experienced by Looked After 5 year olds in a rolling year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1.07                    | 0.86  | 1.26  | ⬇     | 2       | ○   | 2     | 2     | 2     |
| The number of children and young people who experience no additional moves after becoming looked after is increasing. There will continue to be a strong focus on careful matching of children and young people with carers who are able to meet their needs in order to reduce the need for additional moves. Overall, this is a positive picture in terms of meeting statutory timescales and indicates the results of robust permanence planning for looked after children.                                                                                                                                     |                         |       |       |       |         |     |       |       |       |

Trend (3 year) Performance has: ↑ Significantly improved → Remained broadly the same ↓ Significantly deteriorated – Not applicable

RAG ○ On Target ● Not on target ● Not available

# Nurtured and supported families

## Performance Summary 2015/16

The Evidence2Success programme, aimed at improving outcomes for children and young people, is progressing well.

- The Family Nurse Partnership is now fully operational, and has been independently evaluated as one of the most effective programmes to improve outcomes for first time teenage mothers and their babies.
- The Incredible Years Pre-school Parenting Programme has delivered improvements in behaviour, social and emotional concerns for children aged 3 years and increased their 'school readiness', with a reduction in high risk and borderline behavioural concerns affecting children, from 66% to 13% of the cohort by the end of the programme.
- The Strengthening Families Programme is having a positive impact on family relationships and communication skills, which will support the young people to manage challenges in their teenage years and make positive choices regarding substance misuse as they get older.
- We reviewed the work of the Gowans Family Centre and the Early Years team and have begun to refocus the nature of these services by working in local communities and targeting families in pregnancy and younger children.
- We have augmented the Kinship Care Team and improved the support to Approved Kinship Carers. The proportion of children who are looked after in kinship care continues to grow.

The Perth and Kinross Parenting Strategy 2015-2019 sets out the wider objectives and priorities that have been established to support parents.

The Multi-Agency Screening Group (MASG) reinforces close working relationships between Education and Children's Services staff, Police Scotland and Health services to ensure early intervention and timely support for children and families. Improvements via a MASG Review have been implemented.

The annual Child Protection schools survey, which included over 2,600 pupils from across Perth and Kinross, including Independent Schools, confirms that children and young people feel well supported, and almost all report that they are confident that they will receive help and support when they need it.

## Focus for 2016/17

- We will establish a sustainable funding model for continued delivery of the evidence-based programmes of **Evidence2Success**, to support the safe and healthy development of children and young people.
- We will implement the actions identified in the **Perth and Kinross Parenting Strategy 2015-2019**, enabling appropriate support to families to facilitate healthy physical and emotional development in children.
- We will establish and implement an **Improving Emotional Wellbeing Collaborative**; to work on improving the emotional wellbeing of 11-15 year olds.
- We will work to secure continuous improvement in the assessment, approval, and review of **Kinship Carers**; supporting their role in providing secure and nurturing care for our looked after children.
- We will continue to develop our **Early Years services** for vulnerable families in localities and focus support pre-birth to 2 years.

- We will further develop the work of the MASG to ensure the prompt sharing of concerns about children's wellbeing with Named Persons and to assist in the provision of **early help and support** to children, young people and families.

## Key Performance Indicators

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Performance                   |       |       |       | Targets        |     |       |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------|-------|-------|----------------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 13/14                         | 14/15 | 15/16 | Trend | 15/16          | RAG | 16/17 | 17/18 | 22/23 |
| % of children successfully reintegrated full time into their mainstream class from a nurture provision (Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | -                             | 35%   | -     | -     | 40%<br>(14/15) | ●   | 75%   | 90%   | 90%   |
| This is not comparable to previous years as the calculation method has changed. This is now calculated as the percentage of children successfully integrated based on whole number receiving Nurture provision during the year. Previously this did not include those who had received more than 1 year of provision.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                               |       |       |       |                |     |       |       |       |
| Number of people involved in family learning and parenting programmes (Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | -                             | 416   | 509   | ↑     | 450            | ○   | 450   | 450   | 450   |
| These figures reflect an increase in the number of families the Service has worked with in 2015-16 and reflects the better coordination of family learning and parenting programmes across localities. Sustained delivery of E2S programmes (12 Strengthening Families programmes and 33 Incredible Years programmes delivered) has also contributed to an increase in numbers. There has also been delivery of Infant Massage programmes as part of the Parenting Strategy action plan, Family clubs and holiday activities in localities and more evidence based groups.                                                                                                                                                                                                                                                   |                               |       |       |       |                |     |       |       |       |
| % of initial child protection case conferences within timescales                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 31%                           | 49%   | 58%   | ↑     | 65%            | ●   | 70%   | 75%   | 75%   |
| The percentage of Initial Child Protection Case Conferences is improving incrementally as a result of improvements in the scheduling and monitoring of performance. Performance remains below target however case review indicates that appropriate and timeous actions are taken to ensure that children and young people are protected and made safe irrespective of the scheduling of case conference. The actions to improve performance in this area will reflect the complex multi-agency nature of case conferences and will be considered by the Child Protection Committee to drive forward continued progress across services.                                                                                                                                                                                     |                               |       |       |       |                |     |       |       |       |
| % of Unborn Baby Initial Case Conferences held within timescales in line with revised national guidance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | New indicator for 2015/16     |       | 58%   | -     | -              | ●   | 75%   | 80%   | 85%   |
| This is a new baseline measure for 2015/16 and 7 out of 12 Unborn Baby Initial Child Protection Case Conferences were within timescales in 2015-16. Over the last year the NHS Tayside Unborn Baby Protocol has been revised accompanied by strategies to ensure a comprehensive assessment of risk can be completed earlier.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                               |       |       |       |                |     |       |       |       |
| % of child protection review case conferences within agreed timescales                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Revised indicator for 2015/16 |       | 58%   | -     | 90%            | ●   | 95%   | 95%   | 95%   |
| The timeous scheduling of Review Child Protection Case Conferences has been impeded by a number of factors including re-scheduling meetings to accommodate all key agencies and parents, and school holiday periods. Monitoring will now take place weekly and a range of improvement measures have commenced from April 2016. The actions to improve performance in this area will reflect the complex multi-agency nature of case conferences and will be considered by the Child Protection Committee to drive forward continued progress across services. The measurement of this indicator will change in 2016/17 to measure review case conferences which take place within 10 days of the target timescale, which allows for some flexibility in scheduling while retaining a focus on regular and inclusive reviews. |                               |       |       |       |                |     |       |       |       |

**Trend (3 year)** Performance has: ↑ Significantly improved → Remained broadly the same ↓ Significantly deteriorated – Not applicable

**RAG** ○ On Target ● Not on target ● Not available



| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Performance                   |       |       |       | Targets |     |       |       |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------|-------|-------|---------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 13/14                         | 14/15 | 15/16 | Trend | 15/16   | RAG | 16/17 | 17/18 | 22/23 |
| % of children on child protection register over 9 months                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Revised indicator for 2015/16 |       | 20%   | -     | 8%      | ●   | 7%    | 6%    | 5%    |
| This is not comparable to previous years as the calculation method has changed and now measures the percentage of children whose names are included on the child protection register for more than 9 months instead of 18 months. This indicator shows that children and young people are retained on the Child Protection Register for shorter periods and shows that the individual child's plans are working effectively to eliminate and reduce risk. A key theme within the multi-agency child protection committee self-evaluation calendar will include a review of the effectiveness of evidence based decisions to remove children and young people from the child protection register. |                               |       |       |       |         |     |       |       |       |
| % of looked after reviews (accommodated children) which are held within statutory timescales                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 63%                           | 76%   | 83%   | ↑     | 90%     | ●   | 95%   | 95%   | 95%   |
| The percentage of looked after reviews which take place within statutory timescales has continued to improve incrementally. The Children and Families Services includes an additional non-statutory review for all looked after children 6 weeks after they become looked after and accommodated which has been a key factor in improving the rigour of plans for individual children and young people. This is not accounted for in this indicator. Improvement actions will now focus on reducing the number of reviews which are postponed.                                                                                                                                                   |                               |       |       |       |         |     |       |       |       |
| Balance of care for looked after children: % of children being looked after in the community (LGBF)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 92%                           | 92%   | -     | ➡     | 90%     | ○   | 90%   | 90%   | 90%   |
| This places Perth and Kinross among the highest performing local authorities in the country, demonstrating our commitment to supporting children and young people in families and within their own community where possible.                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                               |       |       |       |         |     |       |       |       |
| % of children with fewer than 3 placements in care in a care episode (accommodated children)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 83%                           | 89%   | 86%   | ↑     | 90%     | ●   | 93%   | 95%   | 95%   |
| Strong performance has been maintained in this area and this will be enhanced through the planned recruitment to expand the numbers of a range of family based carers to meet need.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                               |       |       |       |         |     |       |       |       |
| % of children with a permanence plan which is approved at Panel within four months of the LAC Review decision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Revised indicator for 2015/16 |       | 48%   | -     | 60%     | ●   | 60%   | 60%   | 70%   |
| This is not comparable to previous years as the calculation method has changed and now measures the percentage of children with a permanence plan approved at panel within 4 months from the previous target of 6 months. Performance in this area continues to be strong with just under half of all children identified as needing a permanent substitute family being approved by the Fostering and Permanence Panel within four months. This more stretching target will help to achieve quicker decisions and placement of children who need permanent substitute care.                                                                                                                     |                               |       |       |       |         |     |       |       |       |

**Trend (3 year)**    Performance has:    ↑ Significantly improved    → Remained broadly the same    ↓ Significantly deteriorated    – Not applicable  
**RAG**                      ○ On Target                      ● Not on target                      ● Not available



| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                      | Performance               |        |       |       | Targets        |     |       |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------|-------|-------|----------------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                            | 13/14                     | 14/15  | 15/16 | Trend | 15/16          | RAG | 16/17 | 17/18 | 22/23 |
| % of assessment reports (IAR and SBR) requested by the Reporter which were submitted within target timescale                                                                                                                                                                                                                                                               | 57%                       | 57%    | 69%   | ↑     | 65%            | ○   | 70%   | 74%   | 78%   |
| The target for the timeous submission of Initial Assessment Reports and Social Background Reports requested by the Children’s Reporter has been exceeded. Performance in this area will be consolidated in order to assist prompt and effective decisions by the Children’s Reporter in relation to children and young people who may require compulsory measures of care. |                           |        |       |       |                |     |       |       |       |
| Number of young people with emotional and behaviour difficulties who are receiving mixed learning provision                                                                                                                                                                                                                                                                | 93                        | 83     | -     | ↑     | 100<br>(14/15) | ○   | 100   | 100   | 100   |
| The total number of children and young people with part–time timetables decreased by 11%. Primary figures have decreased by 9% and secondary figures by 11%.                                                                                                                                                                                                               |                           |        |       |       |                |     |       |       |       |
| % of children approved for permanence and who have been accommodated less than 12 months                                                                                                                                                                                                                                                                                   | New indicator for 2015/16 |        | 81%   | -     | -              | ●   | 82%   | 83%   | 85%   |
| This is a new baseline measure for 2015/16 and performance shows that there is effective permanence planning to ensure that children and young people are placed in permanent substitute care quickly to meet their needs and achieve the best outcomes.                                                                                                                   |                           |        |       |       |                |     |       |       |       |
| Weekly gross costs per ‘Looked After’ Child in a residential setting (LGBF)                                                                                                                                                                                                                                                                                                | £4,299                    | £3,199 | -     | -     | -              | -   | -     | -     | -     |
| Weekly gross costs per ‘Looked After’ Child in the community (LGBF)                                                                                                                                                                                                                                                                                                        | £293                      | £300   | -     | -     | -              | -   | -     | -     | -     |
| The relationship between cost and performance is not straightforward, and these minimal changes will reflect a number of factors, and small and variable number of children or young people.                                                                                                                                                                               |                           |        |       |       |                |     |       |       |       |

|                       |                  |                          |                             |                              |                  |
|-----------------------|------------------|--------------------------|-----------------------------|------------------------------|------------------|
| <b>Trend (3 year)</b> | Performance has: | ↑ Significantly improved | → Remained broadly the same | ↓ Significantly deteriorated | - Not applicable |
| <b>RAG</b>            |                  | ○ On Target              | ● Not on target             | ● Not available              |                  |

# DEVELOPING EDUCATED, RESPONSIBLE AND INFORMED CITIZENS

## SERVICE NET CONTRIBUTION: £127,765,000

Raising attainment and achievement for all is a key priority for Education and Children's Services, with a focus on closing the attainment gap, increasing children's engagement in their learning and reducing inequity. The National Improvement Framework for Scottish Education (NIF) was launched in January 2016 and emphasises the importance of raising attainment, ensuring wider achievement and inclusion for all children and young people remains central to schools' and ECS' work.

The current priorities of the Framework are:

- Improvement in attainment, particularly in literacy and numeracy.
- Closing the attainment gap between the most and least disadvantaged children.
- Improvement in children and young people's health and wellbeing and;
- Improvement in employability skills and sustained positive school leaver destinations for all young people.

Notwithstanding the many improvements and successes that have been evident in recent years, there is still much work to be done in PKC to reduce the inequity gap that still persists. The Raising Attainment for All strategic plan will set out ECS actions and interventions designed to raise attainment and close the gap for all, focused on the nationally recognised drivers for improvement.

The requirements of Continuing Care are developing, affording young people more choice and providing a continuity of support that meets the welfare needs of the young person up to the age of 21. This is in order to provide a bridge from the protected status of a looked after child to adult independence.

## Young people reach their potential

### Performance Summary 2015/16

We are building on our positive progress in improving attainment. Almost all pupils in P4 and P7 continue to make very good progress with their learning in Reading, Writing, Listening & Talking and Mathematics, and S3 pupils show improvement over the last 2 years in all areas. The 2015 Scottish Qualification Authority (SQA) results demonstrate that we are continuing to make very good progress in raising the attainment of senior phase pupils in Perth and Kinross. Results for S4, S5 and S6 pupils achieving both literacy and numeracy show improvements at Scottish Credit and Qualifications Framework (SCQF) Levels 4 and 5 for all years, remaining in line with the comparator, and average tariff scores have increased at nearly all levels of attainment, with almost all measures being above the comparator. *More complete details on attainment can be found in the report [Attainment in Perth and Kinross Schools 2015](#).*

Young people are also supported by our wider cultural, sporting and community programme opportunities. Young people participate in activities that increase self-confidence and resilience whilst achieving awards. Over 800 young people achieved an award this year, including Duke of Edinburgh, Youth Achievement Awards, Dynamic Youth Awards and Saltire Awards. By continuing to offer a range of training opportunities for teaching staff, youth workers and volunteers we are extending the availability of the available activities and supporting the development of young people into successful learners, confident individuals, effective contributors and responsible citizens.

Following Education Scotland inspections of schools in 2014/15 almost all (95%) parents reported that their child felt safe at school; almost all (95%) stated that their child enjoyed learning at school; and most (89%) were happy overall with the schools inspected. Results for pupils broadly mirrored the parent questionnaires with most (86%) stating they felt safe and cared for in school; most (88%) stating they enjoyed learning at school.

## Focus for 2016/17

- We will implement the **Raising Attainment for All** strategic plan.
- We will work to meet the ongoing requirements of the **Education (Scotland) Act 2016**.
- We will work towards achieving 2020 readiness for the **1+2 approach to Language Learning**; giving every child the opportunity to learn two languages in addition to their first language.

## Key Performance Indicators

| Indicator<br>(Source)                                                                                                                                                                                                                                                                        | Performance |       |       |       | Targets        |     |                           |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|----------------|-----|---------------------------|-------|-------|
|                                                                                                                                                                                                                                                                                              | 13/14       | 14/15 | 15/16 | Trend | 15/16          | RAG | 16/17                     | 17/18 | 22/23 |
| S4 pupils achieving 5 or more SQA subjects at SCQF level 5                                                                                                                                                                                                                                   | 43%         | 50%   | -     | ↑     | 45%<br>(14/15) | ○   | Exceed virtual comparator |       |       |
| S6 pupils achieving 1 or more SQA subjects at SCQF level 6                                                                                                                                                                                                                                   | 58%         | 66%   | -     | ↑     | 62%<br>(14/15) | ○   | Exceed virtual comparator |       |       |
| S6 pupils achieving 3 or more SQA subjects at SCQF level 6                                                                                                                                                                                                                                   | 45%         | 51%   | -     | ↑     | 48%<br>(14/15) | ○   | Exceed virtual comparator |       |       |
| S6 pupils achieving 5 or more SQA subjects at SCQF level 6                                                                                                                                                                                                                                   | 32%         | 37%   | -     | ↑     | 34%<br>(14/15) | ○   | Exceed virtual comparator |       |       |
| S6 pupils achieving 1 or more SQA subjects at SCQF level 7                                                                                                                                                                                                                                   | 25%         | 29%   | -     | ↑     | 22%<br>(14/15) | ○   | Exceed virtual comparator |       |       |
| The proportions of pupils receiving awards are the highest or second highest ever recorded, and consistently above the comparator average. The target is the attainment of the Virtual Comparator, based on matching each Perth & Kinross pupil with 10 similar pupils from across Scotland. |             |       |       |       |                |     |                           |       |       |
| School leavers achieving literacy at SCQF level 4                                                                                                                                                                                                                                            | 90%         | 94%   | -     | ↑     | 94%<br>(14/15) | ○   | Exceed virtual comparator |       |       |
| School leavers achieving numeracy at SCQF level 4                                                                                                                                                                                                                                            | 81%         | 87%   | -     | ↑     | 89%<br>(14/15) | ●   | Exceed virtual comparator |       |       |
| Figures for numeracy and literacy levels of all school leavers have improved and are generally in line with comparators, although numeracy continues to be slightly lower than the comparator.                                                                                               |             |       |       |       |                |     |                           |       |       |
| Average educational tariff score for S4 pupils within 30% most deprived areas (Corporate Plan)                                                                                                                                                                                               | 265         | 307   | -     | ↑     | 261<br>(14/15) | ○   | Exceed virtual comparator |       |       |
| While the attainment of the most deprived 30% has shown improvements, and above the comparator, improving the attainment of more deprived pupils relative to the whole school population remains a key challenge.                                                                            |             |       |       |       |                |     |                           |       |       |

|                       |                  |                          |                             |                              |                  |
|-----------------------|------------------|--------------------------|-----------------------------|------------------------------|------------------|
| <b>Trend (3 year)</b> | Performance has: | ↑ Significantly improved | → Remained broadly the same | ↓ Significantly deteriorated | - Not applicable |
| <b>RAG</b>            |                  | ○ On Target              | ● Not on target             | ● Not available              |                  |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Performance                   |       |        |       | Targets        |     |                           |        |        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------|--------|-------|----------------|-----|---------------------------|--------|--------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 13/14                         | 14/15 | 15/16  | Trend | 15/16          | RAG | 16/17                     | 17/18  | 22/23  |
| Children leaving care who achieved English and Maths @ foundation level or equivalent (Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                 | 67%                           | 56%   | -      | ↓     | 75%<br>(14/15) | ●   | Exceed virtual comparator |        |        |
| Children leaving care, who achieved at least one subject at standard Grade foundation level or equivalent (Corporate Plan)                                                                                                                                                                                                                                                                                                                                                             | 79%                           | 76%   | -      | ↓     | 85%<br>(14/15) | ●   | Exceed virtual comparator |        |        |
| Care should be taken interpreting these figures given the small size of the cohort. The Education Additional Support Officer, together with the Looked After Coordinators in schools, track the attendance and achievement of looked after young people on an individual and on-going basis and ensure that appropriate support is in place.                                                                                                                                           |                               |       |        |       |                |     |                           |        |        |
| Number of young people achieving awards (Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                                                               | 918                           | 782   | 854    | ↓     | 750            | ○   | 775                       | 800    | 830    |
| This reflects a more targeted approach to achievement awards and a slight change of emphasis to working with young people who need more intensive support to complete achievement awards.                                                                                                                                                                                                                                                                                              |                               |       |        |       |                |     |                           |        |        |
| % of adults satisfied with local schools (LGBF)                                                                                                                                                                                                                                                                                                                                                                                                                                        | 85%                           | 87%   | -      | ↑     | 90%<br>(14/15) | ●   | 90%                       | 90%    | 90%    |
| The percentage of adults satisfied with local schools has continued to improve over the past 5 years. This high level of satisfaction is mirrored in our other local customer satisfaction surveys. Following Education Scotland inspections in 2014/15, a significant number of parents surveyed (89%) reported they were happy overall with their child's school.                                                                                                                    |                               |       |        |       |                |     |                           |        |        |
| % of young people (12-16) engaged with early interventions provided by services for young people (Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                      | New indicator for 2015/16     |       | 160    | -     | -              | ●   | 180                       | 200    | 250    |
| The Multi-Agency Screening Group discusses all Police concern reports and identifies young people requiring additional support. Young people receive 1:1 support through Services for Young People or through partner agencies.                                                                                                                                                                                                                                                        |                               |       |        |       |                |     |                           |        |        |
| Number of young people engaged in youth work activities                                                                                                                                                                                                                                                                                                                                                                                                                                | Revised indicator for 2015/16 |       | 13,394 | -     | -              | ●   | 13,500                    | 13,500 | 13,500 |
| There were 13,394 engagements with Youth Services with 10,699 attendances at one of the 162 projects or an event, making enquiries or attending project based learning opportunities at the @ScottStreet drop in facility. 551 participants achieved a Duke of Edinburgh Award and 1478 young people continue to be supported to undertake their Award.                                                                                                                                |                               |       |        |       |                |     |                           |        |        |
| Proportion of Activity Agreement participants progressing onto positive destinations                                                                                                                                                                                                                                                                                                                                                                                                   | -                             | 65%   | 68%    | ↑     | 65%            | ○   | 65%                       | 65%    | 65%    |
| Over the year we have seen a steady increase in the number of young people signing up to an Activity agreement, this is due partly to the continuing use of Service level Agreements with key partners throughout the Authority but also due to Services For Young People mainstreaming 16+ meetings as part of their duties. Services For Young people have dedicated Youth Workers throughout P&K who are actively seeking contact with young people not in education or employment. |                               |       |        |       |                |     |                           |        |        |

**Trend (3 year)**   Performance has:   ↑ Significantly improved   → Remained broadly the same   ↓ Significantly deteriorated   – Not applicable  
**RAG**   ○ On Target   ● Not on target   ● Not available

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Performance               |        |       |       | Targets |             |       |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------|-------|-------|---------|-------------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 13/14                     | 14/15  | 15/16 | Trend | 15/16   | RAG         | 16/17 | 17/18 | 22/23 |
| % of Care Leavers in touch with Aftercare services between the ages of 16-25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | New indicator for 2015/16 |        | 85%   | -     | -       | <div></div> | 85%   | 88%   | 90%   |
| This is a new indicator which takes account of the new duties of the Children and Young People (Scotland) Act 2014 to support care leavers up to their 26th birthday. Performance in this area is strong with 211 out of 249 care leavers engaged with Aftercare services over the last year. This will be consolidated over the next year and the opportunities arising from the integration of youth services will be explored to extend and enhance corporate parenting for this age group.                                                                   |                           |        |       |       |         |             |       |       |       |
| % of children/young people looked after and accommodated continuing in community placement beyond the age of 16                                                                                                                                                                                                                                                                                                                                                                                                                                                  | New indicator for 2015/16 |        | 86%   | -     | -       | <div></div> | 86%   | 88%   | 90%   |
| This is a new indicator which takes account of the new duties of the Children and Young People (Scotland) Act 2014 to allow young people to exercise the choice to remain in their care placement from the age of 16 to 21 years. In this year 86% (24 out of 28 young people) who fit the criteria have remained in their community placements beyond the age of 16 years. This shows strong performance in this area and evidence of the ethos of supporting young people to progress into adult independence at a pace which is most suitable to their needs. |                           |        |       |       |         |             |       |       |       |
| Cost per primary school pupil (LGBF)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | £4,489                    | £4,763 | -     | -     | -       | -           | -     | -     | -     |
| Cost per secondary school pupil (LGBF)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | £6,677                    | £6,681 | -     | -     | -       | -           | -     | -     | -     |
| The relationship between cost and performance is not straightforward, and these minimal changes will reflect a number of factors.                                                                                                                                                                                                                                                                                                                                                                                                                                |                           |        |       |       |         |             |       |       |       |
| Cost per pre-school place (LGBF)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | £2,863                    | £3,147 | -     | -     | -       | -           | -     | -     | -     |
| The main reason for the increase is the expansion of nursery provision to 2 year olds, for which the Council received government funding. It relates to an uplift of staff costs (£500k) and uplift in 3 <sup>rd</sup> party payments to private nursery providers (£300k).                                                                                                                                                                                                                                                                                      |                           |        |       |       |         |             |       |       |       |

|                       |                  |                          |                             |                              |                  |
|-----------------------|------------------|--------------------------|-----------------------------|------------------------------|------------------|
| <b>Trend (3 year)</b> | Performance has: | ↑ Significantly improved | → Remained broadly the same | ↓ Significantly deteriorated | - Not applicable |
| <b>RAG</b>            |                  | ○ On Target              | ● Not on target             | ● Not available              |                  |

# People are ready for life and work

## Performance Summary 2015/16

Education and employers working in collaboration to develop the skills and experience that young people need to enter the future jobs market. The Career Ready programme offers a structured way for employers to engage with schools to mentor senior pupils, deliver employability master classes and offer paid summer internships. More than 120 pupils from 9 Perth and Kinross secondary schools have now benefitted from this programme which is supported by 30 local employers.

All Secondary schools have a member of Senior Management with an Enterprise and Employability lead responsibility, and most schools have held local employer engagement events such as Business Breakfasts. All secondary schools have local employer links and there are very good projects where employers are supporting and enhancing the school's curriculum. Businesses contribute in many ways; work placements, mentoring, mock interviews and delivery of subject-based lessons. There has been a 45% increase in the participation of SQA Skills for work courses from 736 Pupils to 1066 pupils.

There has been clear growth in Young People participating in Wider Achievement Awards such as Duke of Edinburgh Award, Youth Philanthropy Initiative, the John Muir Award, Youth Achievement Awards and SQA Personal Development Awards. Around 50% of all S4 and S5 leavers who depart school without achieving a level 6 (Higher grade) award are now leaving with at least one vocational qualification, and we are starting to explore the delivery of industry relevant National Progression Awards which includes work related learning.

Community-based Adult Learning has seen the overall number of learners reduce reflecting our intention to work in more targeted ways with individuals and groups in response to specific requirements. Sustained attendance by learners with complex needs has improved indicating a more focused and successful way of working. Skills Zones drop-ins offer continued employability skills support to those who are aiming to get back into work, and both Literacies and English for Speakers of Other Languages (ESOL) groups are available. In localities there is provision to support and achieve accredited learning opportunities for adults such as the Royal Environmental Health Institute Scotland (REHIS) Food Hygiene and Cooking skills. A range of Award Scheme Development & Accreditation Network (ASDAN) opportunities, delivered in partnership with Perth College UHI, give adults the option of gaining recognised qualifications as they take part in group activities.

## Focus for 2016/17

- We will work to develop Perth and Kinross' **young workforce**; lead by the Developing our Young Workforce Board and supporting employers, young people, schools, Perth College UHI, a regional group and the Schools – College Strategic Partnership.
- We will work to meet the requirements for **Continuing Care** arising from the Children and Young People (Scotland) Act 2014; supporting young people to make the transition into adulthood.
- We will review **Inclusion Services** to provide a more efficient and effective delivery model; ensuring that children and young people with additional support needs have access to appropriate learning opportunities.
- We will review Communities Services to ensure that all community development and engagement activities support the wider **Community Empowerment** agenda and the new statutory duties on Community Planning partners, including the Council, in respect of community empowerment and tackling inequalities.
- We will implement the **Named Person** Service for all as appropriate, including school leavers and provide a one stop shop for young people who need support and assistance through youth services @ScottStreet.



## Key Performance Indicators

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Performance               |       |       |       | Targets        |     |                   |       |       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------|-------|-------|----------------|-----|-------------------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 13/14                     | 14/15 | 15/16 | Trend | 15/16          | RAG | 16/17             | 17/18 | 22/23 |
| % of school leavers moving onto positive and sustained destinations (Corporate Plan & LGBF)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 94%                       | 92%   | -     | ↓     | 93%<br>(14/15) | ●   | 93%               | 93%   | 95%   |
| Although the overall number of school leavers entering positive destinations has risen, the overall proportion of young people entering positive destinations has fallen. There are a number of influencing factors, particularly those young people that are recorded in the 'Unemployed and not seeking employment' category which includes young people who are recognised as being unable to enter a positive destination because they are taking time out to travel, ill health or other reasons. Detailed analysis to fully understand the influencing factors behind this change is ongoing. Meantime a wide range of targeted support programmes and actions are in place to improve positive destinations for young people in Perth and Kinross. |                           |       |       |       |                |     |                   |       |       |
| Participation measure for 16-19 year olds (Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | -                         | 91%   | -     | -     | 88%<br>(14/15) | ○   | Exceed comparator |       |       |
| This indicator previously measured young people in the 'More Choices, More Chances' category, but has changed to the new national Participation Measure, which will be subject to ongoing development as data is collected over time, and has a focus on all 16-19 year olds, rather than just school leavers. The first report shows that Perth and Kinross is performing above the national average, and is doing so in every individual age group as well as overall.                                                                                                                                                                                                                                                                                  |                           |       |       |       |                |     |                   |       |       |
| % of adults aged 16-64 with qualifications above SCQF level 4 (Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 90%                       | 91%   | -     | ↑     | 89%<br>(14/15) | ○   | 92%               | 92%   | 92%   |
| Our Adult and Family learning team received training from Perth College UHI to deliver ASDAN and SQA courses and continue to develop accredited learning opportunities. This enables learners to access English, Numeracy, ICT, Food Hygiene and use their own learning experiences to gain ASDAN, City and Guilds and SQA/SCQF accreditation. The team are able to offer appropriate progression levels for learners supporting adults to engage with and further develop their learning. We also work with young people (16+) on awards with a youth work approach, working informally on a range of topics chosen by the young person and working at their own pace.                                                                                   |                           |       |       |       |                |     |                   |       |       |
| Number of adults engaged in Community based Adult learning Opportunities (CBAL)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | -                         | 1,427 | 1,262 | ↓     | -              | ●   | 1,300             | +10%  | +10%  |
| An increased number of attendances, but with fewer learners indicates the more sustained support provided to learners with complex needs, reflecting targets within Locality Action Plans to respond to local needs and a focus on early intervention.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                           |       |       |       |                |     |                   |       |       |
| Satisfaction with community campuses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | -                         | 87%   | -     | -     | 90%<br>(14/15) | ●   | 90%               | 90%   | 90%   |
| Biennial survey. The reported performance is for parents, carers and other campus users' satisfaction with campus environment and facilities. Pupil and staff satisfaction is measured differently but shows similarly high levels.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                           |       |       |       |                |     |                   |       |       |
| Number of volunteers supporting and sustaining local Community Learning and Development (CLD) delivery                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | New indicator for 2015/16 | 349   | -     | -     | ●              | 384 | +10%              | +10%  |       |
| Community Learning and Development volunteers support activities in Fairfield Neighbourhood Centre, where learners have progressed from being participants to leading activities. Information and Communications Technology volunteers have supported adult learning in Strathearn and Skills Zone in the Learning Curve. Volunteers have supported the Reminiscence Group in Kinross and Family Club groups in Letham and Tulloch. Adult Literacies and ESOL volunteers have provided over 1,065 hours of support. 318 registered volunteers supported over 500 young people to achieve the Duke of Edinburgh Award.                                                                                                                                     |                           |       |       |       |                |     |                   |       |       |

|                       |                  |                          |                             |                              |                  |
|-----------------------|------------------|--------------------------|-----------------------------|------------------------------|------------------|
| <b>Trend (3 year)</b> | Performance has: | ↑ Significantly improved | → Remained broadly the same | ↓ Significantly deteriorated | - Not applicable |
| <b>RAG</b>            |                  | ○ On Target              | ● Not on target             | ● Not available              |                  |

# PROMOTING A PROSPEROUS, INCLUSIVE AND SUSTAINABLE ECONOMY

## SERVICE NET CONTRIBUTION: £14,194,000

Perth and Kinross has a wealth of culture and heritage, and Perth City is at the heart of Scotland's story - the Kingdom of Alba, the birthplace of the Reformation, with key links to the Scottish Cultural Renaissance of the 20th century and beyond. Our unique and precious natural environment and location as 'Gateway to the Highlands' also makes us one of the best sport and leisure destinations in the country. These cultural, heritage and leisure assets are central to promoting a prosperous, inclusive and sustainable economy, and help to build stronger learning and knowledge based communities.

The Council's 2014 Legacy Plan is enabling us to capitalise on the exceptional opportunities arising from the Ryder Cup, Commonwealth Games and the Year of Homecoming, with a key objective to attract a wide range of visitors both nationally and internationally to Perth and Kinross. A thriving local economy is also fundamental to reducing inequalities for local people and communities across the area.

We are developing our cultural assets, improving our visitor facilities and investing in major infrastructure projects including the redevelopment of Perth Theatre and the PH20 project led by Live Active Leisure to redevelop the Perth Leisure Pool and Dewars sites which the Council is supporting via a £5 million capital contribution. We support local creative industries and young talent to thrive through our Place Partnership initiative, offering training, work experience and commissioning opportunities for young people interested in a career in the cultural sector. By supporting successful initiatives such as Perthshire Open Studios, we are showcasing the area's vibrant independent arts sector and providing opportunities for local artists to promote and sell their work.

Customer engagement exercises, including The Big Listen, allow us to plan and deliver ongoing improvements in response to the views of people who currently use our services and those who currently don't.

With the transfer of staff and services to Culture Perth and Kinross, ECS no longer have direct operational influence over libraries and culture services.

## Thriving, expanding economy

### Performance Summary 2015/16

Museums and Galleries continue to improve and invest in facilities. Security measures were reviewed and increased, including the installation of CCTV at The Fergusson Gallery and Perth Museum and Art Gallery. This enabled the Service to fulfil requirements for the Government Indemnity Scheme and receive the loan of the Breadalbane Brooch from the British Museum for show in the Breadalbane Bling exhibition. The Perth Theatre Redevelopment Project is underway, with a £16.6M refurbishment of this historic building.

Libraries and Information Services has continued to invest in and develop its premises, facilities and services to ensure that services are accessible to all and customer experiences are positive. Wi-Fi is now available in all Perth and Kinross libraries and one mobile library. We carried out a major refurbishment and redesign of Coupar Angus Library; following customer feedback and comments the design includes an open plan layout and comfortable seating area.

The ChildLine Xmas Concert in Perth Concert Hall had a record attendance of 1,100 raising £12,800.



## Focus for 2016/17

- With the transfer of culture services functions to the new charitable Trust, *Culture Perth and Kinross* from 1 April 2016, ECS no longer have direct responsibilities for these services. However the Council remains the strategic commissioner of culture services from the Trust, and **monitors service performance and quality** which will continue to be reported (as we currently report on sports services already commissioned from Live Active Leisure and Horsecross Arts).
- We will deliver the new Strategic Priorities for Culture, ***Creative Perth and Kinross***, which were approved by Lifelong Learning Committee in January 2016 and set the strategic framework for all commissioned services delivered by Culture Perth and Kinross, Horsecross Arts, and activities delivered by other partners funded by the Council.
- A new **strategic advisory group for sport and culture** will provide expert advice and the community perspective to the Council and to Trusts on the commissioning and delivery of sport and culture across Perth and Kinross.
- We will develop a bid for Perth to become **UK City of Culture 2021**.

## Key Performance Indicators

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Performance |       |              |       | Targets      |     |       |       |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|--------------|-------|--------------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 13/14       | 14/15 | 15/16        | Trend | 15/16        | RAG | 16/17 | 17/18 | 22/23 |
| <b>Number of cultural, sporting and active recreation sessions (000's)<br/>(Corporate Plan)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 3,215       | 3,086 | <b>3,323</b> | ↑     | <b>3,117</b> | ○   | 3,357 | +1%   | +1%   |
| <p>Following the Libraries and Cultural Venues Review, new Museum and Library opening hours were implemented with Libraries and Museums no longer open on Mondays; so comparison with the previous year is not on a like-for-like basis.</p> <p>Virtual visits continue to rise reflecting our development of our online services and reflect changing customer behaviours in the digital age and the work developed through social media and web site design to encourage interest in our cultural collections. The final phase of Living Communities has a priority of embedding heritage learning for future sustainability. Pupils and teachers have been trained to deliver peer to peer learning, and to promote local heritage through the Young Heritage Ambassadors project.</p> <p>There has been development of Continuing Professional Development &amp; Creative Partnership projects and delivery of wellbeing workshops. Continuation of the public art projects across Perth and Kinross was particularly successful with high numbers of community members becoming involved. There are 1,378 pupils currently receiving music tuition in Perth and Kinross. The service continues to develop its engagement with Additional Support Needs pupils and external funding has been secured from the Scottish Brass Band Association. All staff have received training sessions from experienced professionals on working with autistic pupils.</p> <p>Promotion of swimming lessons has contributed to the increase in swimming pool attendances. There have been increases in fitness class use, although overall indoor attendances have fallen. The total number of Active Schools attendances has also risen.</p> |             |       |              |       |              |     |       |       |       |

|                       |                  |                          |                             |                              |                  |
|-----------------------|------------------|--------------------------|-----------------------------|------------------------------|------------------|
| <b>Trend (3 year)</b> | Performance has: | ↑ Significantly improved | → Remained broadly the same | ↓ Significantly deteriorated | – Not applicable |
| <b>RAG</b>            |                  | ○ On Target              | ● Not on target             | ● Not available              |                  |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Performance               |       |       |       | Targets     |     |       |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------|-------|-------|-------------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 13/14                     | 14/15 | 15/16 | Trend | 15/16       | RAG | 16/17 | 17/18 | 22/23 |
| The number of visits to/usage of Council funded or part-funded museums that were in person per 1,000 population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 486                       | 429   | 400   | ↓     | 450         | ●   | 420   | +5%   | +5%   |
| <p>There were 59,614 total visits compared to 63,387 total visits for 2014/15, which is a decrease of 5.9%.</p> <p>The Service is continuing to develop Customer insight information and improved approaches to visitor engagement with attendances at events up by over 30% compared to last year.</p> <p>The summer programme for 2016/17 has a focus on families with an exciting range of events and activities from exploring archaeology to digital gaming. New Outreach activities and volunteering offers are being developed to further promote the service. A redeveloped education programme to increase schools engagement will be launched ready for the new academic year.</p> |                           |       |       |       |             |     |       |       |       |
| The number of virtual visits to/usage of Council funded or part-funded museums per 1,000 population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 176                       | 457   | 1,280 | ↑     | 503         | ○   | 1,408 | +10%  | +10%  |
| <p>This is a revised indicator to include all Museums online activity. The annual target has been achieved with visits to social media sites increasing the reach and engagement opportunities for the service.</p> <p>We continue to improve and expand our website and social media use and content. Online content is currently being developed to further increase engagement with the museum’s unique and important collections.</p>                                                                                                                                                                                                                                                    |                           |       |       |       |             |     |       |       |       |
| Number of engagements/usage of Museums collections                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | New indicator for 2015/16 |       | 6,543 | -     | -           | ●   | 6,500 | 6,500 | 6,500 |
| <p>This indicator comprises collection enquiries, collections specific talks, education visits and volunteers.</p> <p>Engagement and Outreach activities have increased and the number of volunteer hours for this period has increased by over 40% compared to the same period last year.</p>                                                                                                                                                                                                                                                                                                                                                                                               |                           |       |       |       |             |     |       |       |       |
| % of adults satisfied with museums and galleries (LGBF)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 75%                       | 84%   | -     | ↑     | 90% (14/15) | ●   | 90%   | 90%   | 90%   |
| <p>Within Perth and Kinross satisfaction rates for all culture and leisure services have increased since 2010/11. High satisfaction rates through our local surveys have also been reported with 89% of respondents though the Big Listen survey stating that they were satisfied with museums and galleries.</p>                                                                                                                                                                                                                                                                                                                                                                            |                           |       |       |       |             |     |       |       |       |
| Library users as a % of the resident population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | -                         | 14.7% | 14.5% | ➡     | 16%         | ●   | 16%   | 16%   | 16%   |
| <p>There were 21,544 active users, compared to 21,783 in 2014-15; a decrease of 1%. This is partially due to disruption caused to lending and on-line services when we changed over to a new library management system, which resulted in very few new books or other resources being added to libraries.</p> <p>Through initiatives such as Read, Write, Count and Every Child a Library Member we continue to actively encourage child and family library membership and use. Improved marketing of our on-going Reader development and event programming is a priority within our future plans.</p>                                                                                       |                           |       |       |       |             |     |       |       |       |

|                       |                  |                          |                             |                              |                  |
|-----------------------|------------------|--------------------------|-----------------------------|------------------------------|------------------|
| <b>Trend (3 year)</b> | Performance has: | ↑ Significantly improved | → Remained broadly the same | ↓ Significantly deteriorated | - Not applicable |
| <b>RAG</b>            |                  | ○ On Target              | ● Not on target             | ● Not available              |                  |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Performance |       |       |       | Targets        |     |       |       |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|----------------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 13/14       | 14/15 | 15/16 | Trend | 15/16          | RAG | 16/17 | 17/18 | 22/23 |
| <b>Visits to online library services per 1,000 population</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 3,835       | 3,872 | 4,560 | ↑     | 4,259          | ○   | 5016  | +10%  | +10%  |
| <p>Use of online services has been encouraged by ongoing improvements to online services, including online registration. The new Spydus library management system offers scope to continue to make improvements in customers' online experiences providing an enhanced experience for users of smart phones, tablets and other mobile devices.</p> <p>Enhancements to wifi provision in some community libraries through Scottish Library and Information Council Scottish Government funding will also allow us to offer improved services to customers</p> |             |       |       |       |                |     |       |       |       |
| <b>% of adults satisfied with libraries (LGBF)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 83%         | 85%   | -     | ↑     | 82%<br>(14/15) | ○   | 82%   | 82%   | 85%   |
| There has been generally improving performance, although the satisfaction levels reported by The Big Listen are significantly higher, at around 90%.                                                                                                                                                                                                                                                                                                                                                                                                         |             |       |       |       |                |     |       |       |       |
| <b>Proportion of cultural services users reporting positive satisfaction</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 94%         | 91%   | 92.4% | →     | 90%            | ○   | 90%   | 90%   | 90%   |
| The overall satisfaction of service users remains high, with positive results from targeted events and activities in communities. Further work will be carried out to attract family audiences to Museums. Satisfaction rates for Libraries remain consistently above 94%.                                                                                                                                                                                                                                                                                   |             |       |       |       |                |     |       |       |       |
| <b>Cost per library visit (LGBF)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | £4.25       | £2.72 | -     | -     | -              | -   | -     | -     | -     |
| The main reasons for a decrease in library costs include a reduction between years in staff costs (£500k) from staff savings arising from a review of library services in 2012/13. Property costs were reduced as a lease payment for a library ceased in 2013/14 (£560k) and supplies and services costs were also reduced.                                                                                                                                                                                                                                 |             |       |       |       |                |     |       |       |       |
| <b>Cost of museums per visit (LGBF)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | £11.23      | £9.72 | -     | -     | -              | -   | -     | -     | -     |
| The increased costs in 2013/14 are attributable to one-off additional capital investment in Perth Museum and Art Gallery of £280,000 which enable refurbishment. This involved a temporary closure which reduced footfall.                                                                                                                                                                                                                                                                                                                                   |             |       |       |       |                |     |       |       |       |

|                       |                  |                          |                             |                              |                  |
|-----------------------|------------------|--------------------------|-----------------------------|------------------------------|------------------|
| <b>Trend (3 year)</b> | Performance has: | ↑ Significantly improved | → Remained broadly the same | ↓ Significantly deteriorated | - Not applicable |
| <b>RAG</b>            |                  | ○ On Target              | ● Not on target             | ● Not available              |                  |

# SUPPORTING PEOPLE TO LEAD INDEPENDENT, HEALTHY AND ACTIVE LIVES

## SERVICE NET CONTRIBUTION: £4,513,000

We are committed to supporting people to live longer, healthier lives. We deliver a range of activities which help children, young people and families make positive choices in relation to leading healthy and active lives. Our commitment to improving health is recognised through the Improving Health: Improving Learning re-accreditation process for Health Promoting Schools and the professional development of staff involved in the accreditation team. Very good progress continues to be achieved with guidance and advice on a range of physical and mental wellbeing related subjects being well received by teaching and support staff.

We work with our partners to provide high quality Sport and Active Recreation services. Increased investment in targeted campaigns and programming improvements have been aimed at increasing Live Active Leisure facility attendance across all sites.

We have established a number of Community Sports Partnerships which provide a forum for schools, Live Active Leisure, Sports Development and local clubs to work in collaboration to create locality plans tailored for our communities and their identified priorities. We also recognise the importance of including individuals identified as vulnerable or with additional support needs; only by providing opportunities for all of our residents can we be sure to be contributing to a reduction in the areas of deprivation, isolation and inequality which persist in our communities.

## Longer, healthier lives for all

### Performance Summary 2015/16

Children, young people and adults are motivated and eager participants in a variety of sporting activities. Participation in sport and active recreation is very good and increasing in key areas. The promotion of swimming lessons has seen the number of swimmers increase, and participants in Active Schools have also increased, working with schools, families and communities to offer children and young people the opportunities and motivation to make positive choices in relation to their health and wellbeing.

Sport and Active Recreation staff have worked to remove a number of barriers to ensure successful engagement and increased participation figures of under-represented and marginalised groups. For example, Active Schools worked with children and young people with additional support needs who were interested in taking part in more sport and physical activity. A partnership between Active Schools, St Johnstone FC, Letham FC and Glenrothes Strollers/Shared Care Scotland, led to development of 'Letham Lions', a pan disability football team which is an integral part of the local football club, with over 20 young people from across Perth and Kinross attending.

### Focus for 2016/17

- It remains a key priority to **improve health & wellbeing** in Perth and Kinross by increasing overall participation in sport & physical activity.
- We will deliver the new Strategic Priorities for Sport, **Active Perth and Kinross**, which were approved by Lifelong Learning Committee in January 2016 and set the strategic framework for all commissioned services delivered by Live Active Leisure, and activities delivered by other partners funded by the Council.

- A new **strategic advisory group for sport and culture** will provide expert advice and the community perspective to the Council and to Trusts on the commissioning and delivery of sport and culture across Perth and Kinross.
- With the transfer of Sports Development and Active Schools functions to the charitable Trust, Live Active Leisure from 1 April 2016, ECS no longer have direct operational responsibility for these services. However the Council remains the strategic commissioner of sports services from the Trust, and **monitors service performance and quality** which will continue to be reported via the BMIP (as we currently report on sports services already commissioned from Live Active Leisure, and Horsecross Arts).

## Key Performance Indicators

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Performance |              |              |       | Targets            |     |       |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------|--------------|-------|--------------------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 13/14       | 14/15        | 15/16        | Trend | 15/16              | RAG | 16/17 | 17/18 | 22/23 |
| <b>Number of attendances at sport and active recreation activities (000's) (Community Plan)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 1,452       | 1,389        | <b>1,399</b> | ↓     | <b>1,402</b>       | ○   | 1,413 | +1%   | +1%   |
| Swimming numbers are significantly increasing, though indoor and outdoor activities show some reductions. Active Schools also show increasing participation.                                                                                                                                                                                                                                                                                                                                                                                                     |             |              |              |       |                    |     |       |       |       |
| <b>Number of attendances per 1000 population for all pools</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 3,441       | 3,161        | <b>3,389</b> | →     | <b>3,193</b>       | ○   | 3,423 | +1%   | +1%   |
| Perth Leisure Pool has seen an increase in casual swimming and continued promotion of lessons and the introduction of 1:1 swimming lessons in all venues have also contributed to this positive trend.<br>A focus on family swimming and learning to swim in 2016 should contribute to the positive trend in swim numbers.                                                                                                                                                                                                                                       |             |              |              |       |                    |     |       |       |       |
| <b>Indoor facilities - Number of attendances per 1000 population</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 4,971       | 4,790        | <b>4,327</b> | ↓     | <b>4,838</b>       | ●   | +1%   | +1%   | +1%   |
| Fall in numbers year on year for a number of reasons; Closure of Bells Sports Centre for one week for full floor resealing and closure of the fitness gym for 2 weeks in September, removal of Auchterarder pay and play.<br>A 7% fall in gym use but a 15% increase in class use further reiterates the shift in trend from gym to group fitness. There has been a general reduction in Education use in most venues and some limited club access at Bell's due to large non-sporting events. A milder winter saw less bookings coming in from outdoor pitches. |             |              |              |       |                    |     |       |       |       |
| <b>Number of distinct participants attending Active Schools programmes</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 7,613       | <b>7,156</b> | -            | ↓     | -                  | ●   | -     | -     | -     |
| This indicator was revised for 2015/16 and covers the academic year. 7,156 represents 40% of the total school roll. Forward targets will be set once complete data for 2015/16 is available.                                                                                                                                                                                                                                                                                                                                                                     |             |              |              |       |                    |     |       |       |       |
| <b>% of adults satisfied with leisure facilities (LGBF)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 81%         | <b>81%</b>   | -            | →     | <b>90% (14/15)</b> | ●   | 90%   | 90%   | 90%   |
| 72014/15 shows steady performance, and above the national average. This does remain below target, although the satisfaction levels reported by The Big Listen are significantly higher (88%).                                                                                                                                                                                                                                                                                                                                                                    |             |              |              |       |                    |     |       |       |       |
| <b>Gross cost per attendance at sports facilities (LGBF)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | £4.20       | <b>£5.04</b> | -            | -     | -                  | -   | -     | -     | -     |
| Increased investment in targeted campaigns and programming improvements have been aimed at increasing Live Active Leisure facility attendance across all sites and contributed to increased costs. Other factors include an increase in Third Party Payments by around £478k during the year, as a result of changes to our Service Level Agreement with the local Sports Trust, increased maintenance costs and an increase in grant payments made in relation to the Council's Active Living Fund.                                                             |             |              |              |       |                    |     |       |       |       |

Trend (3 year) Performance has: ↑ Significantly improved → Remained broadly the same ↓ Significantly deteriorated – Not applicable  
RAG ○ On Target ● Not on target ● Not available

# CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

## SERVICE NET CONTRIBUTION: £269,000

The natural and built environment of Perth and Kinross is exceptional and unique. Our Cultural and Community Services play a key role in sustaining and developing it as an attractive, welcoming place for people to live, work, learn and visit. We are investing in key infrastructure projects including the redevelopment of Perth Theatre, the PH20 project led by Live Active Leisure to redevelop Perth Leisure Pool, and by making changes and improvements to our other venues.

Creating safe and sustainable places to live is not just about the physical environment. Places are shaped by the people and communities who live in them, both those who have been rooted in their communities for many generations and those who have come to Perth and Kinross more recently to live work, study or visit. The assets which make places vibrant, sustainable and resilient include the talents and skills of people themselves; wider community networks; partnerships and projects; and other sources of pride such as village halls, arts centres, community sports clubs and faith centres. Our Community Learning and Development teams promote community wellbeing and community spirit, and work with local groups across Perth and Kinross to support and unlock these assets to meet the needs and realise the aspirations of communities as a whole.

## Attractive welcoming environment

### Performance Summary 2015/16

Environmental projects play a key role in Perth and Kinross, and Letham Climate Challenge has been supported by Community Capacity Building (CCB) staff to access £60,000 from the International Climate Fund to continue their work in the creation and progression of their allotment sites and the running of their swap shop and also to look at future developments for the area.

The ongoing Tay Landscape Partnership has evolved from linking with the primary curriculum to explore the landscape in new and innovative ways such as using the Minecraft software to understand archaeology, to joint planning of a compliment of skills sessions for delivery in secondary schools covering traditional rural skills e.g. boat building with Perth High School and building skills with St Johns Academy.

### Focus for 2016/17

- Working within new partnership arrangements, and a greater locality focus, maintain and enhance our **cultural infrastructure** to maintain and enable wider access to the arts and heritage by the widest possible audiences.
- Provide **quality sport and culture facilities** which serve local communities and contribute to the 4 strategic outcomes set by the council for culture and sport.

# Resilient, responsible & safe communities

## Focus for 2016/17

- Preparing the Council and its partners to meet the requirements of the **Community Empowerment** (Scotland) Act, including the development of Local Community Planning Partnerships based around five localities and the development of our Local Outcome Improvement Plan (LOIP).
- As **Health and Social Care integration** matures further under the Integrated Joint Board, there will be a need for a unified approach to locality-based planning and working.

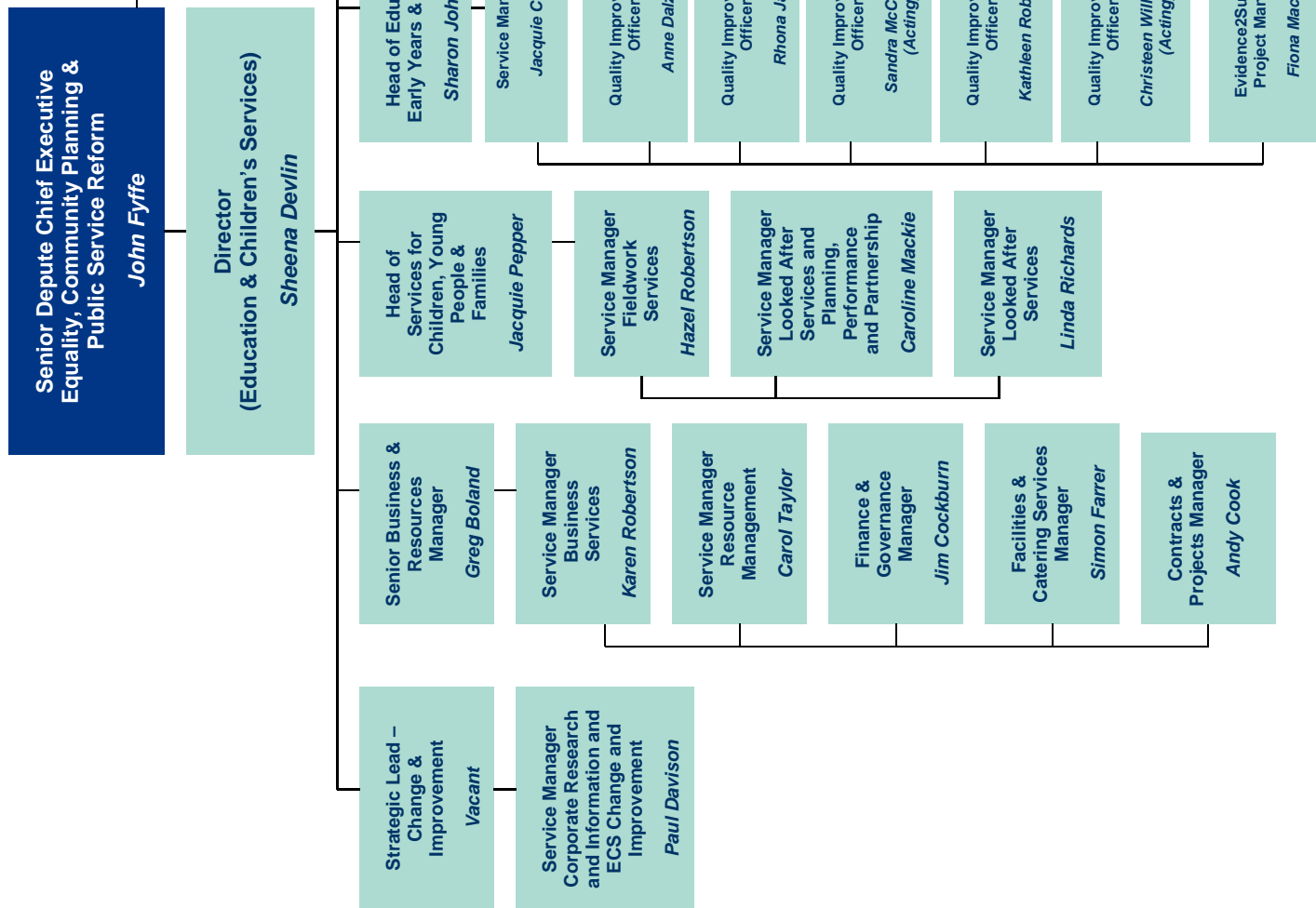
## Key Performance Indicators

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Performance             |       |                          |       | Targets |     |       |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------|--------------------------|-------|---------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 13/14                   | 14/15 | 15/16                    | Trend | 15/16   | RAG | 16/17 | 17/18 | 22/23 |
| % community groups who feel that positive progress has been made against key outcomes for capacity building                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 96%                     | 88%   | 72.5%                    | ↓     | 90%     | ●   | 91%   | 92%   | 95%   |
| The figure is lower than last year's, partly due to the number of groups working on ongoing complex projects, which involve accessing funding and exploring potential asset transfers. Funding for groups and projects has also proven to be increasingly difficult due to reduction in funds and funding streams available. There has also been a significant increase in the number of groups supported by Community Capacity Building (CCB) staff, who continue to work with and support groups and organisations to deliver on community outcomes and empowerment.                                                                                                                                                                                   |                         |       |                          |       |         |     |       |       |       |
| Number of community organisations receiving support from the Community Capacity Team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 158                     | 146   | 177                      | ↑     | 150     | ○   | 195   | +10%  | +10%  |
| The number of groups supported has increased by 31 overall on the previous year with an increase of 51 in the last quarter alone. This is a large increase in a short period of time and is an unusual trend. It is partly due to groups looking for support to access funding as their current funding streams come to an end, and also due to organisations investigating the potential powers they now have through the Community Empowerment Act particularly asset transfer. Community research projects carried out by the CCB team in this last quarter has had a further impact on this figure as the needs identified through this process have in turn led to more requests for support from the team by new and existing projects and groups. |                         |       |                          |       |         |     |       |       |       |
| % of community groups and organisations meeting their outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Data not yet available. |       |                          |       |         |     |       |       |       |
| We are currently working to address difficulties with extracting this data from our performance management system. Performance indicators relating to community capacity building will be reviewed as part of the team's Transformation Project.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                         |       |                          |       |         |     |       |       |       |
| Residents surveyed who are satisfied with the areas they live in (%) (Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | -                       | 84%   | Next reported in 2016/17 |       |         |     | 85%   | 85%   | 90%   |
| Residents Survey completed in late 2014/ early 2015. The collection method has been changed from the previous Viewpoint panel to a specific biennial residents survey. To be updated during 2016/17.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                         |       |                          |       |         |     |       |       |       |

|                       |                  |                          |                             |                              |                  |
|-----------------------|------------------|--------------------------|-----------------------------|------------------------------|------------------|
| <b>Trend (3 year)</b> | Performance has: | ↑ Significantly improved | → Remained broadly the same | ↓ Significantly deteriorated | – Not applicable |
| <b>RAG</b>            |                  | ○ On Target              | ● Not on target             | ● Not available              |                  |



# Education & Children's Services





## ORGANISED TO DELIVER

This section of our Business Management and Improvement Plan outlines how the Service is structured and how it will deliver on the objectives and local outcomes identified.

### GOVERNANCE AND MANAGEMENT STRUCTURE OF THE SERVICE

Education and Children's Services is organised across five divisions:

#### **Services for Children, Young People and Families** *Head of Service: Jackie Pepper*

We provide a wide range of social work, care services and youth services for children, young people and families. We play a key role in the support and protection of children, young people and families at risk. It is everyone's job to make sure that children are safe, protected and to promote their wellbeing and our staff take on the role of Lead Professional to coordinate plans for children who are in need of protection or who are looked after. We provide intensive family support for parents and carers of very young children and children with a disability. We provide foster care and residential care for children who need to be cared for away from home for a period of time and find permanent substitute care for children who are unable to return home. We provide accessible youth work services for all young people to enhance their successful transition into adulthood and to provide a valuable contribution to our local communities.

#### **Education – Early Years and Primary** *Head of Service: Sharon Johnston*

We provide and support early learning and childcare and primary education. A key focus is the provision of support for children in their early years and for their families. We are continuing to further develop approaches to curriculum design, learning, teaching and assessment in line with [Creating a Curriculum for Excellence](#). Raising attainment and achievement is a key priority for the service. Key areas of work include the provision of early learning and childcare and primary education, curriculum development, quality assurance of schools through the school improvement framework and support for parental involvement in schools.

#### **Education – Secondary and Inclusion** *Head of Service: Peter McAvoy*

We provide and support secondary education and inclusion services to support children/young people with Additional Support Needs. Raising achievement for all and Developing Scotland's Young Workforce is a key priority and we are continuing to develop the curriculum in line with [Creating a Curriculum for Excellence](#). We do well, but we want to do better. Key areas of work include the provision of secondary education, services to children with complex and multiple needs both in mainstream and special education, psychological services to support young people, the quality assurance of schools through the school improvement framework and support for employee review and development and training.

#### **Business and Resource Services** *Senior Business and Resources Manager: Greg Boland*

Business and Resource Services provide a customer-focused range of services directly to external and internal customers to enable the delivery of the Council and Service priorities as reflected within the Corporate and Business Management and Improvement Plans. We operate in three main areas:

*Business Services* provides a comprehensive operational support to pupils, parents, families and covers administrative and clerical support. The team is also responsible for the provision of all communications within the Service.

*Resource Services* manage the strategic planning of the Service's property estate to provide buildings which are fit for the provision of modern public services. The Contracts and Facilities teams provide a wide range of support services to all establishments and stakeholders. Project Management of new and refurbished schools is undertaken by the team jointly with Property Services.

*Financial Services* provides a comprehensive range of financial services and manages the financial affairs of the Service.

**Change and Improvement** *Corporate Research and Information Manager: Paul Davison*

We provide the data and analysis skills, knowledge and capacity to drive forward and measure performance improvement, monitor risk, and take forward key priority change and transformation projects across the whole Service. We develop and promote an evidence base to identify and tackle inequality. We also ensure that support is provided for any redesign of key ECS services within the appropriate timescales. We also have corporate responsibility for research and information.

**Corporate functions**

**Public Sector Reform, Culture and Community** *Head of Service: Fiona Robertson<sup>1</sup>*

We work with communities of all kinds to build on their own skills and assets by delivering community learning and capacity building, and through arts and sports development programmes. We also support wider community engagement which informs the planning and continuous improvement of Council services and our strategic role in Community Planning, including our response to the Community Empowerment (Scotland) Act through local community planning. We enable community, cultural, sport and active recreation services, delivered by external bodies, which maximise people's life opportunities and their quality of life, and monitor the performance and quality of these services with a value of £10M commissioned by the Council.

**CUSTOMER FOCUS AND COMMUNITY ENGAGEMENT**

Education and Children's Services engages stakeholders in a range of evaluative activities and there is good stakeholder involvement to inform service development and improvement.

We actively engage with the parents of children in schools in many ways and we aim to draw together an overview of these activities happening in all our establishments. Parents are involved in Extended Learning and Achievement visits, parent's views are sought before, during and after all Additional Support Needs (ASN) meetings to determine satisfaction in process and procedures. Extensive consultation with young people, families and other stakeholders for the Navigate service has provided valuable evaluation information, and has been used in the creation of the Navigate Development Plan.

This year over 2,600 primary and secondary pupils took part in the annual How Good is Our School at Helping Me to Stay Safe Survey. The results clearly demonstrate that children and young people have a good awareness and understanding about keeping themselves safe; a good knowledge of where and when to seek help and a confidence that they would get the help when they needed it.

Customer evaluation is embedded in cultural services events and activities. Customer feedback is a key part of all library events and activities; it is gathered throughout the year by a variety of methods and changes and improvements are instigated in response to customer comments and feedback where possible and appropriate.

Formal complaints are treated confidentially, thoroughly investigated and responded to as quickly as possible. Recommendations identified are dealt with by the officer responsible for that area and reported to the ECS Senior Management Team, and feedback is sought from customers engaging with the complaints process, helping us to learn from a complaint, reduce the possibility of a similar complaint arising and leading to improved customer satisfaction with our services.

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<sup>1</sup> The Head of Public Service Reform, Culture and Community Development is a corporate role reporting directly to the Senior Depute Chief Executive.

## **PREPARING OUR PEOPLE FOR THE FUTURE**

The ethos of *Learn Innovate Grow* is embedded within our processes, and the ongoing use of Employee Review and Development encourages and supports employees to evaluate their strengths and areas for improvement and ultimately achieve their potential. A comprehensive survey of ECS and partners' staff indicated clear understanding of GIRFEC and high levels of preparedness for new duties arising from the Children and Young People (Scotland) Act 2014.

Recruitment of teachers in certain parts of our area, or certain subjects, continues to be challenging. Delivered in partnership with the University of Dundee and funded by Scottish Government, the innovative *Learn To Teach* programme is aimed at increasing the supply of teachers, whilst supporting positive career moves for employees. Following successful completion of the programme, individuals will be assigned a probationary teaching position within the Perth and Kinross area. Thereafter, on successful completion of their probationary placement, probationers will teach in any school within the Perth and Kinross area. We are also focussing on those who have been away from the profession for a time, encouraging and supporting qualified teachers to return to teaching is seen as an effective recruitment measure for local teacher resources.

The service offers a number of development programmes, including

- The Scottish College for Educational Leadership (SCEL) Into Headship programme; which aims to ensure aspiring headteachers are supported to develop and build the necessary knowledge, skills and understanding required of senior leaders.
- The Future Leaders and Managers Programme aimed at individuals who aspire to the role of middle manager, or are newly appointed in post, by supporting them to acquire the knowledge and skills to manage people and structures effectively.
- The Strategic Leadership Development Programme for senior executive staff, Directors and Heads of Service.
- An induction programme for new Primary Support Assistants and Teachers.

## **PARTNERSHIP WORKING**

We have a strong focus on developing, managing and improving partnerships, based on a strong history of working in partnership with other local authorities, the NHS, Tayside Contracts, the Voluntary Sector; Police Scotland and Perth College UHI. This is also evidenced by our successful multi-agency work within early years, child protection and the transition project for children and young people with complex disabilities, and in particular the Children, Young People and Families Partnership.

Locality working will be an increasingly important aspect of working more closely with communities to understand and meet their priorities and tackle stubborn inequalities. ECS will be closely involved in the emerging Local Community Planning Partnerships, building on recent successful locality events focused on children and young people.

Perth and Kinross Council is increasingly looking to its neighbouring authorities to share best practice and expertise in all service areas. Driven by, but not limited to the Raising Attainment for All agenda, opportunities for collaboration with other Tayside authorities and Fife are being explored, in line with the aspirations of Education Scotland and the Association of Directors of Education in Scotland (ADES).

Following the transfer of staff, resources and service responsibility for culture and sport to Culture Perth and Kinross and Live Active Leisure respectively on 1 April 2016, Education and Children's Service will continue to have a key role in contract monitoring and performance reporting.

We recognise the value of informal partnerships, particularly with families, carers and communities, who bring a richness of perspective and experience, and are a central part of the overall process of delivering services with Education and Children's Services.

## **FINANCIAL/RESOURCE MANGEMENT**

Education and Children's Services revenue budget for 2016/17 has increased by £1.890 million to £173.996 million. The Capital Composite Budget (£62.767 million) is for the delivery of new and improved schools and community assets.

With a rising population and changing needs, the demand for services is increasing. Further, welfare reform, the increasing costs of care for children and young people with complex additional support needs and emotional and behavioural difficulties, and the developing implementation of the Children and Young People's (Scotland) Act 2014 are anticipated to further increase demand for services.

To deliver on these emerging pressures, Education and Children's Services will deliver £3.235 million savings in 2016/17, target resources at facilitating service redesign, and support the further integration of services and the sharing of resources across the public sector. The transformation approach sets out a path which will allow the organisation to achieve the required modernisation and efficiencies to meet the financial challenge and future service demand.

The service is undertaking an ambitious programme of transformation projects. In addition to our involvement in a number of corporate transformation projects covering all council services, Education and Children's Services have a number of key projects which will proceed in 2016/17, which include:

- **Expansion of Family Based Care**  
To meet the increasing demand for foster carers and family-based carers for children and young people looked after by Perth and Kinross Council.
- **Review and remodelling of Residential Care Services (Children and Young People)**  
To avoid escalating costs of residential care for children and to better meet increasing and changing demands of children and young people who need to be looked after in residential care provision.
- **Securing the Future of the School Estate**  
Reviewing the school estate to make the most effective and efficient use of buildings, and staff across the estate.
- **Review of Community Campuses**  
Reviewing contracts and charging to identify efficiency savings and commercial opportunities.
- **Review of Inclusion Services**  
To provide a more efficient and effective delivery model, to realise efficiencies while retaining a focus on service provision and statutory duties.
- **Review of Working Week arrangements in schools**  
Review the current arrangements with an aim to assist schools to plan and deliver teaching and learning in an efficient way.
- **Review of School Staffing Standards**  
Reviewing PKC staffing standard for allocating to schools based on the school roll.
- **Review of Community Development and Engagement (Corporate Project)**  
Review how community development and engagement, and adult and family learning functions are currently deployed.

## PERFORMANCE, SELF EVALUATION AND RISK MANAGEMENT

The service recognises the need to develop outcome-based approaches to planning for improvement. Performance and risk reports are scrutinised regularly by the Senior Management Team and divisional management teams. The service uses benchmarking extensively, and participates in a number of benchmarking activities to inform continuous improvement, from virtual comparators for school attainment, to similar authority comparisons for Early Learning and Childcare, School and Children's Services inspections.

In addition, the Service is committed to public performance reporting, which includes the publication of several reports including the annual Standards and Quality report, six monthly and annual performance reports, the report on attainment in Perth and Kinross Council schools, the Child Protection Committee Standards and Quality Report and the Chief Social Work Officer's Report.

We are working towards a systematic and collaborative approach to performance improvement, to embed the use of performance and outcome information at all levels to evidence impact, inform effective improvement and make better use of available research and evidence to drive our plans, practices and spend. We continue to develop our approaches to ensure that evaluations make the best use of the information and research available and are used to inform and develop service delivery.

Self-evaluation is a particular focus and strength in Education and Children's Services, and continues to inform improvement and planning using a range of 'How Good is...' tools. We have a well-established school improvement process, delivered through our School Improvement Framework. All schools evaluate the quality of their provision against the quality indicators in *How Good Is Our School?*

### Service Risk Summary

| Strategic Objective                                          | Service Risk                                                                                                                               | Residual Risk |               |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|
|                                                              |                                                                                                                                            | Impact        | Probability   |
| Developing educated, responsible and informed citizens       | There is a risk that we fail to deliver on the Curriculum for Excellence                                                                   | 3<br>Moderate | 1<br>Rare     |
| Giving every child the best start in life                    | There is a risk that we do not identify and meet the additional support needs of children and young people                                 | 3<br>Moderate | 2<br>Unlikely |
| Giving every child the best start in life                    | There is a risk that we fail to protect vulnerable children and families (Corporate Risk)                                                  | 4<br>Major    | 1<br>Rare     |
| All objectives                                               | Failure to effectively respond to business failure                                                                                         | 3<br>Moderate | 2<br>Unlikely |
| All objectives                                               | Failure to deliver the ECS capital programme                                                                                               | 3<br>Moderate | 2<br>Unlikely |
| Creating a safe and sustainable place for future generations | There is a risk that we do not effectively engage with our communities                                                                     | 2<br>Minor    | 1<br>Rare     |
| All objectives                                               | There is risk that we do not ensure the health, safety and wellbeing of Council employees and those who are affected by the Council's work | 4<br>Major    | 2<br>Unlikely |

## **HEALTH AND SAFETY**

The Corporate and Service Health and Safety Consultative arrangements ensure regular consultation between Service Management representatives and employees, providing a forum for the discussion of Service Health & Safety matters.

Education & Children's Services follows the corporate government arrangements for Health, Safety & Wellbeing, and staff across the Service are familiar with the Corporate Occupational Health & Safety Policy. ECS consults with all staff through the ECS Health & Safety Consultative Committee.

Membership of this Committee includes senior managers from every Division within ECS, as well as safety representatives from all the Unions. Through this Committee, strategic and operational issues are discussed and quarterly reports on Health & Safety training and incident reports reconsidered. The management representatives report on issues that are raised at this committee through their own management teams.

Health & Safety performance indicators are reported quarterly to the Senior Management Team. These indicators include the numbers of ECS staff trained as risk assessors, the numbers of incidents reported and the number of staff accessing general Health & Safety and First Aid training.

The Director and the Senior Business and Resources Manager have regular meetings with the Corporate Health, Safety & Wellbeing Manager to discuss emerging and continuing Health & Safety issues.

The key health and safety priorities for the service are:

- Complete Health and Safety Risk Profiling in each school/service area.
- Ensure compliance with Council Occupational Health and Safety Policy and topic specific health and safety management arrangements for all identified risk.
- Ensure corporate health and safety input/ oversight of our violence and aggression recording in schools.

## SERVICE IMPROVEMENT PLAN

| Focus and Major Change 2016/17                                                                                                               | Key Action<br>(Lead Responsibility)                                                                                                                                                                                                                                                                         | Delivery<br>Timescales |
|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| Plan for the any necessary expansion of Early Learning and Childcare provision.<br>(Head of Education – Early Years and Primary)             | Extend the flexibility and choice for parents around 600 hours Early Learning and Childcare (ELC) through introduction of full day places within local authority nursery provision.<br>(Service Manager – Early Years and Primary)                                                                          | Aug 2016               |
|                                                                                                                                              | Plan and conduct biennial consultation with parents/carers to ascertain views on current flexibility of delivery of 600 hours ELC and seek views in respect of moving to 1140 hours of funded ELC from 2020.<br>(Service Manager – Early Years and Primary)<br>(Service Manager – Research and Performance) | Jan 2017               |
|                                                                                                                                              | Review the capacity of schools and provider centres to deliver 1140 hours to identify the potential scope to increase capacity in schools and partner provider centres.<br>(Service Manager – Early Years and Primary)<br>(Service Manager – Resource Management)                                           | Mar 2017               |
|                                                                                                                                              | Collect data from schools and partner provider centres indicating numbers of children who have not met any developmental milestone(s).<br>(Service Manager – Early Years and Primary)<br>(Service Manager – Research and Performance)                                                                       | Jun 2016               |
| Utilise information on the developmental milestones of children before they start Primary 1<br>(Head of Education – Early Years and Primary) | Scrutinise data and present to indicate themes / trends in areas across Perth & Kinross.<br>(Service Manager – Early Years and Primary)<br>(Service Manager – Research and Performance)                                                                                                                     | Dec 2016               |
|                                                                                                                                              | Use data analysis when allocating resources within school/centres/localities to target support and interventions for children.<br>(Service Manager – Early Years and Primary)<br>(Service Manager – Research and Performance)                                                                               | Aug 2017               |



| Focus and Major Change 2016/17                                                                                                                                                                        | Key Action<br>(Lead Responsibility)                                                                                                                                                                                                                                                                                       | Delivery Timescales |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Continue to embed GIRFEC; improving the sharing of information, and continuous improvement in assessment and planning.<br>(Head of Services for Children, Young People and Families)                  | Further develop the Multi-Agency Screening Group (MASG) to ensure the prompt sharing of concerns about children's wellbeing with Named Persons and to assist in the provision of early help and support to children, young people and families.<br>(Head of Services for Children, Young People and Families)             | Apr 2017            |
|                                                                                                                                                                                                       | Continue to support staff in assessing needs and planning to meet the needs of individual children and young people.<br>(Head of Education – Early Years and Primary)<br>(Head of Services for Children, Young People and Families)                                                                                       | Apr 2017            |
| Work to maintain and continue to improve timescales in Permanence Planning for looked after children.<br>(Head of Services for Children, Young People and Families)                                   | Continue to use the Looked After Children Review process to identify children in need of permanent substitute care. Embed robust tracking and monitoring of all looked after children. Further improve the arrangement for the decision-making for children in kinship care.<br>(Service Manager – Looked After Services) | Mar 2017            |
| Establish a sustainable funding model for continued delivery of the evidence-based programmes of Evidence2Success<br>(Director of Education and Children's Services)                                  | Use data on impact of evidence-based programmes to realign resources, mainstream responsibilities and deliver effective strategic commissioning based on agreed priorities.<br>(Service Manager – Evidence2Success)                                                                                                       | Mar 2017            |
| Implement the actions identified in the Perth and Kinross Parenting Strategy 2015-2019<br>(Head of Services for Children, Young People and Families)<br>(Head of Education – Early Years and Primary) | Further develop the work of the Gowans Early Years Team to provide targeted support for families (pre-birth to 2 years).<br>(Service Manager – Looked After Services)                                                                                                                                                     | Oct 2017            |
|                                                                                                                                                                                                       | Further develop support and interventions in the community and services that enable parents, carers and families to have the confidence and capacity to support their children to have good life chances and wellbeing.<br>(Service Manager – Evidence2Success)                                                           | Mar 2017            |



| Focus and Major Change 2016/17                                                                                                                        | Key Action<br>(Lead Responsibility)                                                                                                                                                                                                                                   | Delivery<br>Timescales |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| We will establish and implement an Improving Emotional Wellbeing Collaborative<br>(Heads of Education)                                                | Establish a learning and improvement multi-agency community that will work collaboratively with children, young people, parents and carers to improve the emotional wellbeing of 11-15 year olds living in Perth and Kinross.<br>(Service Manager – Evidence2Success) | Mar 2018               |
| Secure continuous improvement in the assessment, approval, and review of Kinship Carers<br>(Head of Services for Children, Young People and Families) | Appoint an independent chairperson for the Kinship Care Panel<br>(Head of Services for Children, Young People and Families)                                                                                                                                           | Jan 2017               |
|                                                                                                                                                       | Take forward the improvement actions from the internal audit report on Kinship Care and secure improvement in the practices of assessment and review of kinship carers.<br>(Service Manager – Looked After Children)                                                  | Jan 2017               |
| Implement the Named Person Service for all as appropriate, including school leavers<br>(Head of Services for Children Young People and Families)      | Implement the Named Person Service for School Leavers through youth services @ScottStreet<br>(Manager Integrated Youth Services)                                                                                                                                      | Jun 2016               |
| Implement the Strategic Plan -Raising Attainment for All 2016 -2019<br>(Heads of Education)                                                           | Support and challenge schools to address ECS and national expectations, expecting systematic intervention to break the cycle of disadvantage and to close the attainment gap between the most and least disadvantaged learners.<br>(Quality Improvement Officer)      | May 2016               |
|                                                                                                                                                       | Support and challenge schools to secure improvement in educational outcomes for all children and young people in a way which achieves the priorities in the National Improvement Framework.<br>(Quality Improvement Officer)                                          | Jun 2017               |
|                                                                                                                                                       | Regularly review the Strategic Plan to evaluate the impact of planned actions to reduce inequality of outcome and educational benefits for children and young people in pursuance of the National Improvement Framework.<br>(Quality Improvement Officer)             | Jun 2017               |

| Focus and Major Change 2016/17                                                                                                           | Key Action<br>(Lead Responsibility)                                                                                                                                                                     | Delivery Timescales |
|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Plan to meet the new statutory duties of the Education (Scotland) Act 2016.<br>(Director of Education and Children's Services)           | Agree and monitor an implementation plan to ensure that all necessary new statutory duties are progressed by their due commencement dates.<br>(Director of Education and Children's Services)           | Aug 2016 – Aug 2020 |
| Achieve 2020 readiness for the 1+2 approach to Language Learning<br>(Heads of Education)                                                 | All primary schools to deliver a progressive programme of L2 P1-P2 as a minimum to ensure well planned delivery of A 1+2 Approach at school level.<br>(Quality Improvement Officer)                     | July 2017           |
|                                                                                                                                          | All primary schools to evaluate improvements in performance and implement robust tracking to evidence progression in learning.<br>(Quality Improvement Officer)                                         | July 2017           |
|                                                                                                                                          | All primary schools and those secondary schools delivering more than one Modern Language S1-S3 to ensure readiness.<br>(Quality Improvement Officer)                                                    | July 2017           |
|                                                                                                                                          | Plan for L3 to be the language continued through to end of BGE in terms of resources and teacher CPD in preparation for implementation August 2017-18 for P5 delivery.<br>(Quality Improvement Officer) | July 2017           |
| Further develop and implement measures to support Developing Scotland's Young Workforce<br>(Head of Education - Secondary and Inclusion) | Support and challenge schools in regard to the Enterprise & Employability Standard for Wider Achievement<br>(Strategic Lead for Developing Young Workforce)                                             | Mar 2017            |
|                                                                                                                                          | Work with Skills Development Scotland to improve Careers Guidance within schools<br>(Strategic Lead for Developing Young Workforce)                                                                     | Jun 2017            |
|                                                                                                                                          | Undertake an audit of Early Years/Primary Schools to establish a baseline to measure progress of careers education<br>(Strategic Lead for Developing Young Workforce)                                   | Mar 2017            |

| Focus and Major Change 2016/17                                                                                                                                                   | Key Action<br>(Lead Responsibility)                                                                                                                                                                                                                                                | Delivery<br>Timescales |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| Meet the requirements for Continuing Care arising from the Children and Young People (Scotland) Act<br>(Head of Services for Children, Young People and Families)                | Implement procedures to ensure that young people are offered choice and are assisted to make informed choices in relation to Continuing Care. Ensure that there is a consistent understanding across all services of Continuing Care.<br>(Service Manager – Looked After Children) | Aug 2016               |
|                                                                                                                                                                                  | Monitor and report on take-up and the impact of Continuing Care.<br>(Service Manager – Looked After Children)                                                                                                                                                                      | Apr 2017               |
| Review of Inclusion Services<br>(Head of Education - Secondary and Inclusion)                                                                                                    | Collect and review baseline and benchmarking information to inform decision making about the way forward<br>(Head of Education - Secondary and Inclusion)                                                                                                                          | Dec 2016               |
| Review Communities Services to ensure that all community development and engagement activities support the wider Community Empowerment agenda<br>(Senior Depute Chief Executive) | Complete a Transformation Review of all community engagement functions to identify the best future delivery model, and present recommendations to full Council.<br>(Head of Public Service Reform, Culture and Community)                                                          | Oct 2016               |
| Maintain and enhance our cultural infrastructure to enable access to the arts and heritage by the widest possible audiences.<br>(Senior Depute Chief Executive)                  | Prepare business cases for future infrastructure investment for consideration by full Council as part of the future Capital Programme.<br>(Head of Public Service Reform, Culture and Community)                                                                                   | Jun 2016               |
|                                                                                                                                                                                  | Complete Phase 1 and 2 of the City of Culture bid.<br>(Head of Public Service Reform, Culture and Community)                                                                                                                                                                       | Jan 2017               |
|                                                                                                                                                                                  | Implement new commissioning arrangements for sport including setting and monitoring new key performance indicators linked to the 4 strategic outcomes for sport approved by Lifelong Learning Committee in Jan 2016.<br>(Head of Public Service Reform, Culture and Community)     | Jun 2016               |
|                                                                                                                                                                                  | Launch new strategic frameworks for culture and sport.<br>(Head of Public Service Reform, Culture and Community)                                                                                                                                                                   | Jun 2016               |
|                                                                                                                                                                                  | Establish the Strategic Advisory Group for culture and sport.<br>(Head of Public Service Reform, Culture and Community)                                                                                                                                                            | Jun 2016               |

| Focus and Major Change 2016/17                                                                                                               | Key Action<br>(Lead Responsibility)                                                                                                                                                                                                                                  | Delivery<br>Timescales |
|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| Prepare the Council and its partners to meet the requirements of the Community Empowerment (Scotland) Act<br>(Senior Depute Chief Executive) | Implement Local Community Planning arrangements in line with principles approved by Full Council December 2016.<br>(Head of Public Service Reform, Culture and Community)                                                                                            | Ongoing                |
|                                                                                                                                              | Commence work on the statutory Local Outcomes Improvement Plan, building on the existing Community Plan.<br>(Head of Public Service Reform, Culture and Community)                                                                                                   | Jun 2016               |
|                                                                                                                                              | Review existing Council policies and practices to ensure they align with new community rights to request participation in public service planning and delivery, and right to request local asset transfer.<br>(Head of Public Service Reform, Culture and Community) | Ongoing                |

## Updates on Service Improvement Plan from 2015/16

| Key Area                | Key Action from 2015/16<br>(Lead Responsibility)                                                                                                                                                              | Delivery<br>Timescales | Comments on progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Impact on service users | Implement the Child Protection Committee Improvement Plan<br>( <i>Head of Children and Families' Services</i> ).                                                                                              | Ongoing                | <b>In progress.</b><br>The Child Protection Committee (CPC) <a href="#">Standards and Quality Report 2014/15</a> for the period ending 31 July 2015 concludes that the CPC has made very good progress in implementing the Improvement Plan for 2014/15 with 11 of 14 high level actions being delivered on time and three which were carried forward to 2015/16. A wide range of self-evaluation activities over the period provided robust evidence to confirm that very effective practices to protect children and young people from abuse and neglect have been maintained and that there is a strong capacity for continued improvement.                                                      |
| Impact on service users | Extend the range and quality of provision for children and young people with autism spectrum (ASD) and other developmental disorders<br>( <i>Head of Education: Secondary and Inclusion</i> ).                | Ongoing                | <b>In progress.</b><br>Additional specialist provision has been included in the new Errol and Oakbank Primary Schools and will be available for session 2016/17. The enhanced provision in Blairgowrie High School has also been further developed to increase capacity to support young people with Additional Support Needs.                                                                                                                                                                                                                                                                                                                                                                      |
| Impact on service users | Improve the developmental outcomes for children and young people through the implementation of the Evidence2Success project and participation in the Early Years Collaborative<br>( <i>Depute Director</i> ). | March 2017             | <b>In progress.</b><br>Developments include the introduction of Treasure Pouches to improve attachment and early communication between carers and babies; and the use of apps and electronic devices to enable parents with English as an additional language to engage more fully in their child's learning. The Early Years workforce is being supported to embrace collaborative working and improvement leading to a culture change in services. Evaluations of the impact on improving outcomes for families to date have been very positive. Research and testing of additional improvement activity is being undertaken in schools, Children and Families Services and the voluntary sector. |

| Key Area                | Key Action from 2015/16<br>(Lead Responsibility)                                                                                                                                  | Delivery<br>Timescales | Comments on progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Impact on service users | Develop consistent multi-agency approaches to creating a Child's Plan. ( <i>Head of Education Services – Early Years &amp; Primary/Head of Children and Families' Services</i> ). | March 2016             | <b>In progress.</b><br>Implementation of a single Child's Plan across Perth and Kinross commenced from 18 April 2016. This will be used across all services including Education, Health, Social Work, Youth Services, 3rd Sector and Independent Schools. The development of the Child or Young Person's Plan format was led by staff from Perth and Kinross and has now been adopted Tayside-wide. The format can be used across a continuum of need by Named Persons and to coordinate plans for children with more complex needs. The format can also be used to support young people over the age of 18 who need support. Consultation with over 200 young people as been carried out to help inform the arrangements to provide a Named Person and GIRFEC in Perth and Kinross. The Named Person Service for school leavers will be provided by Youth Services from @ScottStreet. |
| Impact on staff         | Improve workforce planning through the implementation of the Service Workforce Plan ( <i>Depute Director</i> ).                                                                   | March 2015             | <b>Completed</b><br>Work is proceeding through the Corporate Workforce plan 2013-2018. Workforce planning for teachers as an occupational group includes the annual staffing exercise and recruitment initiatives such as Learn To Teach and Return to Teach. Workforce planning is also included as a key focus for transformational reviews.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

| Key Area        | Key Action from 2015/16<br>(Lead Responsibility)                                                                                                                                                                       | Delivery<br>Timescales | Comments on progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Impact on staff | Provide opportunities for employees to learn from different perspectives and possibilities, to be challenged and to be inspired to put new ways of thinking and working into practice ( <i>All Heads of Service</i> ). | Ongoing                | <p><b>In progress.</b></p> <p>The extended management team (EMT) development programme has been revised based on feedback from managers as to what would be most helpful to them. This will evolve and develop further to focus on providing support for the delivery of the Council's Transformation Programme.</p> <p>In ECS we have developed a range of Leadership Development Programmes which are targeted at middle and senior managers. The Tapestry Teacher Learning Community is now in its third year. It is designed to develop personal reflection through engagement with research and promote professional dialogue as a means of learning from others, and has been extended to include the Instrumental Music Service. This model of personal development and support through professional discussion is being used in different parts of the service (beyond schools) where it considered to be appropriate.</p>                |
| Impact on staff | Promote and develop teacher learning communities in all schools to facilitate co-operative learning and training. ( <i>Heads of Education</i> )                                                                        | Ongoing                | <p><b>Complete.</b></p> <p>All schools in Perth and Kinross have engaged with the Tapestry Programme, which aims to support teachers in establishing Teacher Learning Communities (TLCs) with a view to improving learning, teaching and formative assessment in order to raise achievement of our young people.</p> <p>Feedback from schools has been positive, with staff reporting that professional dialogue and peer support was central to increasing confidence in the use of formative assessment strategies. Schools have reported that, through their quality assurance processes, they have identified a positive impact on the quality of the teaching process and the range of assessment approaches being used in classes.</p> <p>A number of TLCs recognised the value of this approach to professional learning and development and have committed to using this model to take forward further school improvement priorities.</p> |



| Key Area                    | Key Action from 2015/16<br>(Lead Responsibility)                                                                                                                                      | Delivery<br>Timescales | Comments on progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Impact on the<br>community  | Ensure effective community engagement in the Community Planning process ( <i>Head of Cultural and Community Services</i> ).                                                           | Ongoing                | <b>In progress.</b><br>Action plan agreed by CPP Board in February 2015. Implementation of actions has commenced and is ongoing, focussing on responding to the opportunities laid out in the Community Empowerment (Scotland) Act 2015, introducing pilots of Participatory Budgeting and participatory research, developing evidence based "Stories of Place" to help shape locality service delivery, delivering a joint resourcing pilot to re-shape services in Blairgowrie and Rattray and developing a clear brand and communication plan for the CPP. The Community Empowerment Working Group continues to support and advise the work of the CPP in improving citizen participation in communities and service delivery.                           |
| Impact on the<br>community  | Undertake Key reviews to support implementation of locality working within policy parameters agreed by Council in October 2013<br>( <i>Head of Cultural and Community Services</i> ). | Ongoing                | <b>In progress.</b><br>Cultural and Community Services developed integrated locality plans March – June 2015 and these are being implemented and reviewed on a quarterly basis. A review of the Council and Community Planning Partners approach to working in localities is currently being scoped.                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Key performance<br>outcomes | Develop approaches to assessment and moderation of learning, ensuring staff are consistently confident in their judgements of pupil progress. ( <i>Heads of Education</i> ).          | Ongoing                | <b>In progress.</b><br>Inservice training has been organised by practitioners based in secondary and primary schools and delivered through the Local Management Group model. Comments from colleagues were very positive with over 80% of participants expressing satisfaction with the information, format and opportunity to collaborate. Moderation resources for both literacy and numeracy are now available to all school staff on the recently created Perth & Kinross literacy and numeracy SharePoints. A tracking tool is being piloted by Perth High School LMG schools and has been well received both in schools and by Education Scotland. This tool will be rolled out as an available resource for tracking to all PKC schools in May 2016. |



| Key Area  | Key Action from 2015/16<br>(Lead Responsibility)                                                                                                                                                                                          | Delivery<br>Timescales | Comments on progress                                                                                                                                                                                                   |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Resources | Review the Devolved School Management Scheme<br>( <i>Heads of Education</i> ).                                                                                                                                                            | July 2015              | <b>Complete</b><br>The review task group met on a number of occasions and the review and recommendations were reported to Lifelong Learning Committee in November 2015.<br>( <a href="#">Report 15/507</a> )           |
| Resources | Plan and implement a programme of transformational change subject to Council approval, with consideration of commissioning, community co-production, asset transfer, commercialisation, digital channels and a sustainable school estate. | 5 year plan to 2020    | <b>In progress</b><br>Outline Business Cases for Phase 2 Projects, due to commence in 2016/17 were submitted to the Strategic Policy and Resources Committee in February 2016, along with updates on Phase 1 projects. |

## ACRONYMS EXPLAINED

|        |                                                    |       |                                               |
|--------|----------------------------------------------------|-------|-----------------------------------------------|
| ADES   | Association of Directors of Education in Scotland  | IAR   | Initial Assessment Report                     |
| ASD    | Autism Spectrum Disorder                           | ICT   | Information and Communications Technology     |
| ASDAN  | Award Scheme Development and Accreditation Network | LAC   | Looked After Children                         |
| ASN    | Additional Support Needs                           | LGBF  | Local Government Benchmarking Framework       |
| BMIP   | Business Management and Improvement Plan           | LLC   | Lifelong Learning Committee                   |
| CBAL   | Community Based Adult Learning                     | LMG   | Local Management Group                        |
| CCB    | Community Capacity Building                        | LOIP  | Local Outcome Improvement Plan                |
| CfE    | Curriculum for Excellence                          | MASG  | Multi-Agency Screening Group                  |
| CLD    | Community Learning and Development                 | NIF   | National Improvement Framework                |
| CPC    | Child Protection Committee                         | PKC   | Perth & Kinross Council                       |
| CPD    | Continuing Professional Development                | REHIS | Royal Environmental Health Institute Scotland |
| CPP    | Community Planning Partnership                     | SBR   | Social Background Report                      |
| E2S    | Evidence2Success                                   | SCEL  | Scottish College for Educational Leadership   |
| ECS    | Education and Children's Services                  | SCQF  | Scottish Credit and Qualifications Framework  |
| ELCC   | Early Learning and Childcare                       | SIMD  | Scottish Index of Multiple Deprivation        |
| EMT    | Extended Management Team                           | SMT   | Senior Management Team                        |
| ESOL   | English for Speakers of Other Languages            | SQA   | Scottish Qualifications Authority             |
| EYS    | Early Years Strategy                               | TLC   | Teacher Learning Communities                  |
| GIRFEC | Getting It Right For Every Child                   | UHI   | University of the Highlands and Islands       |

**PERTH AND KINROSS COUNCIL**

**Environment Committee  
1 June 2016**

**Enterprise & Infrastructure Committee  
1 June 2016**

**Community Safety Committee  
8 June 2016**

**Scrutiny Committee  
15 June 2016**

**The Environment Service  
Joint Business Management & Improvement Plan  
And Annual Performance Report**

**Report by Director (Environment)**

This report presents the Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16 for the Environment Service.

**1. BACKGROUND/MAIN ISSUES**

- 1.1 Service Business Management and Improvement Plans and Annual Performance Reports are a core element of the Council's Service Planning Framework.
- 1.2 This report presents the Environment Service Annual Performance Report for the period 2015/16 and the Business Management and Improvement Plan for the period 2016/17.
- 1.3 The Environment Service's Business Management and Improvement Plan 2016/17 sets out the key Service actions which contribute to the delivery of the Council's five strategic objectives and key local outcomes as set out in the Perth and Kinross Corporate Plan 2013/18.
- 1.4 The Environment Service's Annual Performance Report 2015/16 reviews Service progress over the past year in meeting the targets and commitments set out in the Environment Service's Business Management and Improvement Plan 2015/16.

## **2. PROPOSALS**

### **2.1 Our Service objectives remain:**

1. To promote sustainable development
2. To develop and support a thriving and inclusive economy and promote Perth and Kinross as a place to live, work and visit
3. To manage, maintain and enhance the public realm and provide safe and convenient access to all users.
4. To protect and promote the health, safety and wellbeing of communities and staff
5. To provide efficient and effective service delivery

### **2.2 In order to meet these Service objectives, our priorities for the coming year will be:-**

- Economic development
- Infrastructure
- Performance and Benchmarking
- Customer focus and feedback
- Workforce planning
- Collaborative working
- Commitment to delivering outcomes

### **2.3 Our challenge is in ensuring that we deliver these priorities while maximising our partnering opportunities and providing tangible results for local communities, within the resources allocated to the Service.**

### **2.4 The Council's approved budget for 2016/17 includes continuing funding to support roads, economic development, business growth and transformation. This is given a context by the new Local Development Plan and its supporting policies.**

### **2.5 To ensure that we continue to improve outcomes and respond effectively within a challenging financial environment the Service's Business Management and Improvement Plan 2016/17 sets out an ambitious change and improvement programme, including a number of Transformation reviews.**

### **2.6 The Environment Service had a successful year in 2015/16 and achieved significant progress across a range of services which provided positive outcomes for citizens and communities.**

### **2.7 Our continued commitment to delivering positive outcomes is evidenced by changing approaches to further improve recycling rates; increased use of benchmarking to understand how well we compare against others and what changes we can make as a result; the lessons we learn from complaints; improvements in planning performance and the delivery of new infrastructure such as our new schools and the A9/A85.**

The Perth City Plan and the new Economic Development Strategy and Action Plan will be key documents which detail our aims and commitments in respect of the local economy and aim to build on successes in 2015/16 with employment rates ahead of neighbouring Councils and occupation rates in Perth City centre higher than the Scottish average.

### 3. CONCLUSION AND RECOMMENDATION

- 3.1 The Joint Business Management and Improvement Plan and Annual Performance Report details progress against the Service's targets and improvement actions over the last year and sets out how the Service will take forward the strategic objectives and local outcomes set out within the Corporate Plan 2013/18.
- 3.2 It is recommended that the Community Safety, Environment, and Enterprise & Infrastructure Committees approve, for their specific area of interest, the Environment Service's Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16.
- 3.3 It is recommended that the Scrutiny Committee scrutinises and comments as appropriate on the Environment Service's Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16.

#### Authors

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#### Approved

| Name           | Designation            | Date       |
|----------------|------------------------|------------|
| Barbara Renton | Director (Environment) | 9 May 2016 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic implications

#### Community Plan / Single Outcome Agreement

- 1.1 The Perth and Kinross Community Planning Partnership (CPP) brings together organisations to plan and deliver services for the people of Perth and Kinross. Together the CPP has developed the Perth and Kinross Community Plan which outlines the key things we think are important for Perth and Kinross:-

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

- 1.2 It is considered that the actions contained within this report contribute to all of the above objectives.

#### Corporate Plan

- 1.3 The Council's Corporate Plan 2013-2018 outlines the same five Objectives as those detailed above in the Community Plan. These objectives provide a clear strategic direction, inform decisions at a corporate and service level and shape resource allocation. It is considered that the actions contained in the report contribute to all objectives as outlined in paragraph 1.1 above.

### 3. RESOURCE IMPLICATIONS

- 3.1 The financial and workforce resources required to deliver The Environment Service Business Management and Improvement Plan 2016/17 are reflected within the approved Resource and Capital budgets for the Service.

### 4. ASSESSMENTS

#### Equality Impact Assessment

- 4.1 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.
- 4.2 This section should reflect that the proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:
- (i) Assessed as **not relevant** for the purposes of EqIA.

#### Strategic Environmental Assessment

- 4.3 Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all qualifying plans, programmes and strategies, including policies (PPS). The proposals have been considered under the Act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

#### Sustainability

- 4.4 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.
- 4.5 The proposals contained within the report are assessed to have a positive impact on sustainability, particularly with regard to encouraging sustainable modes of travel.

### 5. APPENDICES

Appendix 1 - The Environment Service's Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16.





## **Appendix 1**

### **THE ENVIRONMENT SERVICE**

#### **BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2016/17 & ANNUAL PERFORMANCE REPORT 2015/16**

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# INTRODUCTION

Welcome to the Environment Service's Business Management and Improvement Plan for 2016/17.

Doing the best we can in all our areas of activity remains high on the agenda for all of us working in the Environment Service. There remains an incredible commitment by our employees to making improvements to what we do. This can be evidenced in a variety of ways – changing approaches to further improve recycling rates; our on-going success in the Council's Securing the Future awards; our increased use of benchmarking information to understand how well we compare against others and what changes we can make as a result; the lessons we learn from any complaints we receive; our continued improvements in planning performance; the delivery of new infrastructure such as the A9/A85 and the new schools we are building, along with continuing to maintain the Council's assets, such as roads and bridges which we look after.

Within all of this, and across all of the Service, we endeavour to make the best use of the resources available to us to ensure they are directed in the areas which will create the most benefit for the area. We believe we all work hard to achieve this, as we recognise the importance of what we do in making sure that Perth and Kinross is recognised as the best place to live, work and invest in, as well as a must visit destination.

However, we need to recognise that we are entering even more challenging times in terms of the current financial situation. We will need to all work together to understand what services we can continue to deliver and the level to which we can provide them. This will be hard for all those concerned, as we seek to manage expectations. However, by providing support to officers across the Service, through the Learn, Innovate, Grow programme, we will produce details of what we can provide. This, in turn, will allow us to discuss with service users, members of the public and elected members other ways of picking up areas of work we can no longer do ourselves. This is in line with the Council's expectations through the new approach to local community planning partnerships and the Community Empowerment Act.

For 2016/17, our Service objectives remain:

1. To promote sustainable development
2. To develop and support a thriving and inclusive economy and promote Perth and Kinross as a place to live, work and visit
3. To manage, maintain and enhance the public realm and provide safe and convenient access to all users
4. To protect and promote the health, safety and wellbeing of communities and staff
5. To provide efficient and effective service delivery

In order to meet these Service objectives, our priorities for the coming year will be:-

- Economic development, including the City Deal and the City Plan
- Infrastructure
- Performance and Benchmarking
- Customer focus and feedback
- Workforce planning
- Collaborative working
- Commitment to delivering outcomes

The Service remains committed to working in partnership, both across the Council, and with our community planning partners. We will also continue to seek out all opportunities to work smarter – such as the use of specialist engineering services from other local authorities and sharing our skills with them. This collaborative approach is an area which will be a big focus for the Service in the course of the next few years. As such, we will continue to pursue all available opportunities when they are in the best interests of the Council and the area.

While, as ever, the coming year presents many opportunities, there will also be many challenges. However, given the overall commitment from the Service, and from past experience, we have complete confidence that we will again deliver the very best services for the people of Perth and Kinross.

**Jim Valentine**  
**Depute Chief Executive**

**Barbara Renton**  
**Director (Environment)**

## VISION, STRATEGIC OBJECTIVES AND LOCAL OUTCOMES

### THE COUNCIL'S VISION

The Council's Corporate Plan clearly sets out the vision for our area, our communities and our people.

*"Our vision is of a confident and ambitious Perth and Kinross with a strong identity and clear outcomes that everyone works together to achieve. Our area will be vibrant and successful; a safe, secure and healthy environment; and a place where people and communities are nurtured and supported."*

### THE COUNCIL'S STRATEGIC OBJECTIVES

From the vision, there are five strategic objectives which inform decisions about policy direction and budget spending. The strategic objectives within the Community Plan and the Council's Corporate Plan are:

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

The Environment Service will play a key role in the delivery of all strategic objectives while leading on the following Strategic Objectives and Local Outcomes:

- Promoting a prosperous, inclusive and sustainable economy
- Supporting people to lead independent, healthy and active lives

# DEVELOPING A PROSPEROUS, INCLUSIVE AND SUSTAINABLE ECONOMY

Service Contribution - Net Cost (£) 20,000,000

## Service Contribution

The Environment Service leads at a corporate level on the delivery of the “Thriving, Expanding Economy” local outcome.

The Service supports an integrated approach to sustainable economic and physical development. We will shape the long term vision for the area by implementing the Local Development Plan; adopting a proactive, responsive and supportive development management framework; developing much needed business infrastructure in the shape of additional employment land and improved digital connectivity; supporting growth sectors, and working at a one to one level with companies looking to grow.

In setting the revenue budget, the Council recognised both the importance and scale of challenge in these agendas and has earmarked significant resources to meet them. We are working on a new Economic Development Strategy and Action Plan and along with the Perth City Plan these will be the key documents which detail our aims and commitments in these areas.

A particular focus will be to assist the Perth City Development Board to implement the Perth City Plan, to support the work of the Scottish Cities Alliance in securing commercial investment in Perth and in working with Angus, Dundee and Fife Councils to deliver a city deal for the Tay Cities Region.

The Service provides a broad range of services which impact in a positive way to ensure that the local economy operates successfully, and that businesses are supported to relocate and grow. We will lead on the coordination and reporting of cross service activities in employability. As a Service, we are committed to providing both Modern Apprentice and Professional Trainee opportunities across all areas of our activity. In addition, we will provide services to support individuals to increase their employability and gain employment. We will enhance our employer engagement activities and seek to match opportunities to those we are supporting through other activities.

## THRIVING, EXPANDING ECONOMY

### Performance summary 2015/16

- 63% of premises across Perth and Kinross are now able to access superfast broadband (over 30 Mbps).

#### **Enterprise and Infrastructure Committee**

- The new LEADER, ('Liaison Entre Actions de Développement de l'Économie Rurale'), [Rural Development programme for Perth and Kinross](#) was launched on 14 January 2016. £3.8 million of European Union and Scottish Government funding will be invested in the local area over the next five years, bringing a boost to communities and the rural economy.

#### **Enterprise and Infrastructure Committee**

- The Business Development Team has rolled out the [World Host customer care initiative](#) with 319 delegates from Perth and Kinross businesses going through the programme and 4 business achieved Business Recognition accreditation (as at 31 January 2016).

#### **Enterprise and Infrastructure Committee**

- Bellerby Economics, in partnership with IBP Strategy and Research, were commissioned to undertake an independent evaluation of three of the key events in the [2015 Perth Winter Festival](#) programme - the Christmas Lights Switch On, Santa Run and the Coca Cola truck visit. The main focus of the research was the Christmas Lights Switch On event on 21 November, which saw a footfall of over 98,000 on the day. The crowd for the switch on event on Tay Street was estimated to be approximately 30,000 (compared to 27,500 in 2014). The evaluation concluded that a total gross expenditure impact of more than £6.5m was delivered by the 2015 Perth Winter Festival.

#### **Enterprise and Infrastructure Committee**

- A report requested by the Enterprise and Infrastructure Committee on the [health of Perth city centre](#) showed that vacancy rates in the city are lower than all benchmarking partners and the Scottish average.

### Customer Feedback

- Over 130 [Perth and Kinross Business Enterprise Month - Perth & Kinross Council](#) local businesses have been supported through the [Super connected Cities Broadband Voucher Connection Scheme](#).

#### **Enterprise and Infrastructure Committee**

The Business Development Team has undertaken a range of seminars and clinics for businesses including tourism investment, business tourism, marketing masterclasses, and selling skills for the non-salesperson and has led the partnership that delivers our annual [Business Enterprise Month](#). The 70 events were attended by 938 clients.

Feedback included

*"Thanks very much for such a helpful series of evenings. The overheads, tips and hints were all so useful and the homework really did force me to do some serious brainstorming!"*

#### **Enterprise and Infrastructure Committee**

- The Business Development Team co-ordinated the first Perthshire collaborative presence at the [Visit Scotland travel trade Expo](#) and brought 9 local companies to the [All Energy exhibition and conference](#), the leading event for renewable energy and clean technologies.

Feedback included

*"I would like to thank you for inviting us to join you at All Energy. The show was very positive for us. We were able to catch up with a number of existing clients and also developed some strong sales leads for new business."*

**Enterprise and Infrastructure Committee**

#### **Focus for 2016/17**

- Progress the long term investments for smart growth and the short-medium term delivery plan based on the four strategic themes and eight big moves in the Perth City Plan to catalyse economic growth in partnership with the City Development Board.

**Enterprise and Infrastructure Committee**

- Work with the Scottish Cities Alliance to create the conditions for growth by promoting and welcoming new inward investment and through the [Business Gateway](#) to support existing and new businesses to grow, create and sustain jobs.

**Enterprise and Infrastructure Committee**

- Progress the "City Region Deal" with our partners in Dundee, Angus and Fife.

**Enterprise and Infrastructure Committee**

## KEY PERFORMANCE INDICATORS

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                      | Performance |       |       |       | Targets |     |       |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 13/14       | 14/15 | 15/16 | Trend | 15/16   | RAG | 16/17 | 17/18 | 22/23 |
| Number of new business start-ups as a % of the business stock (Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                           | 4.9         | 3.7   | 5.1   | ➔     | 5.0     | ○   | 4.0   | 4.0   | 4.0   |
| <b>Comments on performance during 2015/16</b><br>304 new businesses were set up in 2015/16. The Office for National Statistics has extended the range of business included in the count in 2015 so year on year comparison will be problematic. The target for 2016/17 and beyond has been revised accordingly from 5%.                                                                                                                                    |             |       |       |       |         |     |       |       |       |
| Area of available Serviced Business Land (Ha) (Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                                           | 55.93       | 54.17 | 54.17 | ➔     | 13      | ○   | 13    | 14.9  | 28.9  |
| <b>Comments on performance during 2015/16 and targets</b><br>The 2014 Employment Land Audit recorded an existing supply of 160 hectares of marketable land; this is some 25 hectares more than the supply required per our 2014-2019 Local Development Plan. 54 hectares of the total employment land has been identified as immediately available serviced business land.                                                                                 |             |       |       |       |         |     |       |       |       |
| Number of jobs created in small and medium enterprises (SME) per annum with public sector support (Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                       | 497         | 471   | 401   | ↓     | 475     | ●   | 350   | 350   | 350   |
| <b>Comments on performance during 2015/16 and targets</b><br>Unemployment remains at a consistent 1.2% in Perth and Kinross in May 2016 (steady for 12 months). This target includes recruitment incentives and Business Gateway start up (self-employment) in 2016/17. There will be less availability or requirement for wage incentives, therefore only 60 additional jobs will be created via recruitment incentives. Business Gateway will create 290 |             |       |       |       |         |     |       |       |       |



| Indicator<br>(Source)                                                                                                                                                                                                                                                                                              | Performance |       |       |       | Targets |     |       |       |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                    | 13/14       | 14/15 | 15/16 | Trend | 15/16   | RAG | 16/17 | 17/18 | 22/23 |
| jobs (self-employment), therefore this target should be revised to a more realistic 350 places.                                                                                                                                                                                                                    |             |       |       |       |         |     |       |       |       |
| % of residential and business premises with access to Next generation broadband (Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                 | 36.7        | 51    | 63    | ↑     | 60      | ○   | 70    | 65    | 80    |
| <b>Comments on performance during 2015/16</b><br><a href="#">Digital Scotland</a> is responsible for producing updated reports on next generation broadband rollout in Scotland.                                                                                                                                   |             |       |       |       |         |     |       |       |       |
| Vacant city centre commercial floor space as a % of the total floor space (Community Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                       | 11.1        | 8.51  | 7.9   | ↑     | 12      | ○   | 9     | 9     | 9     |
| <b>Comments on performance during 2015/16 and targets</b><br>This is based on 793 available commercial units, with 63 of these being vacant. Of these vacant units, 9 are currently under offer to new tenants, one is being planned for demolition and redevelopment and one is vacant due to a fire in the unit. |             |       |       |       |         |     |       |       |       |
| Key Sector Employment (%) - Tourism<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                              | 12.5        | 13.1  | 12.8  | →     | 13      | ○   | 13    | 13    | 13.5  |
| <b>Comments on performance during 2015/16 and targets</b><br>The latest figures for the tourism sector align with new Scottish Government definitions. There were 8,200 employee jobs and self-employed positions in the sector in 2014.                                                                           |             |       |       |       |         |     |       |       |       |
| Key Sector Employment (%) - Food & Drink<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                         | 2.9         | 3.1   | 3.2   | ↑     | 3.0     | ○   | 3.0   | 3.0   | 3.5   |

|                                                                                                                                                                                                                                                                                                                                                                   |     |     |     |   |     |   |     |   |   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|-----|---|-----|---|-----|---|---|
| <b>Comments on performance during 2015/16</b><br>The latest figures for the food and drink sector align with new Scottish Government definitions. There were 2,100 people employed within this sector in 2014. The Council's investment in <a href="#">Perth Food and Drink Park</a> has the potential to sustain up to 400 jobs once the park is fully occupied. |     |     |     |   |     |   |     |   |   |
| Key Sector Employment (%) - Clean Technology Enterprise and Infrastructure Committee                                                                                                                                                                                                                                                                              | 4.8 | 6.7 | 3.1 | ↓ | 6.9 | ● | 3.2 | 7 | 9 |
| <b>Comments on performance during 2015/16</b><br>The latest figures for the clean technology sector align with new Scottish Government definitions. This is why there appears to be a dip in performance. There were 1,900 people employed within this sector in 2014.                                                                                            |     |     |     |   |     |   |     |   |   |

#### RAG Key

- On target for 2015/16
- Not on target for 2015/16

## EMPLOYMENT OPPORTUNITIES FOR ALL

### Performance summary 2015/16

- Employment, at 98.8% in Perth & Kinross is high compared with neighbouring authorities (Dundee City 97.1%, Fife 97.6% and Angus 98.1%).

#### **Enterprise and Infrastructure Committee**

- The Employment Initiatives Team at The Hub's Perth city centre base has assisted **237** individuals into employment in the current financial year.  
A cross Council partnership hosted Scottish Modern Apprenticeship Week at the Hub in February 2016 to showcase the Modern Apprenticeship opportunities on offer to young people interested in a career with the council.  
The Council partnership with Barnardo's and Scottish and Southern Energy delivered a 6th cohort of youngsters into 6 month placements with Scottish and Southern Energy. This is the 3<sup>rd</sup> year of the initiative and over **60** youngsters have taken up this opportunity. Nearing the end of the 6 month placement, Hub staff help participants to build on the experience with a view to finding work.

#### **Enterprise and Infrastructure Committee**

- The Hub outreach programme operates in Rattray one afternoon a week. Local people now receive support with employability as well as an opportunity to study for a Food Hygiene certificate at no cost. So far **6** candidates have successfully gained this certificate and a further **3** are in the pipeline.

#### **Enterprise and Infrastructure Committee**

- The operating model for [Westbank Enterprises](#), Perth City's newest social enterprise partnership between the Shaw Trust and PKC, was determined after lengthy visits to similar organisations across Scotland. The team together with 3-400 unpaid work placement people produce 200,000 bedding and basket/container plants and 2,000 hanging baskets per annum.

#### **Enterprise and Infrastructure Committee**

### Customer Feedback

- Between April and November 2015, the Employment Initiatives Team successfully placed **84** youngsters between the ages of 16-29 into employment opportunities across Perth and Kinross. Initially this was achieved via Scottish Government funded wage incentives, the Youth Employment Scotland (YES) fund and Scotland's Employment Recruitment Incentive (SERI). Although these funding streams have now been exhausted the Council will continue to fund a wage incentive and will aim to deliver a further **30** job outcomes by the end of the financial year.

#### Feedback included

*"We are a small business hiring out 4x4 Vehicles from a rural location in Perthshire. We were struggling to get the business off the ground with just the two of us and needed an additional member of staff who would be office based to deal with the admin/accounts side of the business. It was catch 22 as we were not making enough money to pay someone. This was when I was put in touch with the Employment Initiatives Team who have transformed our business. We were able to bring on an Administrator who has been absolutely key in making this a profitable business."*

#### **Enterprise and Infrastructure Committee**

## **Focus for 2016/17**

- Work with local employers to promote living wage accreditation.  
**Enterprise and Infrastructure Committee**
- Tackle inequalities by helping those furthest from the job market into employment.  
**Enterprise and Infrastructure Committee**
- Maximise job opportunities from our own investment opportunities.  
**Enterprise and Infrastructure Committee**
- Refresh the Employability Strategy and Action Plan by developing a new Economic Development Strategy and Action Plan.  
**Enterprise and Infrastructure Committee**

## KEY PERFORMANCE INDICATORS

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Performance |       |       |       | Targets |     |       |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 13/14       | 14/15 | 15/16 | Trend | 15/16   | RAG | 16/17 | 17/18 | 22/23 |
| % of Scottish average monthly earnings (Community Plan, Corporate plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 89          | 86    | 98.2  | ↑     | 93      | ○   | 90    | 90    | 95    |
| <b>Comments on performance during 2015/16</b><br>The level of earnings reported for people working in the Perth and Kinross area is markedly higher than in previous years. Whilst the corresponding figure for people resident in Perth and Kinross and the figures for Scotland as a whole have risen as well, they did so in a more incremental manner. It is worth bearing in mind that the data is based on a sample survey which always carries an element of risk. This requires to be monitored over the next few years before a trend can be confirmed.                                                                                                                               |             |       |       |       |         |     |       |       |       |
| % of working age population unemployed, based on the Job Seekers Allowance claimant count (Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2.0         | 1.2   | 1.1   | ↑     | 1.5     | ○   | 1.2   | 1.2   | 1.2   |
| <b>Comments on performance during 2015/16 and targets</b><br>The claimant count rate has returned to pre-recession levels. Between October and December 2015, the rate was 1.0% and in January 2016, 1.2%. There were 1,095 Claimants in Perth and Kinross in January 2016, 565 of whom lived in Perth City. The portfolio of interventions centred around the Hub continues to have a significant positive impact on the labour market in Perth and Kinross.<br><u>Proposed Target 2016/2017 – 1.2%</u><br>The claimant count will be recalculated after the adoption of universal credit in the area. This was implemented in Perth and Blairgowrie Jobcentre Plus offices on 25 April 2016. |             |       |       |       |         |     |       |       |       |
| % of unemployed people participating in employability and skills programmes based on the Job Seekers Allowance claimant count (Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 37.3        | 76.5  | 63.4  | ↑     | 40      | ○   | 50    | 50    | 75    |
| <b>Comments on performance during 2015/16 and targets</b><br>As of 31 January 2016, 63.4% of unemployed individuals participated in employability and skills                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |       |       |       |         |     |       |       |       |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Performance |       |       |       | Targets |     |       |       |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 13/14       | 14/15 | 15/16 | Trend | 15/16   | RAG | 16/17 | 17/18 | 22/23 |
| <p>programmes. The rate is down on last year's performance but may reflect increased employment levels. Despite the relatively high employment figures, 741 individuals participated in employability projects across Council services. The Employment Initiatives Team is currently carrying out a commissioning exercise with a view to offering 2 skills academy programmes in the last quarter of the year.</p> <p><u>Proposed Target 2016/2017 – 50%</u></p> <p>Universal credit was introduced in November 2015 to replace Jobseekers Allowance. A new indicator is therefore proposed - % of working age population unemployed, based on the total number of people claiming out of work benefit.</p> <p>Although the Council has continued to outperform expectations, it is envisaged that next year will see a reduction in participant levels due to the new focus of targeting those individuals furthest away from the labour market.</p> |             |       |       |       |         |     |       |       |       |
| Number of unemployed people assisted into work as a result of employability and skills programmes based on the total number claiming out of work benefits<br>(Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 641         | 612   | 689   | ↑     | 700     | ○   | 450   | 200   | 400   |
| <p><b>Comments on performance during 2015/16 and targets</b></p> <p>For the period April 2015 to January 2016, 689 individuals were assisted into work this financial year. It is anticipated that the 700 job outcome target for 2015/16 will be exceeded. The introduction of additional wage incentives such as the Scotland Employer Recruitment Incentive will assist in achieving the target. Although the council has continued to outperform expectations, it is envisaged that next year will see a significant reduction in outcomes due to those individuals furthest away from the labour market being the new focus.</p>                                                                                                                                                                                                                                                                                                                  |             |       |       |       |         |     |       |       |       |
| % Unemployed people accessing jobs via Council funded / operated employability programmes<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | -           | -     | 57.6  | —     | -       | ○   | 40    | 40    | 40    |
| <p><b>Comments on performance during 2015/16 and targets</b></p> <p>As of 31st January 2016, 57.6% of unemployed individuals participated in employability and skills programmes. This is inclusive of those individuals participating in the Scottish Government Funded Wage Incentive. The figure is based on a claimant count of 1,086.</p> <p><u>Proposed Target 2016/2017 – 40%</u></p> <p>Universal Credit was introduced in November 2015 to replace Jobseekers Allowance. A new indicator is therefore proposed - % of working age population unemployed based on the total number of people claiming out of work benefit. Although the council has continued to outperform expectations, it is envisaged that next year will see a significant reduction in outcomes due to those individuals furthest away from the labour market being the new focus.</p>                                                                                   |             |       |       |       |         |     |       |       |       |
| Narrow the gap between unemployment levels in the best and worst wards across Perth and Kinross (%) (Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 5.9         | 1.9   | 1.7   | ↑     | 1.8     | ○   | 1.5   | 1.8   | 1.8   |
| <p><b>Comments on performance during 2015/16 and targets</b></p> <p>Perth City South and Strathallan wards have seen the lowest claimant rate in January 2016 at 0.7%. Perth city centre remains the ward with the highest claimant rate of 2.4%. The portfolio of interventions centred around the Hub has had a significant positive impact on the labour market in Perth and Kinross.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |             |       |       |       |         |     |       |       |       |

# CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

Service Contribution- Net Cost (£) 41,500,000

## Service Contribution

Our diverse environment is one of Perth and Kinross Council's most significant assets. It has outstanding natural beauty in both historic and built environments, as well as clean, green and accessible public spaces. These enhance the quality of life of all residents and support the economy by attracting many visitors to our area.

Our [Local Development Plan](#) aims to contribute to the sustainable development of Perth and Kinross by creating a positive planning framework to protect current assets and, where appropriate, identify sufficient appropriately located land to meet expected needs for industrial, commercial and housing development. Legislation requires Development Plans are updated every 5 years to ensure that they are up to date and make provision for an adequate supply of land for various uses and The Enterprise and Infrastructure Committee approved the [Development Plan Scheme](#) in April 2014 which details the programme we will follow for the preparation of Local Development Plan 2 and sets out key milestones.

Our Development Management Team manage the process of new developments by granting or refusing planning permission, and managing unauthorised developments using, when necessary, formal enforcement powers.

Building Standards are very aware of the significant role they play in the development process which must be streamlined and efficient to ensure that inward investment is encouraged as well as enabling existing businesses to have the confidence they will be supported as they seek to grow, sustain and create jobs. To this end we ensure all applications for building warrant and completion certificates are dealt with timeously and efficiently in accordance with the national building standards performance framework. Our performance reports for 2015/16 to date show a 95% success rate in meeting the target for responding to warrant applications within 20 days.

In addition, reflecting the Council's commitment to promote and encourage ambitious tourism events, Building Standards work very closely with other front line Council services and the emergency services to assist the delivery of public entertainment licences. Our role in this respect is to ensure the safety of temporary raised structures and ensure the needs of people with disabilities are catered for.

We collect and dispose of waste from 71,000 households and, working with communities, our recycling rate has increased from 19% in 2003, to 54% in 2015/16.

Our Community Green Space Team maintains 1,600 parks and public spaces for local communities and visitors.

We maintain 2500 km of roads network, 870 bridges, 23,000 street lighting columns and work with partner agencies on flood protection and civil contingencies.

## ATTRACTIVE, WELCOMING ENVIRONMENT

### Performance summary 2015/16

- [North Perth Allotments](#) consist of fourteen plots, including community plots, a garden and a plot for youth groups and starter plots. North Perth Allotment Association, working with the Service secured funding from the National Lottery, Awards for All to involve the Letham and Tulloch Community in a range of gardening projects for individuals and families. During 2015, the allotment holders were involved in the Letham & Tulloch Summer Gala and the New Rannoch Centre's Food & Flower Show.

#### **Environment Committee**

- Communities from Perth and Kinross, working together with Community Greenspace teams, won a third of the gold medal certificates awarded by [Beautiful Scotland](#) at their 2015 Annual Awards ceremony:

Beautiful Perth – Gold Medal, large Town Winner and Winner of David Welch Memorial Award for the Riverside Heather Collection;  
Blairgowrie and Rattray in Bloom – Gold Medal,  
Brig in Bloom – Silver Gilt Medal;  
Dunkeld and Birnam in Bloom – Silver Gilt Medal and Best New Entrant trophy;  
Pitlochry in Bloom – Gold Medal and Small Town Category winner;  
Comrie in Colour – Gold Medal Winner

In the UK-wide RHS Britain in Bloom competition the Perth and Kinross area was awarded with:

Silver Gilt medal for Muthill in Bloom  
Gold Medal and Best Large Village trophy for Coupar Angus Pride of Place.

#### **Environment Committee**

- Funding from [Zero Waste Scotland](#) enabled volunteers and champions to help deliver a programme of events aimed at helping households reduce, reuse and recycle, sending less waste to landfill. Recent events include a series of upcycling workshops hosted by local artists to help participants turn something old into something new and cookery workshops with demonstrations by a local chef to help reduce food waste. In addition savings from landfill are returned for community use.

#### **Environment Committee**

- Following a successful trial the Council has begun replacing existing 240 litre general waste bins with smaller 140 litre bins. This will increase further our recycling rates and deliver significant financial savings. The Council has the second highest household recycling rate in Scotland at 56%.

#### **Environment Committee**

- The Council upgraded its South Inch car park converting the facility from pay and display to a barrier based pay on foot system in May 2015. This allows customers to be flexible about how long they wish to park thus supporting visitors to the City.

#### **Enterprise and Infrastructure Committee**

- The Council has embarked on an ambitious 10 year programme to upgrade all of the street lighting across the area to energy efficient, light emitting diode (LED) lanterns. The project will



deliver a 40% reduction in the Council's unmetered energy consumption, significantly reduce carbon dioxide emissions and save £5m over 16 years.

**Enterprise and Infrastructure Committee & Environment Committee**

- June 2015 and January 2016 saw the official opening of the new Oakbank and Crieff primary schools respectively. The projects are part of Perth and Kinross Council's ongoing programme of upgrades and improvements to the school estate locally to deliver a modern, high-quality learning and teaching environment for pupils and staff. Work was completed on time and on budget.

**Enterprise and Infrastructure Committee**

- The [Community Environment Challenge Fund](#) is aimed at community groups leading and delivering projects which would make a significant difference to their local environment, and be widely supported within the community. Up to £100,000 of funding has been made available annually between 2011/12 and 2016/17. The fund has supported 14 new projects in 2015/16, awarding grants totalling £100,000. The total cost of these 14 projects amounts to over £500,000.

**Environment Committee**

**Customer Feedback**

- The Environment Service and Housing and Community Care Services, innovatively and collaboratively, bring both residential and commercial empty properties back into use. A member of staff's hard work has been recognised by Shelter Scotland by awarding her "Scottish Empty Homes Champion of the Year Award" as the winner in the category of "Outstanding Individual". The Team has been helping owners of empty properties with finance, advice and encouragement. To date the team have provided assistance and funding to bring over 200 properties back into use.

Scottish Empty Homes Partnership's National Manager said;

*"This has inspired enthusiasm across a number of sectors from housing to town-centre regeneration about what can be achieved when you approach issues like wasted empty homes with a problem solving attitude".*

**Enterprise and Infrastructure Committee**

**Focus for 2016/17**

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

**Enterprise and Infrastructure Committee**

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

**Environment Committee**

- Support locality community planning partnerships.

**Environment Committee**

## KEY PERFORMANCE INDICATORS

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Performance |        |               |       | Targets |               |        |        |        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|---------------|-------|---------|---------------|--------|--------|--------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 13/14       | 14/15  | 15/16         | Trend | 15/16   | RAG           | 16/17  | 17/18  | 22/23  |
| Vacant residential / commercial premises brought into use (number of schemes implemented) (Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 6           | 6      | 20            | ↑     | 8       | O             | 10     | 10     | 15     |
| <b>Comments on performance during 2015/16 and targets</b><br>As at 29 February 2016, five commercial and fifteen residential properties have been brought back into use with funding from Perth and Kinross Council and Perth and Kinross Heritage Trust. In addition, a further 144 properties have been brought back into use with support, guidance and information provided to owners by the Vacant Property Development Officer and Support Assistant. The Vacant Property Development Officer was awarded a Shelter Scotland "Outstanding Individual" award in recognition of her personal contribution. |             |        |               |       |         |               |        |        |        |
| Emissions from Council buildings (tonnes CO2) (Corporate Plan)<br><b>Environment Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 19,951      | 14,116 | Not Available | ↑     | 18,000  | Not Available | 18,000 | 18,000 | 17,355 |
| <b>Comments on performance during 2015/16 and targets</b><br>The latest energy accounts available show that during the period April 2015 to December 2015, the emissions from Council buildings were 4% higher than the level required to meet the target. The annual projection is 18,600 tonnes or 3% over target. This is largely due to the colder weather so far in 2015/16 which, measured by degree days was 14% colder than 2014/15 and 4% colder than 2011/12 base year.                                                                                                                              |             |        |               |       |         |               |        |        |        |
| Municipal waste collected that is recycled or composted (%) (Community Plan, Corporate Plan)<br><b>Environment Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 51.5        | 52.7   | 53.2          | ↑     | 54      | O             | 55     | 57     | 65     |
| <b>Comments on performance during 2015/16 and targets</b><br>The latest figures confirm that during the period April 2015 to December 2015, the municipal waste recycling rate was 53.2%. This is slightly below target due mainly to timber collected at recycling centres now being sent for biomass treatment (2,720 Tonnes). However, this tonnage still contributes to the Council's landfill diversion rate.                                                                                                                                                                                             |             |        |               |       |         |               |        |        |        |

|                                                                                                                                                                                                                                                                                                                                                                                                          |        |        |               |   |       |               |           |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|---------------|---|-------|---------------|-----------|-------|-------|
| Identification of effective housing land supply (units) (Community Plan, Corporate plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                               | 17,741 | 15,528 | 15,528        | ↓ | 6,800 | O             | No Target | 6,370 | 6,370 |
| <b>Comments on performance during 2015/16 and targets</b><br>The 2014 Local Development Plan recognises an existing supply capable of meeting targets for some considerable time. The last audit was completed in October 2015 in consultation with Homes for Scotland. The next audit will be completed around October 2016 and will be subject to consultation with Homes for Scotland.                |        |        |               |   |       |               |           |       |       |
| Number of houses built in Perth and Kinross (Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                                           | 341    | 424    | Not Available | ↑ | 400   | Not Available | No Target | 320   | 910   |
| <b>Comments on performance during 2015/16 and targets</b><br>The number of houses built is significantly influenced by prevailing economic conditions. An increase in completions was recorded in 2014/15 and it is hoped that this trend will continue. The next update will be available in May 2016.                                                                                                  |        |        |               |   |       |               |           |       |       |
| Number of buildings registered as at risk (Community Plan)<br><b>Environment Committee</b>                                                                                                                                                                                                                                                                                                               | 98     | 130    | 130           | ↓ | -3%   | ●             | -3%       | -3%   | -3%   |
| <b>Comments on performance during 2015/16 and targets</b><br>The list still includes a number of inappropriate buildings and has not been adjusted to reflect restoration that has been completed on a number of properties. Staff will meet with Buildings at Risk Register for Scotland staff to resolve this.                                                                                         |        |        |               |   |       |               |           |       |       |
| Proportion of operational buildings that are suitable for their current use (SOLACE Benchmarking PI)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                                   | 85.7   | 85.5   | 85.5          | → | 86    | O             | 90        | 90    | 90    |
| <b>Comments on performance during 2015/16 and targets</b><br>In comparison to last year the figures have remained static, and the downward trend of the last few years has halted. As we continue to develop the property management system, Concerto, we will be able to allow for more dynamic capture of suitability and condition information and use it to inform investment in our property asset. |        |        |               |   |       |               |           |       |       |

|                                                                                                                                                                                                                                                                                                                                                                                                          |      |      |      |   |    |   |    |    |    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|---|----|---|----|----|----|
| Proportion of internal floor area of operational buildings in satisfactory condition (SOLACE Benchmarking PI)<br><b>Enterprise and Infrastructure Committee</b>                                                                                                                                                                                                                                          | 93.7 | 94.0 | 94.0 | ➔ | 94 | O | 95 | 95 | 95 |
| <b>Comments on performance during 2015/16 and targets</b><br>In comparison to last year the figures have remained static, and the downward trend of the last few years has halted. As we continue to develop the property management system, Concerto, we will be able to allow for more dynamic capture of suitability and condition information and use it to inform investment in our property asset. |      |      |      |   |    |   |    |    |    |

## COMMUNITIES FEEL SAFE

### Performance summary 2015/16

- The town of Alyth suffered its worst flooding in 140 years in July 2015. The Council responded with partners to support the local community and since then have worked in partnership with the local community, Planning Aid Scotland, Sustrans and the Alyth Development Trust to create and deliver a positive vision for Alyth into the future.

**Community Safety Committee**

- The Roads Maintenance Partnership has been making use of road side cameras to access information on road, weather and traffic conditions across the Council's 2500km of roads. The information from these cameras is particularly useful during the winter and assists with targeting gritting and snow clearing operations. The cameras also allow the public real time access to road, weather and traffic conditions.

**Community Safety Committee**

- The Council's Animal Welfare officers have responded to the change in legislation requiring all dogs in Scotland to be microchipped by running a series of free microchipping events. In addition to microchipping, officers give advice on responsible dog ownership and free dog waste bags to help owners do their bit to prevent dog fouling from spoiling public areas.

**Community Safety Committee**

- The 'Knot in My Neighbourhood' initiative invites dog owners to tie a spare dog bag to their pet's lead to show their commitment to pick up after their dog and to display that they'd be happy to pass it on to another owner who needs one.

**Community Safety Committee**

### Customer Feedback

- Community resilience volunteers worked with the emergency services, the Council and Atholl Estates to ensure that people affected by flooding were supported and cared for throughout their ordeal. Following the flooding, the Community Resilience Coordinator said:

"This event marked the emergence of the Blair Atholl and Struan CRG from a theoretical entity to an on-the-ground action group executing our stated role of providing direct support to emergency responders and the community at large, through our key strengths of local knowledge, availability of resources and ability to deploy volunteers with a diverse range of skills and experience".

**Community Safety Committee**

### Focus for 2016/17

- Support communities through the shared identification of local issues and collaboratively work towards local solutions such as developing local community resilience plans.

**Community Safety Committee**

- Helping communities become more resilient through initiatives such as local community partnerships.

**Community Safety Committee**

## KEY PERFORMANCE INDICATORS

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                | Performance |       |       |       | Targets |     |       |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                      | 13/14       | 14/15 | 15/16 | Trend | 15/16   | RAG | 16/17 | 17/18 | 22/23 |
| Number of Communities being supported to develop and maintain resilience plans<br><b>Community Safety Committee</b>                                                                                                                                                                                                                                                                                  | 5           | 9     | 20    | ↑     | 10      | ○   | 20    | 22    | 25    |
| <b>Comments on performance during 2015/16 and targets</b><br>Significant recent adverse weather impacts have alerted communities to the benefits of developing and sustaining local community resilience plans. The Council has been keen to support this activity and 2015/16 has seen an unprecedented increase in the number of plans supported with 20 in place and a further 5 in the pipeline. |             |       |       |       |         |     |       |       |       |

## PEOPLE IN VULNERABLE CIRCUMSTANCES ARE PROTECTED

### Performance summary 2015/16

- Perth and Kinross Council took 1st, 2nd and 3rd place in the whole of Scotland in summer 2015 for Walking to School Week. Walking to school brings benefits for public health, the economy, the environment and increases road safety. A recent study projected that for every £1 invested in walking to school there is £7.64 return in benefits to the wider community.

**Community Safety Committee**

### Customer Feedback

- The Scams Hub Project has continued and developed throughout 2015/16. Further sources of intelligence to identify potential scam victims have been developed both nationally by the National Trading Standards Scams Team (based in East Sussex) and locally by the Council's Trading Standards team. Working with other enforcement agencies, Royal Mail, banks and other financial institutions a further 82 vulnerable individuals in Perth and Kinross were identified and work is ongoing to contact all those listed. Of those contacted to date losses have ranged from £20-£50 to £20,000 and £50,000. Intervention with victims has ranged from simple advice and information on scams, assistance in clearing vast quantities of scam mail from a victim's home, installation of telephone call blocking technology, mail re-redirection and assisting relatives and carers to help protect those that they care for.

A person who had suffered a head injury and as a result was compelled to answer any questions put to him by a telephone scammer was scammed out of more than £1000 in less than 2 weeks. A True call device was fitted which as a result rejected 24 international calls in the first two hours after fitting. Since then, 97% of calls to his number have been rejected.

The gentleman said;

'The peace this has given me is great; it is helping with my recovery because I am not being bamboozled by people'

**Community Safety Committee**

### Focus for 2016/17

- Protect people who may be vulnerable to exploitation due to economic circumstances and scamming.  
**Community Safety Committee**
- Prioritise resources to ensure that the most vulnerable people in our communities are protected.  
**Community Safety Committee**

## KEY PERFORMANCE INDICATORS

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Performance |       |       |       | Targets |     |       |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-----|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 13/14       | 14/15 | 15/16 | Trend | 15/16   | RAG | 16/17 | 17/18 | 22/23 |
| Number of businesses participating in Perth and Kinross Better Business Partnership (Corporate Plan)<br><b>Community Safety Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 268         | 262   | 252   | ↓     | 280     | ●   | 260   | 300   | 350   |
| <b>Comments on performance during 2015/16 and targets</b><br>During the period April 2015 to February 2016 the Trading Standards Team has received 12 applications. Of those one was rejected by Police Scotland, two were rejected by the Trading Standards Team, seven were approved and two are being reviewed. During the year a survey of members revealed that several had closed as a result of the economic climate, resulting in a net drop in the number of businesses participating. A marketing plan has been put together by the communications team identifying marketing options, including actions which can be implemented without incurring any cost and also cost incurring options. The non-cost incurring actions were to be implemented in the last quarter of 2015/16; unfortunately the secondment of an officer to a post outside Trading Standards resulted in a delay in implementing those actions. This work will now be explored in 2016/17. |             |       |       |       |         |     |       |       |       |
| Number of Perth and Kinross Council staff and voluntary carers of vulnerable adults given training in 'scam' awareness<br><b>Community Safety Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 164         | 218   | 122   | ↓     | 100     | ○   |       | 120   | 150   |
| <b>Comments on performance during 2015/16 and targets</b><br>The 2015/16 target reflects saturation in respect of training for employees within the Council and the opportunity has been taken to extend sessions to target bank, financial institution, and legal professionals. Numbers in future years are anticipated to pick up again through refresher training and training for new starts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             |       |       |       |         |     |       |       |       |



## ORGANISED TO DELIVER

This section of our Business Management and Improvement Plan outlines how the Service is structured and how it will deliver on the objectives and local outcomes identified.

### GOVERNANCE AND MANAGEMENT STRUCTURE OF THE SERVICE

There are 4 sections within the Service:

[Environmental and Consumer Services- Head of Service Willie Young](#)

[Performance and Resources- Head of Service Stewart MacKenzie](#)

[Planning and Development- Head of Service David Littlejohn](#)

[Property Services- Head of Service Stephen Crawford](#)

As well as the 4 Service sections, the Environment Service has overall responsibility for the Roads Maintenance Partnership (RMP) and lead responsibility for the Council's Transformation and Improvement Framework.

### CUSTOMER FOCUS AND COMMUNITY ENGAGEMENT

Corporately the Scottish Government's [four pillars of public service reform](#) are our guiding principles in the design and delivery of our services going forward:



- **Place** based partnerships and integrated service provision.
- **Prevention** and approaches that deliver better solutions and outcomes for individuals and avert future costs to the public sector.
- **People** work together across organisational boundaries to provide seamless, high quality integrated services.
- **Performance** management of strategic objectives, actions and measures to improve outcomes.

Building on our approach to delivering services to communities, The Environment Service will work with Community Planning Partners and the Local Community Planning Partnerships to establish a clear and shared understanding of the area's needs and develop a strong 'place'-based approach to tackle these challenges. This will include approaches which will strengthen relationships among CPP partners, local communities, the Third Sector and business interests to deliver the services which communities want and need.

Perth and Kinross Council is a customer focussed organisation, ensuring that the needs of service users are at the heart of service design and delivery.

The Service carries out a monthly customer satisfaction survey. Our latest survey for January 2016 shows that 84% of responders confirmed they experienced no problems in dealing with The Environment Service, although keeping customers up to date on progress with their enquiries remains an area for improvement.

[Customer Service Standards](#) are monitored using our FLARE database and reported every 4 weeks to The Environment Service Management Team. We aim to respond to all customer service requests within 15 working days. Heads of Service follow up any instances where

performance fails to meet the standards set. Performance in 2015/16 has been consistently solid and between 1 April and 29 February the target was met on 93% of occasions.

Responses to political mail are monitored using our FLARE database and reported every 4 weeks to The Environment Service Management Team. We aim to respond to all political mail within 15 working days. Performance in 2015/16 has been consistently solid and between 1 April and 29 February the target was met on 85% of occasions. Instances where performance has not met the standard are addressed on an individual basis.

A well evolved and effective process is used to deal with Service [Complaints](#) including 4 weekly reporting to The Environment Service Management Team. Recommended improvement actions are passed from the Complaints Officer to the relevant Service Manager and Head of Service so that service improvements are made from lessons learned. We aim to resolve complaints within 20 working days and met the target on 98% of occasions from April 2015 to the end of February 2016. During that period, 6 complaints were upheld; 11 partly upheld; 18 not upheld and 5 were withdrawn.

Lessons learned from complaints and used to improve the service included;

- reminding staff of agreed procedures
- developing new procedures
- raising awareness of data protection legislation
- improving our website
- managing expectations
- improving communication

Complaints are seen as being a key means of identifying where the services we deliver need to improve. As a result, the lessons learned over the last year have led to a significant reduction in the number of complaints upheld.

There are different levels of engagement in place, ranging from information sharing and feedback to consultation and active involvement. Several Surveys have been undertaken to assess changes in public attitudes and behaviours and there are many examples of staff helping local communities to develop their skills, abilities and confidence to self-help. These are detailed in our [Consultation and Community Engagement](#) web site pages. Service led examples include the [Local Development Plan](#), the [Tay Landscape Partnership](#), Conservation Areas, Traffic Management, Flood Mitigation and Waste Management.

Other opportunities for Service engagement with our customers include the Planning Users Forum; our Trading Standards Business Questionnaire; our Employability Strategy; the Core Paths Plan; our Building Standards Customer Survey; Building Standards Focus Groups; Food business surveys; Public Transport Surveys; our Parks and Open Spaces Visitors Survey; our Mixed Food and Garden Waste Household Collection Survey; our Household Waste Customer Satisfaction Survey and our Environment Service Satisfaction Survey.

Examples of how this customer engagement has resulted in improved outcomes for customers are shown below:

Through the household waste survey, householders in Perth and Kinross asked for more opportunities to recycle household waste. The Service responded by adding food and drink cartons and packaging to the range of items which can be recycled in blue-lidded bins. Data from our reprocessors show that around 0.3% of the blue bin material is made up of Food and Beverage cartons, while 2.15% of the material they received from trial areas was soft plastic (film). These materials had not been recycled before due to resale price volatility but changing market conditions allowed the Service to negotiate this service with the contractor at no additional cost.

Local food business operators identified through a consultation exercise, that they would rather receive instantaneous feedback after a food safety inspection than wait for a detailed written report up to ten days later. Our regulatory team has responded by moving to providing verbal feedback immediately following inspections and e-mailing out a summary report to businesses on return to the office. This provides a more customer focused service whilst ensuring public safety is maintained.

Engagement with the Pitlochry User Group identified priorities for improving the Park, Pavilion and viewing terraces at Pitlochry Recreation Park. In partnership with the local community, our Greenspace team responded by undertaking improvements to the play area and pavilion in the current year and will deliver further improvements to the park in 2016/17.

Engagement and consultation with residents in Perth City, Bankfoot, Scone, Crieff, Pitlochry and Acharn identified specific improvements to the local play areas in each of these communities.

Our Community Greenspace team has responded to a request from North Muirton Community Council in Perth to undertake an environmental audit which has identified a wide range of environmental improvements including seats; litter bins; play area and new shrub beds.

The Public Transport Unit undertook a public consultation day in Crieff to gather residents' views on their local bus service. Following discussion with local bus operators, the level of bus service was increased, resulting in improved transport links between residential areas in Crieff and Strathearn Community Campus and Crieff hospital.

Feedback from the Council's Customer Service centre indicated that customers were looking for improved access to the Council's roads maintenance service. An automated link has now been established between the Council's Customer Service Centre and our Roads Management System to ensure that customer enquiries are directly forwarded via e-mail to the appropriate area roads supervisor. All of our roads supervisors are equipped with mobile devices to allow them to receive and respond to enquiries when out in the field and to provide a speedy response.

## **PREPARING OUR PEOPLE FOR THE FUTURE**

We recognise that our people are our most valuable asset, and it is through their commitment and expertise that the Council will effectively support the achievement of better outcomes for all, at every life stage.

84% of service staff completed the [2015 Employee Survey](#). This was an improvement on the engagement rate in 2014 (80%) and above the Council average (64%). Satisfaction rates were steady for the majority of lines of enquiry.

Working in partnership with Corporate and Democratic Services, a wide range of people practices are in place to provide leadership and direction, ensure services are organised to deliver, keep colleagues informed and contributing to Council business, support learning and skills development, sustain effective employment relationships, extend collaborative working and promote health and wellbeing.

Building on existing approaches, we will continue to evolve the cultural conditions to support modern ways of thinking and working which promote continuous improvement and innovation. We will continue to address skills shortages innovatively e.g. by employing professional trainees and collaborating with staff from other Councils. We will focus on the following priorities:

- Celebrate the success evidenced by the Employee Survey and engage with staff to tackle the areas where the survey has shown that more work needs to be done together. Specific actions will be included in Team Plans and the Service Business Management and Improvement Plan.
- Further increase the percentage of staff who participated in an Employee Review and Development meeting with their line manager in the last rolling year.

- Manage employee health, attendance and performance in a positive and supportive manner with the aim of reducing absence levels.
- Undertake workforce planning, training and development of staff particularly in the light of reviews being undertaken across the Service and support the evolution of our organisational culture using the Centre for Innovation and Improvement to create a renewed and re-energised focus on innovation and improvement, placing it at the heart of everyone's, everyday business.
- Maintain our focus on continuous improvement, creativity and innovation.
- Cultivate and develop talent and leadership at all levels within the Service.
- Enhance employee engagement arrangements to better engender leadership, innovation and ownership throughout the organisation.
- Build on collaboration with Fife Council to provide property services and with Dundee City to deliver the major refurbishment of Canal Street Multi Storey car park.

## **PARTNERSHIP WORKING**

We understand that real improvement in our local services and delivery of our strategic objectives and local outcomes will come from our commitment to more integrated arrangements for joint working. We continue to promote and nurture a positive culture and behaviours and encourage integrated working, based on a common purpose, to deliver the best possible outcomes for our communities.

Key partnerships with The Scottish Government; Tayside Contracts; the local business community; the local Voluntary Sector; Police Scotland; the Scottish Fire and Rescue Service and Perth College UHI are central to the delivery of our Service outcome. The Delivery of the Perth City Plan, in partnership with the Perth City Development Board and the ongoing work in developing a City Deal for the Tay Cities Region, in partnership with Angus, Dundee City and Fife Councils will be integral to the delivery of an ambitious programme of infrastructure improvements in the Perth and Kinross and wider area.

Community Greenspace employees collaborate closely with colleagues in schools whilst property employees now work closely with colleagues in Fife Council for electrical engineering works, colleagues in Dundee and Angus Councils on structural engineering and across Tayside Councils on procurement.

The Salmon in the Classroom project is aimed at primary school pupils from age seven upwards. It is a 'hands on' project to help understand salmon and their lifecycle. It takes the children through a structured sequence of events using real salmon eggs from the local Tay catchment hatchery at Almondbank. This project links into local outcomes where our area will have a sustainable natural and built environment, as well as objectives in the Community Greenspace team plan. This is by facilitating active community engagement in a variety of biodiversity projects through involving local primary schools.

Significant steps have been made in improving local resilience to severe weather events through supporting the development of local resilience partnerships with rural communities. 20 community plans are now established with another 5 in the pipeline. Further opportunities to work more closely in partnership with local communities are anticipated to emerge through participation in the newly established local community planning partnerships.

## **FINANCIAL/RESOURCE MANAGEMENT**

We invest heavily in our people to ensure a wide range of practices are in place to provide leadership and direction, develop capacity and ensure services are well organised to deliver for the future.

The Environment Service manages a net annual revenue budget of £58m and a 6 year capital budget of £144m. The Service continues to operate in a very challenging financial environment with reducing real term resources set against a background of increasing demand for the more

'traditional' Council services it delivers. The Council's medium term financial plan to 2020 recognises that these challenges will remain at least into the foreseeable future as a result of the continuing economic challenges at a national and international level. It is likely this will have a continuing consequential impact on public spending.

In addition, the Service is working in an environment of increased demand for services and exposure to market pressures for some of its fee generating services, for example Commercial Property and Recycled Waste, as well as having to meet the cost of contract inflation and inflationary increases for core service provision. The Service is also making a significant contribution to corporate savings targets to meet future estimated pressures in respect of reduced Revenue Support Grant, the Health and Social Care agenda and pay inflation.

However, the Service has adapted well to the challenging financial environment and demonstrated an ability to modernise and maintain or improve service delivery predominantly through a series of transformation and service reviews. These have resulted in cashable efficiency savings of £800k 2015/16, £1.3m in 2014/15, £1.3m in 2013/14, £1.2m in 2012/13, £3.8m in 2011/12 and £3m in 2010/11. Further transformation reviews are scheduled for the next 5 financial years targeted at areas of service delivery where opportunities for shared working, rationalisation and efficiency will help to meet some of the challenges ahead.

Our 2016-2020 transformation projects comprise the Corporate Property Asset Management review; the Procurement review; Council Vehicle Fleet Utilisation and Optimisation review; Review of Council Assets for Commercial Sponsorship; Review of Roads Activities; Review of Recycling Service; Community Greenspace review; Review of Administration and Finance Support activities and Introduction of 7 Day Working across Operations. Collectively these will deliver an estimated £6m of additional revenue savings by 2020 across the Council, £2.5m of which will be delivered through yet further procurement efficiencies and £2.5m from a more efficient, fit for purpose property estate.

## **MANAGING EXPECTATIONS, SELF EVALUATION AND RISK MANAGEMENT**

The Service's performance management system is critical to ensuring the Service delivers on the Council's ambitious strategic objectives.

Performance plans are developed and articulated in the Service Business Management and Improvement Plan, Team Plans and Individual Work Plans. Progress is regularly monitored at The Executive Officer Team, the Service Management Team, Service Committees, Divisional and Team meetings. Performance is reported on an exception basis to Committee at the six month mark and comprehensively at the financial year end. The Service annually self-evaluates using the Council's How Good is our Council improvement toolkit and this together with the annual Employee Survey influences forward planning.

A significant part of our approach means we examine, on a 4 weekly basis, our effectiveness in addressing Customer Service Standards, Customer Complaints, Political Enquiry Responses and areas of specific interest such as Planning Performance.

## **RISK MANAGEMENT**

Risk management is embedded within the day to day operations of the Service. Key risks are identified annually and are reviewed on a regular basis. The reviews examine any required additions, amendments or deletions and include a review of progress with controls and actions associated with risks.

The key risks the Service is required to manage are contained within the Council's Risk Management Strategy and are, as at 1 April 2016;

| Strategic Objective                                                                                                                                                                                                  | Risk                                                                                                                                                                                                              | Residual Risk |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------|
|                                                                                                                                                                                                                      |                                                                                                                                                                                                                   | Impact        | Probability |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | Support the most vulnerable in our society during welfare reform                                                                                                                                                  | 4             | 2           |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | Effectively manage changing financial circumstances                                                                                                                                                               | 4             | 3           |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | Deliver the Council's capital programme                                                                                                                                                                           | 3             | 2           |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | Ensure the health, safety and wellbeing of Council employees and those who are affected by the Council's work                                                                                                     | 4             | 2           |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | Effective corporate governance                                                                                                                                                                                    | 5             | 1           |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | Growing the economy                                                                                                                                                                                               | 4             | 2           |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | Policy and legislative reform agenda                                                                                                                                                                              | 5             | 1           |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | Access appropriate delivery mechanisms for property contracts                                                                                                                                                     | 4             | 2           |
| Strategic Objective 1, 2, 3, 4 & 5                                                                                                                                                                                   | The Service may be subject to significant increases in costs in areas over which it has limited control as a result of prevailing economic or market conditions or the special nature of services being provided. | 4             | 3           |
| <b>KEY</b><br><b>Impact</b><br>1 - Insignificant    2 - Minor    3 - Moderate    4 - Major    5 - Critical<br><br><b>Probability</b><br>1 - Rare    2 - Unlikely    3 - Possible    4 - Likely    5 - Almost Certain |                                                                                                                                                                                                                   |               |             |

## HEALTH AND SAFETY

The Corporate and Service Health and Safety Consultative arrangements ensure effective regular consultation between Service Management representatives and employees, providing a forum for the discussion of Service Health & Safety matters.

The key health and safety priorities for the service are to;

- Ensure the provision of a Health, Safety and Wellbeing Team that will provide competent, specialist health & safety advice to the Council in accordance with the Council's duties under the Management of Health and Safety at Work Regulations 1999.
- Inform the Chief Executive and Directors of developments in health & safety, highlighting good practice and areas for improvement.
- Provide health & safety monitoring information at a Strategic level to the Corporate Management Group and the Corporate Health, Safety & Wellbeing Consultative Committee.
- Develop and maintain the Health and Safety document framework which includes a Corporate Health & Safety Policy supported by topic specific Management Arrangements and Guidance to support managers and employees to fulfil their statutory health and safety duties.
- Support the development of Team Performance Monitoring Records which evidence the completion of risk assessments, safe systems of work and operational procedures and provide a tool to monitor and review progress in this regard.

## SERVICE IMPROVEMENT PLAN

| Focus and Major Change 2016/17                 | Key Action & Lead Responsibility                                                                             | Delivery Timescales | Comments on progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Creation of conditions for investment and jobs | Develop the new Economic Development Strategy and Action Plan<br><i>(Head of Planning &amp; Development)</i> | 31/12/16            | The new Economic Development Strategy and Action Plan will have a positive impact on creating the right conditions for investment and jobs in Perth and Kinross. The strategy and action plan is at draft stage and scheduled to be presented to Enterprise and Infrastructure Committee in January 2017.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                | Continue the Commercial Property Investment Programme (CPIP)<br><i>(Head of Planning &amp; Development)</i>  | On-going            | <p>The new access road and main site servicing works at Kinross West were completed in July 2014, with landscaping work completed in November 2014. Delays in securing agreement from Scottish Water pushed completion of the project into 2015/16. Active marketing of individual plots has commenced with two of the plots now under offer.</p> <p>Site servicing at Perth Food &amp; Drink Park was completed in August 2014 and junction improvements at Dunkeld Road were completed in April 2015. Negotiations with Scottish Water to acquire an additional 10 acres for long-term expansion were completed in January 2016. A landscaping contract has been recently awarded. Active marketing of individual plots has commenced with two plots under offer.</p> <p>A consultancy design and build contract for Perth Food &amp; Drink Park Small Business Units has been tendered and construction is estimated to start in Spring 2016.</p> <p>Aberuthven - The remaining undeveloped plot at the Business Park was considered to have potential for the development of business units. However, site marketing identified a purchaser and the plot was sold to a local business, allowing construction of a new showroom/business unit.</p> <p>Crieff – Plans have been prepared for a development of 5 new industrial units totalling 420 sqm at Crioch Business Centre. The existing suite of 8 units (built in 2000) is fully let and can now be sold on, with the capital receipt used to part fund the new development.</p> <p>Pitlochry – The Council was approached by a local consortium interested</p> |



|  |                                                                                                 |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--|-------------------------------------------------------------------------------------------------|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |                                                                                                 |         | <p>in developing a major tourist attraction at Fonab Business Park. The group is developing their proposals with a view to determining the economic viability of the project no later than Summer 2016. In the meantime, and as planned, proposals will be taken forward for a development of a row of small business units for completion in 2017/18, should the tourism project not proceed.</p> <p>Some projects have been taken forward outwith the CPIP, such as the Premier Inn and Mill Quarter (Thimblerow) developments, with the Council benefitting from the uplift in value of the completed projects. Joint venture partnerships would also be considered by the Council. However, as yet, no formal joint venture arrangements have needed to be put in place to secure investment.</p> <p>Since 2013, 9.15 ha of serviced employment land has been provided by the Council to support business growth and attract inward investment, thereby contributing to Corporate and Community Plan key indicator targets. However, it is recognised that the pace of delivery has been slower than expected. This is explained by a weak demand by businesses for commercial and industrial land. This is due to continued economic uncertainty; difficulties experienced by the private sector in accessing capital to finance growth; and, in some cases identified physical constraints, such as drainage connections, at some sites. In the medium term, however, Perth and Kinross's economic competitiveness will be influenced by a good supply of serviced land and premises in a range of locations.</p> <p>The Strategic Policy and Resources Committee has agreed to continue with, and accelerate, the delivery of the programme and to enter into innovative funding agreements in 2016/17 and beyond (Report number 16/182 refers).</p> |
|  | Support the delivery of the <a href="#">Perth City Plan</a><br>(Head of Planning & Development) | 31/3/21 | <p>The Perth City Plan was approved by Council on 24 February (report number 16/71 refers).</p> <p>Work by the Perth City Development Board and Council has secured broad consensus on the strategic priorities for investment to support growth of the city over the longer term. The future vision for growth of the city, detail of key underpinning programmes and projects and place making guidance has been further developed through dialogue with businesses, agencies and endorsed by the public following further extensive consultation. The Council agreed to amendments to the 2015 plan arising from consultation with actions to be championed via agreed theme lead representatives of the Perth City Development Board. The development of projects associated with the identified big moves are initially led by the Council; use the plan to inform and support funding for key activities, infrastructure and projects and to promote the plan through ongoing communication of activity, actions</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |



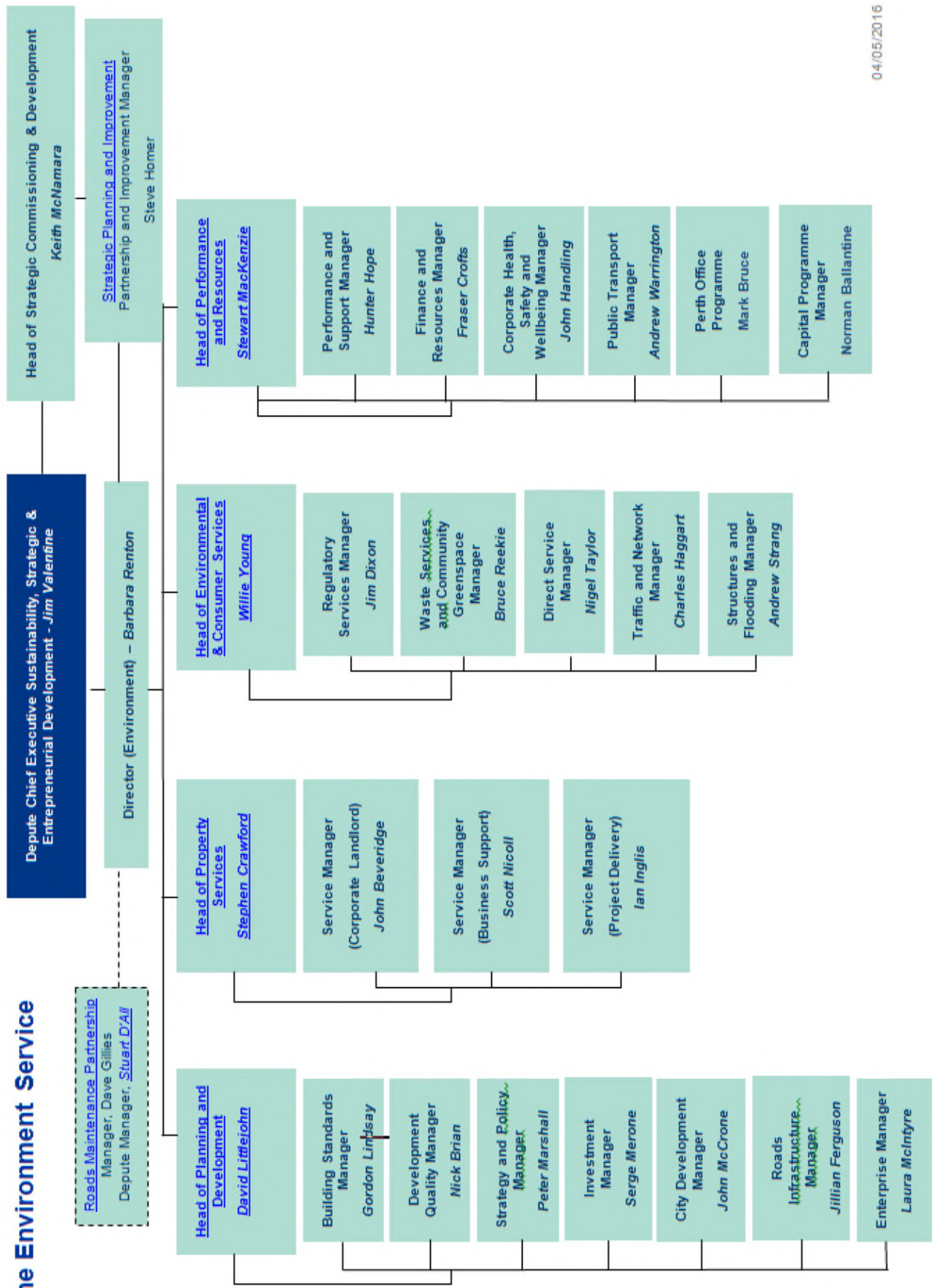
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                         |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | and opportunities via Invest In Perth and other media channels.<br><br>Linked work is ongoing in respect of the Tay Cities Deal. |
| Employment Opportunities for all                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Deliver Targeted Recruitment Incentives and tackle inequalities in the labour market<br><br>(Head of Planning & Development)                                                                                                                                                                                                                                                                                            | On-going | 41 young people were part funded by the Youth Employment Scotland Fund, 33 by the Scotland Employer Recruitment Incentive and 23 by the Council's Employer Recruitment Incentive in 2015/16.<br><br>10 places have been awarded through the Scotland Employer Recruitment Incentive, 44 through the Council's Employer Recruitment Incentive and 28 through the Wage Incentive for individuals with multiple barriers to employment this year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                  |
| Ensure full engagement with members, employees, partners and service users to agree and deliver the priorities for the area;<br><br>Continue to recognise the contribution our staff and partners make on a daily basis to support our service delivery and make the changes we need to secure continuous improvement;<br><br>Support, and fully involve, our employees in coping with the changes which will affect them, harnessing their willingness, commitment and knowledge in the process. | Improve satisfaction ratings in the annual employee survey.<br>Continue to engage with staff through a changing public sector environment.<br><br>Continue to roll out the Council's Achieving and Maintaining Standards Procedure – Performance across the Service<br><br>Continue to improve our approach to workforce planning to ensure we have sufficient qualified employees.<br><br>(All Senior Management Team) | 30/9/16  | The annual employee survey was completed in September 2015 and the results shared with all employees. Managers have action plans in place to work together with employees to make sure everyone in the Service is able to give of their best and to have a high quality work life balance.<br><br>Four key areas highlighted by employees are being targeted for improvement over the next year.<br><br>All employees within the Service are aware of the Council's Achieving and Maintaining Standards Procedure and managers will work with employees using the procedure in a supportive way to help employees to give of their best.<br><br>All employees within the Service are aware of the changes which will affect them going forward through cascade from manager's briefings and the ERIC website. The Council's Learn Innovate Grow initiative affords all employees an opportunity to engage in responding to the challenges and encourages a shared, mutually supportive approach going forward.<br><br>We have worked hard to ensure that all teams understand the impact of service changes and budget reductions. We will continue to engage with employees about the future of the Service and reflect their commitment to deliver the best services possible within the resources available. |                                                                                                                                  |
| Manage stakeholder                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Continue to develop and                                                                                                                                                                                                                                                                                                                                                                                                 | On-going | Stakeholders who need to be aware of changes in the level of service that the                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                  |

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| expectations in relation to future levels of service. | communicate plans around key activities.<br><i>(All Senior Management Team)</i>                                  |          | Service can provide are communicated with effectively. Examples from the recent budget round include proposals in respect of the North Inch Golf Course and the transformational review of recycling currently being rolled out across Perth and Kinross.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                       | Deliver community benefits from procurement.<br><i>(Head of Property)</i>                                        | 31/3/17  | All new property contracts now include community benefit clauses.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                       | Implement the Smart Perth and Kinross Strategy and Action Plan<br><i>(Head of Planning &amp; Development)</i>    | 31/3/17  | Perth City Development Board (PCDB) was formed to help support growth of the city and surrounding region with input from both the public and private sector. The Board has been working hard to develop a vision for the growth of the city and how that could be achieved through the public and private sector working together through a revised version of the Perth City Plan - Smart growth for Perth City: Perth City Plan 2015-2035. The Perth City Plan approved by Council on 24 February will form the route map for growth.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Access to Next Generation broadband                   | Ensure the hardest to reach communities have access to broadband.<br><i>(Head of Planning &amp; Development)</i> | On-going | <p>An alternative solution to the national roll-out will be required for between 5 and 10% of households, however, we do not yet know where these are due to a lack of information from British telecom.</p> <p>We will influence and deliver broadband to hard to reach communities by keeping a watching brief on the current roll-out by BT Open-reach and Community Broadband, by identifying and anticipating any gaps in provision post roll-out and then planning and developing interventions to plug the gaps.</p> <p>We have secured funding from the Scottish Government Public Wireless Scotland Programme to install Wi-Fi into five part time libraries and four mobile libraries reaching remote communities and three Community Centres in Fairfield (Perth), Rattray and Blairgowrie. This will open up these venues to programmes that deliver training in digital skills to excluded communities.</p> <p>We will engage with Community Broadband Scotland to increase their capacity to work with communities out of scope of the BT Open-reach scheme, identify areas of concern – i.e. those that may not have coverage in the future and ensure that concerned citizens are kept fully informed via the Council website.</p> |
| Attractive, welcoming environment                     | Help communities to be more resilient.                                                                           | On-going | Significant adverse weather impacts have alerted communities to the benefits of developing and sustaining local community resilience plans. The Council has been keen to harness this interest and 2015/16 has seen an unprecedented increase in                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

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|------------------------------|--------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              | <i>(Head of Performance &amp; Resources)</i>                                                           |          | the number of plans supported with 20 in place and a further 5 in the pipeline. It is hoped that this work will provide a blue print for exploring other areas where communities can work to be more resilient.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                              | Progress the Tay Cities Deal<br><i>(Head of Planning &amp; Development)</i>                            | 31/3/17  | <p>An initial bid document was submitted by the 4 Council Leaders to the Scottish Government in early March, setting out our ambition to create a smarter, fairer region.</p> <p>The first formal meeting with Scottish Government officials was held on 24 March with agreement reached to work together to refine the 'offer' and 'asks'. 4 stakeholder engagement workshops have been held across the region, each focussing on the principles of the bid which is shaped around Inclusive Tay, Innovative Tay, International Tay and Connected Tay. Discussions are also taking place at a senior level about Empowered Tay which is an offer to Government to explore a new model for economic development delivery. Work is now progressing to narrow down and define the benefits and impacts of the current long list of potential investment projects.</p> <p>It is anticipated the Tay Cities Deal will be finalised by April 2017.</p> |
|                              | Support delivery of the Council's capital programme<br><i>(Head of Performance and Resources)</i>      | On-going | The Strategic Investment Group meets regularly to review progress with the capital programme and is supplied with up to date information with which to assess performance and instruct corrective action.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                              | Develop robust property asset management planning<br><i>(Head of Property)</i>                         | On-going | <p>The Council's new Property Asset Management System, Concerto was implemented through 2015/16. The modules rolled out covered Property Site register; Helpdesk repairs; property works requests and scheduling; Condition Surveys and Compliance; Estates Management; Rental invoicing and the Property Finance interface with Integra.</p> <p>A Property Asset Management Plan will be developed in 2016/17 once we have reached agreement on the corporate strategy for managing property assets. Further modules due for roll out in 2016/17 are Year End Manager; Contractor Portal; Timesheet Recording and Project Management.</p>                                                                                                                                                                                                                                                                                                        |
| Performance and Benchmarking | Continue to evaluate and understand performance and the impact of the changes to resource availability | On-going | A wide range of performance information continues to be available across The Environment Service. This continues to show that the Service performs relatively effectively in all areas. This needs to be analysed and understood within the changing economic environment. Across the Service, levels of service delivery need to be clarified and then promoted with all stakeholders.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|                             |                                                                                                                                          |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                             | (All SMT)<br>Continue to use benchmarking as an improvement tool across the Service,<br>(All SMT)                                        | On-going | Benchmarking has been used effectively across parts of the Service for a number of years in areas such as Trading Standards, Roads and Building Standards. The Local Government Benchmarking Framework is also used as a tool to improve services through analysis and discussion with other Councils, either on an individual basis or as part of benchmarking groups.                                                                                                                                                                                                                                                                                                                                    |
| Customer focus and feedback | Continue to improve our approach to customer interaction and our use of their feedback to further improve service delivery.<br>(All SMT) | On-going | A range of mechanisms are used across the Service to get feedback on customers' views on the services we deliver. Going forward there will be a greater focus on using the information we receive to change the services we deliver                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Collaborative Working       | Deliver key collaborative opportunities<br>(All SMT)                                                                                     | On-going | <p>The Service has worked collaboratively for several years with other local authorities, particularly in relation to areas of work where we have difficulties in recruiting suitably qualified staff. This has included support from Angus, Dundee and Fife Councils, particularly in respect of all aspects of engineering. Further effective collaboration takes place in areas of mutual interest and reliance, for example in respect of civil contingency planning and response.</p> <p>The Strategic Policy and Resources Committee on 20 April 2016 approved a paper on collaborative working and Service staff will be involved in many of these areas over the course of the next few years.</p> |

# The Environment Service



04/05/2016

## Performance Indicators where data is unavailable

## Appendix B

| Indicator<br>(Source)                                                                                                                                                               | Performance |                  |                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------|-----------------------|
|                                                                                                                                                                                     | 13/14       | 14/15            | 15/16                 |
| Tourism generated revenues (£m)<br>(Community Plan, Corporate Plan)<br><b>Enterprise and Infrastructure Committee</b>                                                               | 465         | 527              | Available<br>Jul 2016 |
| Assistance to businesses to trade out with<br>Scotland as a proportion of total business<br>stock (%) (Community Plan)<br><b>Enterprise and Infrastructure Committee</b>            | 1.1         | Not<br>Available | Not<br>available      |
| % of unemployed people assisted into work<br>from Council operated / funded Employability<br>Programmes. (SOLACE Benchmarking PI)<br><b>Enterprise and Infrastructure Committee</b> | 15.22       | 20.94            | Available<br>Nov 2016 |
| Net Cost of Waste Collection per Premise (£)<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                                            | 71.41       | 68.96            | Available<br>Nov 2016 |
| Net Cost of Waste Disposal per Premise (£)<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                                              | 98.46       | 102.32           | Available<br>Nov 2016 |
| Gross waste collection cost per premise (£)<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                                             | 86.13       | 84.59            | Available<br>Nov 2016 |
| Gross waste disposal cost per premise (£)<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                                               | 116.66      | 119.30           | Available<br>Nov 2016 |
| % of total Household Waste arising that is<br>recycled<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                                  | 53.98       | 56.5             | Available<br>Nov 2016 |
| % of adults satisfied with refuse collection<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                                            | 92          | 88               | Available<br>Sep 2016 |
| Cost of parks and open spaces per 1,000<br>population (£)<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                               | 37,245      | 44,700           | Available<br>Nov 2016 |

| Indicator<br>(Source)                                                                                                                                           | Performance |        |                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|-----------------------|
|                                                                                                                                                                 | 13/14       | 14/15  | 15/16                 |
| % of adults satisfied with parks and open spaces<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                    | 91          | 93     | Available<br>Sep 2016 |
| Net cost of street cleaning per 1,000 population (£)<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                | 16,791      | 16,600 | Available<br>Nov 2016 |
| Overall cleanliness score % (SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                                            | 96          | 96     | Available<br>Dec 2016 |
| % of adults satisfied with street cleaning<br>(SOLACE Benchmarking PI)<br><b>Environment Committee</b>                                                          | 82          | 80     | Available<br>Sep 2016 |
| Cost of maintenance per kilometre of roads (£)<br>(SOLACE Benchmarking PI)<br><b>Enterprise and Infrastructure Committee</b>                                    | 2,842       | 2,868  | Available<br>Nov 2016 |
| Percentage of A class roads that should be considered for maintenance treatment<br>(SOLACE Benchmarking PI)<br><b>Enterprise and Infrastructure Committee</b>   | 37.4        | 38.1   | Available<br>Nov 2016 |
| Percentage of B class roads that should be considered for maintenance treatment<br>(SOLACE Benchmarking PI)<br><b>Enterprise and Infrastructure Committee</b>   | 34.8        | 34.7   | Available<br>Nov 2016 |
| Percentage of C class roads that should be considered for maintenance treatment<br>(SOLACE Benchmarking PI)<br><b>Enterprise and Infrastructure Committee</b>   | 33.0        | 34.3   | Available<br>Nov 2016 |
| Percentage of U Class roads that should be considered for maintenance treatment<br>(SOLACE Benchmarking PI)<br><b>Enterprise and Infrastructure Committee</b>   | 36.23       | 34.7   | Available<br>Nov 2016 |
| Cost of trading standards and environmental health per 1,000 population (£) (SOLACE Benchmarking PI)<br><b>Community Safety Committee/Environment Committee</b> | 21,475      | 20,500 | Available<br>Nov 2016 |

| Indicator<br>(Source)                                                                                                                | Performance |        |                       |
|--------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|-----------------------|
|                                                                                                                                      | 13/14       | 14/15  | 15/16                 |
| Cost of trading standards per 1000 population (SOLACE Benchmarking PI)<br><b>Community Safety Committee/Environment Committee</b>    | 3,891       | 3,627  | Available<br>Nov 2016 |
| Cost of environmental health per 1000 population (SOLACE Benchmarking PI)<br><b>Community Safety Committee/Environment Committee</b> | 17,583      | 16,900 | Available<br>Nov 2016 |



**PERTH AND KINROSS COUNCIL**

**Housing and Health Committee – 25 May 2016**  
**Community Safety Committee – 8 June 2016**  
**Scrutiny Committee – 15 June 2016**

**Housing and Community Care**  
**Joint Business Management and Improvement Plan**  
**and Annual Performance Report**

**Report by Director (Housing and Social Work)**

**PURPOSE OF REPORT**

This report presents the Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16 for Housing and Community Care and sets out the key strategic priorities and improvements.

**1. BACKGROUND**

- 1.1 Service Business Management and Improvement Plans and Annual Performance Reports are a core element of the Council's Service Planning Framework.
- 1.2 This report presents the Housing and Community Care Annual Performance Report for the period 2015/16 and the Business Management and Improvement Plan for the period 2016/17.
- 1.3 The Housing and Community Care Annual Performance Report 2015/16 reviews Service progress over the past year in meeting targets and commitments.
- 1.4 The Housing and Community Care Business Management and Improvement Plan 2016/17 sets out the strategic priorities and improvement actions which will be delivered to ensure better outcomes and contribute to the delivery of the Council's five strategic objectives and key local outcomes as set out in the Perth and Kinross Corporate Plan 2013/18.

**2. PROPOSALS**

- 2.1 The Housing and Community Care Business Management and Improvement Plan focusses on our key service objectives and outlines how we intend to continue to improve the services we provide and purchase.
- 2.2 The aim of this plan and report is to:

- Provide clear direction and actions for the future within the context of the national agenda, the Corporate Plan and the Single Outcome Agreement/Community Plan.
- Outline our key strategic priorities and improvement areas.
- Provide a focus on delivery of outcome focused services.
- Set out objectives, with measures, targets and standards for improvement.
- Monitor and report on performance.

2.3 Our Business Management and Improvement Plan which incorporates the report on our Annual Performance includes the following:

- Our vision, strategic objectives and outcomes.
- What we will do to meet the objectives.
- Context within which we work, including workforce development, financial overview and performance and risk management.
- Key performance indicators and improvement plan.

2.4 In the coming year our key priorities will be:

- Progressing with the personalisation agenda and Self Directed Support.
- Continuing the roll-out of integrated health and social care services and take forward the recommendations within the Strategic Commissioning Plan including delivery of Living Wage for Social Care workers in October 2016.
- Delivering on the Transformation Programme.
- Supporting clients who are affected by the roll out of Universal Credit.
- Building on our previous success of our Community Justice Services towards the establishment of a new Community Justice Partnership in April 2017.
- Progressing the Rent Restructure consultation, engagement and approval of the approach to harmonization.
- Continuing to provide more high quality affordable accommodation.

2.5 Frontline services will implement our Business Management and Improvement Plan through their team plans. These will include a range of performance measures and specific targets to ensure:

- Clarity of purpose for teams across the Service.
- Linking strategic plans to employee roles.
- Improving accountability.
- Ensuring learning and development is linked to supporting service improvement.

2.6 Housing and Community Care had a successful year in 2015/16 and achieved significant progress across a range of services which provided positive outcomes for citizens and communities. In the ethos of continuous improvement the targets set have been challenging, particularly where external factors such as changes to national policies have an indirect impact.

- 2.7 We will continue to improve and transform our services through our transformation agenda, supporting and reflecting the four pillars of public sector reform; reporting through the Service's Transformation Board and the Integrated Joint Board.

### 3. CONCLUSION AND RECOMMENDATIONS

- 3.1 The Joint Business Management and Improvement Plan and Annual Performance Report details progress against the Service's targets and improvement actions over the last year and sets out how the Service will take forward the strategic objectives and local outcomes set out within the Corporate Plan 2013/18.
- 3.2 It is recommended that the Housing and Health Committee and the Community Safety Committee, for their specific area of interest, approve the Housing and Community Care Service's Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16.
- 3.3 It is recommended that the Scrutiny Committee scrutinises and comments as appropriate on the Housing and Community Care Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16.

#### Author

| Name        | Designation                       | Contact Details                     |
|-------------|-----------------------------------|-------------------------------------|
| Alan Taylor | Head of Corporate IT and Revenues | 01738 476702<br>amtaylor@pkc.gov.uk |

#### Approved

| Name        | Designation                                                                    | Date                      |
|-------------|--------------------------------------------------------------------------------|---------------------------|
| John Walker | Depute Chief Executive, HCC,<br>(Corporate and Community Development Services) | 16 <sup>th</sup> May 2016 |

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

All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1.1 Strategic Implications

The Council's Corporate Plan 2013-2018 lays out five objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:-

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

### 1.2 Assessments

#### Equalities Assessment

The Council's Corporate Equalities Assessment Framework requires an assessment of functions, policies, procedures or strategies in relation to race, gender and disability and other relevant equality categories. This supports the Council's legal requirements to comply with the duty to assess and consult on relevant new policies to comply with the duty to assess and consult on relevant new policies to ensure there is no adverse impact on any community group or employees.

The function, policy, procedure or strategy presented in this report was considered under the Corporate Equalities Impact Assessment Framework and was assessed as not relevant for the purposes of Equalities Impact Assessment.

### Strategic Environmental Assessment

Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all plans, programmes and strategies, including policies (PPS).

The matters represented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and it was assessed that no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

## **1.3 Consultation**

The Executive Officer Team has been consulted in the development of this report.

The Tenant Committee Report Panel has been consulted on this report. Their comments were that “this is a comprehensive plan and report with targets that seem achievable based on past history, though multi-agency working may cause some issues. We’re very pleased to see a positive acknowledgement of the role of tenant participation.”

## **2. BACKGROUND PAPERS**

- 2.1 No background papers were consulted.

## **3. APPENDICES**

- 3.1 **Appendix 1:** Housing and Community Care Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16.



# **Appendix 1**

## **HOUSING AND COMMUNITY CARE**

### **JOINT BUSINESS MANAGEMENT AND IMPROVEMENT PLAN**

**2016/17**

**AND**

### **ANNUAL PERFORMANCE REPORT**

**2015/16**

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## INTRODUCTION

Welcome to the Housing and Community Care Business Management and Improvement Plan (BMIP) 2016/17 and Annual Performance Report 2015/16.

These are exciting and challenging times for the service, and the last 12 months has seen us achieve some significant successes which this report will evidence. We continue to provide and commission quality services for the citizens of Perth & Kinross and in the ethos of continuous improvement the targets we set can be challenging particularly where external factors have an indirect impact such as changes to national policies.

We have continued to make great progress in building upon existing partnerships with health, the independent and voluntary sectors, local housing associations and other Council Services to deliver positive outcomes for the people who use our services, in their own communities.

April 1<sup>st</sup> saw a major milestone, when the Integration of Health and Social care went live. Integration of health and social care poses a major challenge to all the agencies involved due to significant demand pressures. We have worked closely alongside our colleagues from NHS Tayside and the third sector to reach a point where integration is now a reality. The contribution from all H&CC services and community planning partners will be critical to the success of the partnership.

The key to this success continues to be the commitment and willingness of our staff to innovate and embrace change, and our staff have responded magnificently to this challenge. All the positive results illustrated in this report are down to the efforts of staff across the service.

Over the next few years and into the foreseeable future there will continue to be pressure on public funds across Scotland. This will provide us with significant challenges against a backdrop of increased demand for our services.

However, we will remain focussed on transforming our services to support and reflect the four pillars of public sector reform. I am confident in our ability and capacity to improve even further, and provide person-centred services which produce the outcomes that our service users want.

Our priorities for the next year will include:

- Progressing with the personalisation agenda and promoting Self Directed Support.
- Continuing the roll-out of integrated health and social care services and take forward recommendations within the Strategic Commissioning Plan including delivery of the Living Wage for Social Care workers.
- Delivery of Transformation Programme.
- Supporting clients impacted by the introduction of Universal Credit.
- Building on our previous success of our Community Justice Services towards the establishment of a new Community Justice Partnership in April 2017.
- The progression of the Rent Restructure by consultation, engagement and approval of the approach to harmonisation.
- Continuing to provide more high quality affordable accommodation.

By working together across the service, and with our community partners, we can continue to achieve positive results and build on the reputation of Perth and Kinross as one of the most attractive and desirable places to live, work and visit in Scotland.

**John Walker**  
**Depute Chief Executive**  
**Corporate & Community**  
**Development Services**

**Bill Atkinson**  
**Director of Social Work**  
**& Housing**

# VISION, STRATEGIC OBJECTIVES AND LOCAL OUTCOMES

*“Our vision is of a confident and ambitious Perth and Kinross with a strong identity and clear outcomes that everyone works together to achieve. Our area will be vibrant and successful; a safe, secure and healthy environment; and a place where people and communities are nurtured and supported.”*

## THE COUNCIL’S STRATEGIC OBJECTIVES

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

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

The vision and strategic objectives support the delivery of the Community Planning Partnership’s Single Outcome Agreement for 2013–2023, focusing on 12 local outcomes that will achieve improvements for the area, our local communities, and our citizens.

Housing and Community Care (HCC) will support the delivery of the strategic objectives and local outcomes described within the document.

| Acronyms Explained |                                                                |           |                                                   |
|--------------------|----------------------------------------------------------------|-----------|---------------------------------------------------|
| ASB(O)             | Anti-Social Behaviour (Order)                                  | ICA       | Integrated Care Approaches                        |
| ASP                | Adult Support and Protection                                   | ICF       | Integrated Care Fund                              |
| B&B                | Bed and Breakfast                                              | ISD       | Information Services Division (NHS)               |
| CJS                | Criminal Justice Service                                       | LSCMI     | Levels of Service Case Management Inventory       |
| CPO                | Community Payback Order                                        | LD        | Learning Disabilities                             |
| CCIG               | Complex Care Integration Group                                 | MAPPA     | Multi Agency Public Protection Arrangements       |
| DHP                | Discretionary Housing Payment                                  | MH        | Mental Health                                     |
| EBI                | Estate Based Initiative                                        | HRA       | Housing Revenue Account                           |
| ECS                | Education and Children’s Services                              | NHS       | National Health Service                           |
| ECO                | Energy Company Obligation                                      | OWLS      | Offending Women’s Learning Service                |
| EEA                | European Economic Area                                         | PKAVS     | Perth & Kinross Association of Voluntary Services |
| ESF                | European Social Fund                                           | POA       | Psychiatry of Old Age                             |
| GIRFEC             | Getting it Right for Every Child                               | RGBS      | Rent Bond Guarantee Scheme                        |
| H&SCI              | Health & Social Care Integration                               | SDS       | Self-Directed Support                             |
| HEEPS-ABS          | Home Energy Efficiency Programme Scotland – Area Based Schemes | SHQS      | Scottish Housing Quality Standards                |
| HCC                | Housing and Community Care                                     | SOLACE    | Society of Local Authority Chief Executives       |
| HMO                | Houses in Multiple Occupation                                  | SURE Team | Service User Review and Evaluation Team           |
| HMRC               | HM Revenues and Customs                                        | UPW       | Unpaid Work                                       |
| HMICS              | Her Majesty’s Inspectorate of Constabulary                     | tba       | To be agreed                                      |
| HWAS               | Housing with Additional Support                                | TISS      | Tayside Intensive Support Service                 |

# GIVING EVERY CHILD THE BEST START IN LIFE

## SERVICE CONTRIBUTION - Net cost: £222,000

We will improve the life chances of children and families at risk by looking at the whole life of a child, individual and family by:-

- Placing a focus on preventative services
- Improving outcomes and reduce inequalities faced by many children
- Providing support through housing, education, employment and promoting healthy lifestyles

## Performance Summary for 2015/16

The provision of safe and secure housing fulfils a basic need essential to meet wider life outcomes. We recognise the impact that damp, overcrowded and unsuitable accommodation has on children's development and educational outcomes.

We worked with all our partners to achieve positive outcomes for children and families:-

- By providing more suitable housing for children within families, we have reduced the number of tenants on our waiting list in overcrowded situations, through the application of our allocation policy.
- Improved outcomes for children and young people by working in partnership with our colleagues within Education and Children's Services through our involvement in the Early Years Collaborative and Evidence to Success.
- We have reduced the impact of homelessness on children and families by moving families straight into permanent instead of temporary accommodation.
- Provided a more integrated service for families by delivering housing advice surgeries to intervene early to help address housing issues, prevent homelessness where possible, and promote tenancy sustainment
- Supported vulnerable children and families who are affected by parental substance abuse by working with Change is a Must (CIAM) multi agency team
- Supported women affected by domestic abuse by continuing to have close multi-agency partnership with Police Scotland and Women's Aid to ensure that safe accommodation is provided.
- Offered accommodation and support to 26 Syrian refugees.
- Supported vulnerable children and families, including kinship carers, through advice and assistance from both the Welfare Right and Welfare Fund Team.

## KEY PERFORMANCE INDICATORS for 2015/16

(Data covering to year end unless otherwise stated)

### Key for Performance

#### RAG

- On Target
- Not on Target
- Not available

#### Trend



- Performance has significantly improved
- Performance has remained roughly the same
- Performance has significantly deteriorated
- Not applicable

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |       |       |       | Targets |       |       |       |       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 13/14                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 14/15 | 15/16 | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Homeless Presentations - Families with Children</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       |       |       |         |       |       |       |       |
| 1.1 Number of families with children presenting as homeless<br><b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 279                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 244   | 337   | ↓     | 275     | ●     | <275  | <275  | <275  |
| <p><b>Comments on Performance during 2015/16 and targets:</b> As with the rest of Scotland, there was an increase in people presenting as homeless in Perth and Kinross during 2015/16.</p> <p>The main reasons for families presenting were: family breakdown, domestic abuse, and receiving a 'notice to quit' from their private landlord.</p> <p>Work to prevent homelessness continues to be our priority. We continue to support family mediation to help prevent relationship breakdown and link with a range of agencies to support people with financial difficulties and trouble meeting their housing costs. We also work closely with Police Scotland and Women's Aid to make sure safe accommodation is provided for those at risk of domestic abuse. Tackling domestic abuse is a priority for partners in the Violence Against Women Partnership and the number of women presenting as homeless due to domestic abuse may reflect a greater awareness of services and support available.</p> <p>As part of our work to increase the availability of suitable accommodation in the private rented sector, we are planning to hold a Private Landlord forum in the autumn to develop closer working relationships with them.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       |       |       |         |       |       |       |       |
| <b>Overcrowding</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       |       |       |         |       |       |       |       |
| 1.2 Number of overcrowded households in Council tenancies<br><b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 141                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 141   | 127   | ↑     | 148     | ○     | 135   | 135   | 135   |
| 1.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p><b>Comments on Performance during 2015/16 and targets:</b> This excellent performance has resulted in fewer families living in overcrowded Council houses and is due to a number of factors: our success in purchasing the highest number of former Council houses this year (24 buy-backs this year), as well as completing 132 new build social rented houses and flats. In addition, this year we brought 8 properties back into use through our empty homes initiative providing 18 bedrooms, with a further 8 properties with 13 bedrooms nearing completion, providing much needed accommodation.</p> |       |       |       |         |       |       |       |       |

# NURTURING EDUCATED, RESPONSIBLE AND INFORMED CITIZENS

## SERVICE CONTRIBUTION - Net cost: £10,227,000

We will work with all our partners to make sure everyone has the best chance to have a meaningful, worthwhile and productive future by:-

- Supporting the most vulnerable individuals and families to empower and encourage them to have core skills
- Offer people of all ages and abilities opportunities to learn, develop and expand their abilities

## Performance Summary for 2015/16

We continue to work with our partners to make sure people have the best chance to have a meaningful, worthwhile and productive future. We want to promote independence and encourage people to have attainable aspirations, supported through lifelong opportunities.

We have undertaken a variety of activities to ensure our young people are ready for life and work. We have:-

- More people with complex needs are now entering employment or further education when they leave school. This has been achieved by working collaboratively with Education and Children's Services to make the transition between services easier. The 'Transitions within the Community' project received a Gold Securing the Future award in 2015.
- Our Employment Support Team worked with individuals with learning disabilities, mental health difficulties, autism spectrum conditions and acquired brain injury. The team have been successful in working with and maintaining employment support to 148 individuals including paid jobs, voluntary and work experience placements.
  - 2016 will see the development of additional "Working Roots" projects across Perth & Kinross Council, being delivered in partnership with PKC Environment Services and Blairgowrie Day Opportunities.
  - The team will also take forward collaborative working across Drugs & Alcohol Services where service users will progress through support of PKC's Social Prescribers, with the expectation that individuals' employability outcomes will have a higher probability of being achieved.
- Improved outcomes for those with an Autism Spectrum Condition (ASC) by working with our partners in Education and Children's Services, NHS and the third sector. Key areas of work carried out during 2015-16 included:-
  - PKC Autism website which is an online one stop shop providing advice, support and learning opportunities.
  - ASC Modern Apprentice scheme that promotes positive discrimination within the workplace.

- Two successful applications to the Scottish Government Autism Development Fund for ‘Autism Work Experience’ and ‘Easing the Move’ which focus on employment skills.
- Young people have successfully taken part in “Renting Ready” courses in Perth to prepare for a successful tenancy. Courses are run in partnership with the Housing Service and with the housing charity Crisis. Sessions help young people who are looking for a tenancy or flat share to understand what to look for in a property, their rights and responsibilities as a tenant, and how they can manage their tenancy on a limited budget

**Our focus for 2016/17 will be:**

- Take forward actions outlined within the Strategic Commissioning Plan that relate to Learning Disabilities and Employability for people on the Autism Spectrum.

**KEY PERFORMANCE INDICATORS for 2015/16**  
(Data covering to year end unless otherwise stated)

**Key for Performance**

**RAG**

○ On Target

● Not on Target

■ Not available

**Trend**



Performance has significantly improved



Performance has remained roughly the same



Performance has significantly deteriorated



Not applicable

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Performance |       |       |       | Targets |       |       |       |       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 13/14       | 14/15 | 15/16 | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Young People Presenting as Homeless</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |             |       |       |       |         |       |       |       |       |
| 2.1: Number of single young people aged 16 to 25 presenting as homeless                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | n/a         | 161   | 184   | ↓     | 210     | ○     | <200  | <200  | <190  |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |       |       |       |         |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b> As with the rest of Scotland, there was an increase in people presenting as homeless in Perth and Kinross during 2015/16. However the number of young people presenting was lower than anticipated (as reflected in our target) and this is due to good homeless prevention activity in our main secondary schools and other youth settings. The focus here is on advice and assistance in relation to housing issues facing young people, as well as budgeting, family relationships and mediation.                                                                                                                                                                                                                                                                                                                         |             |       |       |       |         |       |       |       |       |
| <b>Tenancy Sustainment - Young People</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |       |       |       |         |       |       |       |       |
| 2.2: % young people (16-25) sustaining a council tenancy for more than one year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 88%         | 92%   | 79%   | ↓     | 92%     | ●     | >92%  | >92%  | >92%  |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |       |       |       |         |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b> During 14/15, 141 young people were allocated permanent Council tenancies and the majority of them sustained this tenancy for more a year (111, 79%). Of those who did not manage to sustain their tenancy for a year (30), many were for positive or reasons outwith our control, including: <ul style="list-style-type: none"> <li>12 secured more suitable or alternative housing through mutual exchange or transfer, private sector or outwith the area 3 moved on due to change in relationship/family reasons.</li> <li>3 ended due to external factors.</li> </ul> <p>The remainder were due to reasons such as abandonment, under occupation and change of mind. We will however, continue to make every effort to match and allocate properties appropriately and offer support for young people as necessary.</p> |             |       |       |       |         |       |       |       |       |

**KEY PERFORMANCE INDICATORS for 2015/16**  
(Data covering to year end unless otherwise stated)

**Key for Performance**

**RAG**

- On Target
- Not on Target
- Not available

**Trend**

- ↑ Performance has significantly improved
- Performance has remained roughly the same
- ↓ Performance has significantly deteriorated
- Not applicable

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Performance |       |                                        |       | Targets |       |       |       |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|----------------------------------------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 13/14       | 14/15 | 15/16                                  | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Employability Network</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |                                        |       |         |       |       |       |       |
| 2.3: The total number of clients that the Network work with ( <i>including a breakdown on ages between 16-24 and 25+</i> )<br><b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                               | 1,402       | 1,418 | New Indicator:<br>(Info Av. June 2016) | ↑     | -       | ○     | 1,440 | 1,456 | 1,462 |
| 2.4a: The number of clients working with/worked with at Stage 1 of the Employability Pathway ( <i>Referral, Engagement and Assessment</i> )<br><b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                              | n/a         | n/a   | New Indicator:<br>(Info Av. June 2016) | -     | -       | ○     | TBC   | TBC   | TBC   |
| 2.4b: The number of clients working with/worked with at Stage 5 of the Employability Pathway ( <i>In Work Support and Aftercare</i> )<br><b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                    | n/a         | n/a   | New Indicator:<br>(Info Av. June 2016) | -     | -       | ○     | TBC   | TBC   | TBC   |
| <b>Comments on Performance during 2015/16 and targets:</b> Targets will be determined once 2015/16 figures are available.<br><br>The Employability Network strives to improve employability services for young people and adults in Perth & Kinross who have ill health, a disability or other support need. Information from our annual performance review survey is used to gain an overview of the employability achievements of the Network members in Perth and Kinross over the previous year and results will be shared with our PKC partners. |             |       |                                        |       |         |       |       |       |       |



# DEVELOPING A PROSPEROUS, INCLUSIVE AND SUSTAINABLE ECONOMY

## SERVICE CONTRIBUTION – Net Cost: £1,468,000

We will encourage the growth of businesses, attract new investment and provide a spectrum of employment opportunities by:-

- Commissioning services based on population needs which offer value for money
- Working with the third and private sectors to offer a balanced local economy
- The efficient collection of rents and taxes
- Continuing to manage and achieve efficient and effective contracting and monitoring processes to ensure value for money

## Performance Summary for 2015/16

We continue to provide and commission a range of services, provided in-house and from the third and private sectors, ensuring value for money whilst creating employment across Perth and Kinross.

We have supported our tenants to maximise their incomes to meet their responsibilities in respect of rent through a range of preventative and supportive approaches.

- We launched new rent arrears arrangements in January 2016 focusing on early intervention and earlier escalation of rent arrears. These actions sit alongside the Rent 1<sup>st</sup> Campaign supporting a change in culture towards the payment of rent.
- We implemented the delivery of the 'Made of Money' programme to 27 members of staff across both the Council and 3<sup>rd</sup> sector. This provides staff with the skills and training materials to be used both on a one to one basis, and in small groups, enabling them to work with residents to encourage them to think about how they can save money, budget their income and learn about different types of credit.
- Our Customer and Community Engagement Team have developed a Resident Academy "Skills with Bills" which will offer small group learning over 3 weeks which will be piloted in the North Perth area and will go on to be delivered across our localities during 2016/17. Children and Family support workers will embed this learning within individual support plans and Literacy staff plan to deliver sessions within their learning groups in a variety of contexts including those leaving institutional care.
- We have developed a service specific Universal Credit (UC) Action Plan with key actions to mitigate the impact for our tenants.

- We reviewed our Rent Setting Consultation Process with tenants and they also played a key part in the Rent Restructure Review to ensure we have a fair and equitable way of setting and charging rents for different types of properties. Subject to Committee approval the new rent structure will be introduced in April 2017.
- We continue to strengthen our relationships with advice agencies such as Citizens Advice Bureau and Welfare Rights, and champion the Cred-E-Card budget accounts offered by Perth and Kinross Credit Union to ensure people are given the opportunity to succeed in their tenancies.

Overseen the Welfare Reform changes and preparation for the Universal Credit:

- Progressed with the preparation for the implementation of the permanent Scottish Welfare Fund in April 2016. Our approach to the Scottish Welfare Fund - "Christier than Christie" project won a Gold Securing the Future Gold Award.
- Expanded Welfare Rights Outreach surgeries throughout Perth and Kinross and opened up different media channels e.g. facebook to ensure people can access the right advice and information at the right time. Integrated Care funding was awarded for the Local Early Advice Project (LEAP) a joint project with Citizens Advice Bureau to create referral pathways from health to social care.
- We have secured funding from the European Social Fund (ESF) to provide more Welfare Rights Officers who will work with schools in the most deprived areas throughout Perth and Kinross.
- Progressed the development of Poverty Awareness work as part of our ongoing support to communities. Project groups have been set up to ensure preparedness in Perth and Kinross for the implementation of Universal Credit from April 2016.
- Completed our channel shift project for Council Tax by extending this beyond an online self-serve facility to a telephone assisted facility for those unable to self-serve.
- Supported the development and expansion of the Perth and Kinross Credit Union with an additional offices opening in Blairgowrie, Crieff and Letham. The Credit Union also supported the Scottish Flood Forum and liaised with housing staff in Alyth to help residents following the recent flooding in town.

#### **Our focus for 2016/17 will be:**

- Managing the impact of Universal Credit by supporting tenants and other customers and ensuring all staff are fully prepared for challenges that Universal Credit will bring.
- Collection of Income for Perth and Kinross Council.
- Rent Restructure - consultation, engagement and approval of the approach to harmonisation (August 2016); introduction of the new model for rent calculation April 2017.
- We will continue to focus our efforts on the prevention of rent arrears and where they occur we will manage and reduce them with a continuum of support through to final sanctions.

## KEY PERFORMANCE INDICATORS for 2015/16

(Data covering to year end unless otherwise stated)

### Key for Performance

#### RAG

- On Target
- Not on Target
- Not available

#### Trend

- ↑ Performance has significantly improved
- Performance has remained roughly the same
- ↓ Performance has significantly deteriorated
- Not applicable

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Performance |       |       |       | Targets |       |       |       |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 13/14       | 14/15 | 15/16 | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Rent Management (Voids and Arrears)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             |       |       |       |         |       |       |       |       |
| 3.1a: Current and former tenant rent arrears as a % of gross rent due for the reporting year<br>(SOLACE Benchmarking PI)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | n/a         | 9.28% | 10.4% | ↓     | 10.5%   | ○     | 9.5%  | 9.5%  | 9.5%  |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |       |       |         |       |       |       |       |
| 3.1b: % of rent due in the year that was lost due to voids<br>(SOLACE Benchmarking PI)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0.7%        | 0.5%  | 0.6%  | →     | 0.6%    | ○     | 0.6%  | 0.6%  | 0.6%  |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |       |       |         |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             |       |       |       |         |       |       |       |       |
| <p>•<b>Rent Arrears</b> - Preventing and reducing rent arrears remains a priority. We continue to implement a range of improvement activities, and each team has local improvement targets designed for staff to intervene early, encouraging tenants to pay in advance, set up budget accounts, and receive support from Welfare Rights and the Credit Union. For any tenant with arrears who does not engage, new procedures are in place to escalate formal proceedings, including legal proceedings and evictions.</p> <p>We will review future targets as the impact of Universal Credit is fully realised. We know however, that there has been a rise in the number of people experiencing debt, with 342 more people accessing the Citizen's Advice Bureau and an increase in sequestrations, from 18 accounts in 14/15, to 52 accounts this year.</p> <p>•<b>Re-letting Properties</b> - We continue to turn around void (empty) properties very quickly and faster than the Scottish average. As a result, we have minimal income lost due to voids. This good performance is despite the fact we had 20% more properties to deal with in 2015/16 than the previous year (880 and 735 respectively).</p> |             |       |       |       |         |       |       |       |       |

**KEY PERFORMANCE INDICATORS for 2015/16**  
(Data covering to year end unless otherwise stated)

**Key for Performance**

**RAG**

- On Target
- Not on Target
- Not available

**Trend**

- ↑ Performance has significantly improved
- Performance has remained roughly the same
- ↓ Performance has significantly deteriorated
- Not applicable

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Performance |        |        |       | Targets |       |       |       |       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|--------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 13/14       | 14/15  | 15/16  | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Rent Management (Voids and Arrears)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |             |        |        |       |         |       |       |       |       |
| 3.2a: % of income due from Council Tax received by the end of the year<br>(SOLACE Benchmarking PI)<br><b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 98.46%      | 98.27% | 98.5%  | →     | 98%     | ○     | 97.5% | 97.5% | 97.5% |
| 3.2b: % of income due from Non Domestic Rates received by the end of the year<br><b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 98.40%      | 98.25% | 98.04% | →     | 98.1%   | ○     | 98%   | 98%   | 98%   |
| <b>Comments on Performance during 2015/16 and targets:</b><br><b>•Council Tax:</b> Early indications are that we will be one of the top performing council's for council tax collection in 2015/16. The 2015/16 collection level has exceeded our target and expectations. This has been extremely difficult to achieve in the context of continuing hardship, inward migration and the consequential benefit processes, the administration of Discretionary Housing Payments and the Scottish Welfare Fund and preparation for Universal Credit. Therefore the future targets have been revised and set at a realistic but still challenging level. The main driver behind the setting is the anticipated impact on the ability to pay created by the introduction of Universal Credit, within Perth and Kinross, taking effect from 25 <sup>th</sup> April 2016.<br><br>The Scottish Average (LGBF) for this indicator was 95.5% in 2014/15. Perth and Kinross were the highest performing authority in 2014/15<br><br><b>•Non Domestic Rates:</b> It is anticipated that the collection of Non-Domestic Rates will become increasingly challenging in the years ahead. In addition to the difficulties already experienced by high street traders, through on-line and out of town retailing, there are legislative changes taking effect from 1 <sup>st</sup> April 2016 that will bring further pressure and impact on ability to pay. |             |        |        |       |         |       |       |       |       |
| 3.3: % of HCC invoices that were paid within 30 days<br><b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 97%         | 97%    | 96%    | →     | 97%     | ●     | 96%   | 97%   | 98%   |
| <b>Comments on Performance during 2015/16 and targets:</b> Housing and Community Care are still ahead of the Council target of 94% and performance is generally improving on a monthly basis.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |        |        |       |         |       |       |       |       |

**Information not available**

- Cost per dwelling of collecting Council Tax (SOLACE Benchmarking PI)  
Available June 2016

## **SUPPORTING PEOPLE TO LEAD INDEPENDENT, HEALTHY AND ACTIVE LIVES**

### **SERVICE CONTRIBUTION - Net Cost £32,087,000**

We will help people sustain and improve their health and wellbeing to help them meet their full potential and to remain in their own homes, or in a homely environment, by:-

- Developing models of community based care to support people to remain safely at home for as long as possible.
- Focusing on work that promotes early intervention and prevention, promoting healthier lifestyles and tackling health inequalities.
- Placing individuals at the core ensuring any care is personal to their needs and results in positive outcomes.
- We worked with communities to create and design responsive services whilst reducing inequalities.
- Reshaping care for older people to prevent unplanned admissions to hospital and supporting discharge to enable people to live independently with appropriate flexible support

### **Performance Summary for 2015/16**

We have focussed on work that promotes early intervention and prevention, promoting healthier lifestyles and tackling health inequalities through a range of activities as described below. It is anticipated a greater impact will be made in tackling these challenges through the opportunities that present themselves through integrated health and social care provision.

We placed individuals at the core ensuring any care is personal to their needs and resulted in positive outcomes:-

- This year saw the launch of the Carers Strategy which introduced participatory budgeting for Carers in Perth and Kinross, bringing their expertise into the development of services for carers. Carers attended an event in February this year and 15 projects were awarded funding on the day. Projects included respite for families with children with additional needs, day trips and weekend respite for older carers, carers from the minority ethnic community.
- Supported people with complex needs through working with our partners to deliver a range of projects as part of the Integrated Care Fund, for example, Meal Makers and the Befriending Projects both aim to reduce isolation and loneliness. Healthy Eating Healthy Living has supported 43 people with learning disabilities to improve their own health and wellbeing through encouraging healthy eating as a way of life.

- Provided a diverse range of support and services for mental health and wellbeing. For the third year running we held our Mental Health and Wellbeing Fair, a series of events under this umbrella also marked the Scottish Mental Health Awareness week and World Mental Health Day.
  - Latest data for 2015 from the Office for National Statistics Annual Wellbeing Survey indicated that people in Perth and Kinross have reported a higher personal wellbeing than the UK average and a higher personal wellbeing than people in Edinburgh, Glasgow and Dundee. Wellbeing has increased within Perth & Kinross since 2012, the year we started the Wellbeing Fair events.
- Supported people with addictions through the Smart Recovery Programme where people learned self-empowering skills and how to support each other through recover. The 4-point Programme support people by:-
  - Building and maintaining motivation
  - Coping with urges
  - Managing thoughts, feeling and behaviour
  - Living a balanced life
- During 2015/16 the current Learning Disability strategy was consulted upon and reviewed. The new strategy builds on the achievements of the previous strategy and aims to improve access to healthcare for people with a learning disability, improve support for older people with a learning disability, and support for expectant mothers with a learning disability.
- Focussed on reducing homelessness by the development of a national housing options training toolkit in partnership with the Scottish Government. The electronic toolkit provides staff, agencies and key stakeholders with training and information to support the delivery of effective housing options and ultimately prevent homelessness and increase tenancy sustainment.
- In March 2016, the Care Inspectorate carried out an unannounced inspection of our Housing Support Service and awarded Excellent for the Quality of Care and Support, Staffing and Management, and Leadership. The inspection focused on the team's commitment and dedication in involving service users with the delivery of service, and how they respond positively to the support needs of people who are homeless or threatened with homelessness.

We worked with communities to create and design responsive services whilst reducing inequalities.

- Promoted health and wellbeing and provided support to people to enable them to stay in their own homes, or in a homely setting, by further expanding Technology Enabled Care. The service purchased a digital server in 2015 which will enable people in Perth and Kinross to benefit from the latest telecare and telehealth technology. This will be an area for further development in the coming year.
- We focussed on prevention and early intervention to support tenants to remain in their own homes by providing an enhanced range of locality services by introducing a new model of service delivery. This model combined previously separate housing functions into integrated local teams and is based on the disaggregation of key functions such as, repairs and tenancy support.

The management of housing options, housing access, private sector activity and homelessness remains centralised, for consistency and efficiency with the delivery of specialist surgeries.

We focussed on reshaping care for older people to prevent unplanned admissions to hospital and supporting discharge to enable people to live independently with appropriate flexible support:-

- Enabled individuals to take more choice and control over their health and social care support by working with our partners. We undertook a number of activities to allow people to remain in their own home or in a homely setting such as Rapid Response, Immediate Discharge Service, Reablement, Home and Day Care Services.
- Supported people in a homely setting by the continued expansion of Housing with Additional Support (HWAS).
- Work is well underway on the first stage of modernising Dalweem Care Home as an integrated Health and Social Care facility. The new facility will be a centre which provides nursing and residential care with both an in-reach and outreach function for other community services.

To support the delivery of our key outcomes and recognising the four pillars of public service reform we have carried out the following activities:-

- Over 4, 000 people from across our communities spoke to us about their aspirations for locally delivered Health and Social Care Services as part of 'Join the Conversation' which informed the actions and priorities of the Health and Social Care Strategic Plan. Our Community Care thematic strategies which include The Learning Disability Charter, Joint Mental Health Strategy, Equalities Strategy and Carers Strategy, continue to promote positive engagement with service users and their involvement is invaluable to each of them.
- Developed locality teams to take forward the actions outlined within the Strategic Commissioning Plan.
- Established the Integrated Care Fund Programme with representation from health, social care, third and independent sector - 35 projects were successful in their bids.
- Assisted people with a physical disability and/or sensory impairment with the launch of an on-line self-assessment system in June 2015 for small equipment/minor adaptations. People can now complete online assessments to access small items of equipment/minor adaptations which will assist anyone with a physical disability and/or sensory impairment in activities of daily living.
- NHS Tayside and Perth and Kinross Council Occupational Therapy services started to integrate during 2015/16. Health and Council OT's are now co-located in Pitlochry and Blairgowrie and referrals are jointly screened and allocated.

### **Our focus for 2016/17 will be:**

- Delivery of the Transformation Programme:-
  - Communities First Review.

- Review of Residential Care.
  - Review of Day Care Services.
  - Review of Community Care Packages for Adults.
- Care at Home Redesign /Commissioning.
- Take forward actions in the Strategic Commissioning Plan.
- Develop a new Mental Health Strategy.



**KEY PERFORMANCE INDICATORS for 2015/16**  
(Data covering to year end unless otherwise stated)

**Key for Performance**

**RAG**

- On Target
- Not on Target
- Not available

**Trend**

- ↑ Performance has significantly improved
- Performance has remained roughly the same
- ↓ Performance has significantly deteriorated
- Not applicable

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Performance |                                                                                           |                                                                                          |       | Targets                                                                       |       |                                                                                       |                                                                  |                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-------|-------------------------------------------------------------------------------|-------|---------------------------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 13/14       | 14/15                                                                                     | 15/16                                                                                    | Trend | 15/16                                                                         | R/A/G | 16/17                                                                                 | 17/18                                                            | 22/23                                                            |
| <b>Achieving Outcomes</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |             |                                                                                           |                                                                                          |       |                                                                               |       |                                                                                       |                                                                  |                                                                  |
| 4.1: % of clients achieving goals set out in their Outcome Focussed Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 87%         | 87%                                                                                       | 84%                                                                                      | →     | 87%                                                                           | ●     | 87%                                                                                   | 88%                                                              | 89%                                                              |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |             |                                                                                           |                                                                                          |       |                                                                               |       |                                                                                       |                                                                  |                                                                  |
| 4.1a: No. of people who access Self Directed Support (SDS) as % of all service users (excluding Community Alarm)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | n/a         | Option 1<br>- 1.43%<br>Option 2<br>- 0.89%<br>Option 3<br>- 93.14%<br>Option 4<br>- 4.56% | Option 1<br>- 1.90%<br>Option 2<br>- 1.84%<br>Option 3<br>- 89.33%<br>Option 4<br>- 6.6% | ↑     | Option 1<br>- 5%<br>Option 2<br>- 5%<br>Option 3<br>- 83%<br>Option 4<br>- 7% | ●     | Option 1<br>- 2.1%<br>Option 2<br>- 2.3%<br>Option 3<br>- 88.1%<br>Option 4<br>- 7.5% | Option 1- tbc<br>Option 2- tbc<br>Option 3- tbc<br>Option 4- tbc | Option 1- tbc<br>Option 2- tbc<br>Option 3- tbc<br>Option 4- tbc |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |             |                                                                                           |                                                                                          |       |                                                                               |       |                                                                                       |                                                                  |                                                                  |
| <b>Comments on Performance during 2015/16 and targets:</b><br><b>Achievement of Goals within Outcome Focussed Assessment</b> – Placing individuals at the core, ensuring any care is personal to their needs is a key focus however a person's circumstances may change between assessment and review therefore impacting on the achievement of their original goals.<br><br><b>Self-Directed Support</b> – People are shifting the options they are selecting to manage their care. It should be noted that setting targets in this way may not be the best methodology as no option is preferable to another if people are appropriately supported to decide on their care packages and achieve their desired outcomes. PKC ranks 6 <sup>th</sup> in Scotland in terms of Option 1 (Direct Payments spend).<br><br><i>(1= Having a direct payment; 2 =Choosing the services they want and asking the Council to arrange them; 3= Letting the Council decide what services are right; 4= A mix of all or any of these options)</i> |             |                                                                                           |                                                                                          |       |                                                                               |       |                                                                                       |                                                                  |                                                                  |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Performance |       |       |       | Targets |       |       |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 13/14       | 14/15 | 15/16 | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Living at Home</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |             |       |       |       |         |       |       |       |       |
| 4.2a: % 65+ who live at home<br>(Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 97%         | 97.5% | 97%   | →     | 98%     | ●     | 98%   | 98%   | 98%   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |       |       |         |       |       |       |       |
| 4.2b: % 65+ requiring no<br>further service following<br>Reablement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 37%         | 37%   | 51%   | ↑     | 40%     | ○     | 50%   | 50%   | 50%   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |       |       |         |       |       |       |       |
| 4.2c: Number of service<br>users aged 65+ with<br>Technology Enabled Care<br>(excluding community<br>alarms)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 593         | 737   | 942   | ↑     | 720     | ○     | 1,000 | 1,100 | 1,200 |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |       |       |         |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b> Against the backdrop of an ever increasing elderly population we are successfully keeping people at home and the performance under these particular activities, in the main, shows significant upward trends over the three year period. Our Reablement Service is key to supporting people following discharge from hospital with over 50% not requiring ongoing support following this intervention. We have also seen a 60% increase in people using Technology Enabled Care since 2013/14, developments in this area will be a key focus for us.                                                                    |             |       |       |       |         |       |       |       |       |
| <b>Homecare Provision</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |       |       |         |       |       |       |       |
| 4.3a: % of home care service<br>users receiving care<br>overnight                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 52%         | 56%   | 53%   | →     | 53%     | ○     | 54%   | 55%   | 56%   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |       |       |         |       |       |       |       |
| 4.3b: % 65+ with intensive<br>care needs receiving care at<br>home<br>(SOLACE Benchmarking PI)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 27.6%       | 23.4% | 24.8% | ↓     | 27%     | ●     | 27%   | 29%   | 31%   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |       |       |       |         |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b> We have increased the flexibility of home care provision to ensure people receive care at the appropriate times. However the success of Re-ablement has had an impact on the achievement of the target we set in relation to people with intensive care needs – as well as people no longer requiring ongoing services. For those who do require ongoing support, the number of hours required is also less. This is in the context of an increasing demographic where people's needs are more complex. Since 2013/14 the average care package per client has risen from 7.4 per week to 8.9 per week (a 20% increase). |             |       |       |       |         |       |       |       |       |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Performance |        |        |       | Targets |       |        |        |        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|--------|-------|---------|-------|--------|--------|--------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 13/14       | 14/15  | 15/16  | Trend | 15/16   | R/A/G | 16/17  | 17/18  | 22/23  |
| <b>Delayed Discharge</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |             |        |        |       |         |       |        |        |        |
| 4.4a: No. of bed days lost to delayed discharge (excluding complex cases)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 13,430      | 12,200 | 15,697 | ↓     | 13,500  | ●     | 11,000 | 11,000 | 11,000 |
| 4.4b: No. of people delayed in hospital for more than 14 days                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | n/a         | 87     | 191    | ↓     | 87      | ●     | 130    | 100    | 0      |
| <b>Housing &amp; Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |             |        |        |       |         |       |        |        |        |
| <p><b>Comments on Performance during 2015/16 and targets:</b> Managing delayed discharge continues to be a key focus for the Health and Social Care Partnership. The average age of people entering care is 82 years of age. This, together with increase in demand, demonstrates an increasingly frailer older population. Emergency admissions create pressures across the health and social care system with knock-on effects on delayed discharge, social work assessments and care at home. The increase in unplanned admissions for those aged 85+ is higher than other age groups and this age group is more likely to be delayed in hospital (this age group represents approximately 29% of the overall unplanned admissions). In the 10 year period from 2005/6 to 2014/15 there has been an increase of 30% across all age groups for unplanned admissions.</p> <p>The Council and NHS Tayside have invested in a number of initiatives to provide alternatives to hospital admission such as the Rapid Response Team who have successfully diverted people from admission however there has been a surge in demand for care and nursing home placements in the latter half of the year. In addition to the Hospital Discharge Team which has operated for several years, the Partnership has also introduced the Immediate Discharge Service from A&amp;E and the Enhanced Care Support service. A multi-agency panel is in place to provide scrutiny around the assessment process to ensure that all possible areas are explored in order for people to be supported back into the community from hospital.</p> <p>Benchmarking with other partnerships is currently being undertaken with a view to learning areas of good practice.</p> |             |        |        |       |         |       |        |        |        |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Performance |       |              |       | Targets       |       |       |       |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|--------------|-------|---------------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 13/14       | 14/15 | 15/16        | Trend | 15/16         | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Re-referrals for Drug Alcohol</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |       |              |       |               |       |       |       |       |
| 4.5: Number of service users exiting Drug and Alcohol Team re-referred within 6 months (Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                                    | 41          | 53    | 42           | →     | 40            | ●     | 40    | TBC   | TBC   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |             |       |              |       |               |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b> Although our target is to reduce the number of re-referrals, it should be noted that repeat referrals are not necessarily signs of failure of the service provided. There are service users that may be encouraged by relatives to attend, but in reality are not ready to engage and may return months later. We understand the limitations on reporting on this indicator and are looking at more outcomes focused indicators for the future. |             |       |              |       |               |       |       |       |       |
| 4.6: The % of clients receiving their first intervention who wait no longer than 3 weeks from the point of referral (Social Work Drug and Alcohol team)                                                                                                                                                                                                                                                                                                                                                    | 92%         | 89%   | Av. May 2016 | —     | New Indicator | ○     | 90%   | TBC   | TBC   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |             |       |              |       |               |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b> Awaiting figures for 2015/16. Drug and Alcohol waiting times are reported annually to Scottish Government.                                                                                                                                                                                                                                                                                                                                      |             |       |              |       |               |       |       |       |       |

### Information not available

- % of adults satisfied with social care services (SOLACE Benchmarking PI) - Full survey will be available in June 2016. However we have feedback from our Reablement Service shows a 98% satisfaction rate with the service provided. Available June 2016

[Further information on customer engagement and feedback on pages 36-39.]

- SDS (Direct Payments) spend on adults 18+ as a % (SOLACE of total social work spend on adults 18+ Benchmarking PI) Available Nov/Dec 2016
- % of carers' satisfaction with support services received (Corporate Plan) Available June 2016
- Older Persons (65+) Home Care Costs per hour (SOLACE Benchmarking PI) Available Nov/Dec 2016

# CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

## SERVICE CONTRIBUTION – Net Cost £52,040,000

We want our communities to be places where people want to live, in houses they can afford which are warm and safe and in neighbourhoods that are well maintained and have a positive community spirit.

- Supporting people who commit offences to re-engage with the community and reduce the risk of re-offending
- Working with communities to resolve disputes between neighbours over noise and other anti-social behaviours
- Ensuring vulnerable adults feel safe and protected
- Bringing empty properties into use as quickly as possible
- Ensuring our tenants live in attractive, well managed neighbourhoods in homes that are warm, safe and comfortable.

## Performance Summary for 2015/16

We are building on the Council's success in creating safe and sustainable communities and over the past year we have been working with our partners to prepare for the Community Justice Bill. We continue to work with our partners to support people who commit offences to re-engage with the community and reduce the risk of re-offending.

- Due to the excellent local leadership and commitment of the Community Justice Team and their multi-agency work with partners and commissioned providers of service, Perth and Kinross has the 5<sup>th</sup> lowest frequency of reconviction rate in Scotland behind the Island Authorities and one Mainland Authority. This gives the Council confidence in looking to the formation of the new Community Justice Partnership in which the Council will play a leading role.
- In order to develop more of a business focus in the delivery of Community Payback Orders, the Unpaid Work Team has undergone a significant restructuring this year. As a result expansive marketing and promotion, as well as word-of-mouth recommendations the number of number of job requests has increased. These include painting, gardening, fencing, litter-picking, graffiti removal, chewing gum removal, garden furniture construction, renovation and anything else that the team can safely do to benefit the public.

Next year will see the implementation of the Allotment Strategy which will see the allotment area at Westbank put over into Food Production and a broadening of the definition of 'unpaid work' away from just Community Payback to including, Perth Prison, The Open Estate and the young offenders from the Right Track Programme.

- The Right Track initiative based on structured deferred sentence enables the sheriff to have a better understanding of the young person's circumstances. We have expanded the Right Track initiative for young people aged 16-26 who have been convicted at Court and where the Sheriff is considering a custodial sentence. In June 2015 this initiative was expanded to include graffiti removal and litter picking which gives a positive role to those involved and a very positive impact on the communities affected by these issues.
- Integrated the Tayside Intensive Support Service (TISS) with the Safer Communities Team. The Community Safety Hub has allowed the Police Staff to form strong links with other Council services, in particular Housing. Their remit has been broadened to include assisting with antisocial behaviour, vandalism, risk management of vulnerable persons and the management of violent offenders. Whilst the team still carries out the TISS remit their expanded role provides enhanced partnership working and greater coordination across a number of areas.
- The Scottish Government has signalled its intention through the recently published Community Justice Bill, to radically change the overnight arrangements for both strategy and service delivery in Scotland (effective in 2017). We organised seminars for key stakeholders to raise awareness and outline the implications of the redesign. Work has already started on planning how best to support local strategic planning and the delivery of Community Justice Services through Community Justice Partnerships.
- An evaluation of the Offending Women's Learning Service (OWLS) was carried out. A "Readiness for Change" questionnaire completed by participants who originally felt negatively about their situation, showed a much improved outlook on the future by the time they completed the programme. Analysis of those who attended also revealed a 65% decrease in the number of crimes (not convictions) recorded by Police Scotland.
- The Care Inspectorate and Her Majesty's Inspectorate of Constabulary in Scotland (HMICS) carried out a thematic MAPPA review. Positive feedback was received for Perth and Kinross Council, and an action plan will be taken forward by the Strategic Tayside group based on recommendations from the Inspectorate.
- Over the past year Community Wardens have worked all over Perth and Kinross, often in partnership with Housing, Youth Services, the Fire Service and the Police. This activity included the Home Safety Visits initiatives with the Fire Service which helps to keep vulnerable people in their own homes and ensures they get access to other services and support they need. Prevention and Education are part of their core role through initiatives such as Safe Taysiders and the Junior Warden Scheme. This year will see the appointment of a new warden in Aberfeldy jointly funded and supported by the Council and the Fire Service.
- The Anti-Social Behaviour (ASB) Investigators work much more closely with Housing, Police and other partners to use early intervention and problem solving techniques to resolve situations. Close cooperation with Legal Services allows staff to get Interim ASBOs within a couple of weeks, rather than months and these really help to moderate behaviour and provide Police with powers to take action when required. Joint visits by Investigators, Police and Housing are supported by information sharing and collaboration with the co-located Police Hub.

A multi-agency Graffiti Strategy has seen the clean-up of over 350 vandalisms over the past year. This year will see the publication of a new Anti-Social Behaviour Strategy.

- Worked in partnership with mental health charity Penumbra, a successful “Working Together” event was held at McDiarmid Park, Perth, in March this year to promote Self-Directed Support, Creativity, Choice, and Mental Wellbeing in Perth & Kinross.

We ensured vulnerable adults feel safe and protected:-

- Undertook a range of adult protection activities. One of the main priorities has been working with care homes to develop processes for dealing with challenging behaviours and reporting incidents. An integral part of this process was partnership working with the NHS Care Liaison Team.
- We focussed on financial harm by working with financial institutions to refer instances of unusual activity on bank accounts of vulnerable people.
- Worked in partnership with Police Scotland to ensure that vulnerable person reports were screened effectively to allow for a more targeted approach to those at risk.

We ensured our tenants live in attractive, well managed neighbourhoods in homes that are warm, safe and comfortable:-

- Progressed with the recommendations for the Garage sites and Lock Ups. Lock Up refurbishment work started in April 2016 and demolition/clearance of sites earmarked to be decommissioned is expected to start summer 2016. All works are scheduled to be completed across all phases by the end of calendar year 2017.
- Launched our Estate Based Initiatives programme where council tenants and local residents identified community improvement projects in their local neighbourhoods. A total of over 30 projects were delivered through our Estate Based Initiatives project. These projects ranged from enhancement of communal garden including the provision of seating within one of our sheltered housing complexes to the clearance of overgrown areas with consultation around potential for a community garden in Letham. The projects have delivered wider community benefits, including community capacity building and supported social enterprises such as Stepping Stones.
- We have built 132 new homes for social rent compared to 62 last year and these are in areas where there are high housing needs. We have also bought back 24 former council properties bringing the total to 70 since 2012/13.
- We continue to work in partnership with Scottish and Southern Energy (SSE) to utilise ECO funding and grant funding from the Scottish Government’s HEEPS-ABS programme. HEEPS Funding totalling £8.1m has been received during the period from 2013 to 2016 which has allowed 1,750 homes within Perth & Kinross to receive improved insulation measures and has helped to reduce the number of households in fuel poverty. The Scottish Government has awarded a further £1.17m for work in 2016/17 (giving a total HEEPS investment of £9.27m).

- A revised and new Responsive Repairs Policy has been implemented and aims to ensure the Council meets its legislative obligations as a landlord. The new policy is more customer-friendly and sets out clearly our responsibilities as a landlord and the responsibilities placed on tenants in respect of repairs.
- Our Service User Review and Evaluation (SURE) Team carried out an evaluation of the delivery of our Repairs Service and made a number of valuable recommendations on how parts of this service could be improved. As a result, the housing management team prepared an improvement plan and presented it to the SURE team, committing to making a range of key improvement which they will monitor.

We continued our efforts to bring empty properties into use as quickly as possible:-

- Through our private sector and empty homes initiatives in the past three years we have provided 152 people with suitable accommodation in 33 properties. In 2015/16 we created bed spaces for 42 people (flats and for flat sharing) with a further 16 bed spaces nearing completion.
  - This was highlighted as an example of best practice by Shelter Scotland and recognised nationally in the Camelot Scottish Empty Homes Champion. The project has also been recently shortlisted for a COSLA Excellence Award.

#### **Our focus for 2016/17 will be:**

- Delivery of Transformation Projects:-
  - Home First
  - Review of Housing Repairs
- Estate Based Initiatives - delivery of over 30 projects identified and prioritised in consultation with tenants across Perth and Kinross supporting social enterprise projects.
- Establish a Shadow Community Justice Partnership in 2016/17 which will develop an improvement plan and appropriate governance for the Community Justice Partnership when it is formally established in April 2017.
- Integrate Health and Social Care Services by implementing the key actions and priorities in the Strategic Commissioning Plan, supported by Housing Services, the Third Sector and other key partners.



**KEY PERFORMANCE INDICATORS for 2015/16**  
(Data covering to year end unless otherwise stated)

**Key for Performance**

**RAG**

- On Target
- Not on Target
- Not available

**Trend**

- ↑ Performance has significantly improved
- Performance has remained roughly the same
- ↓ Performance has significantly deteriorated
- Not applicable

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                  | Performance |       |       |       | Targets |       |       |       |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                        | 13/14       | 14/15 | 15/16 | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Supervision Requirements</b>                                                                                                                                                                                                                                                                                                        |             |       |       |       |         |       |       |       |       |
| 5.1: % clients with a supervision requirement seen by a supervising officer within 5 working days                                                                                                                                                                                                                                      | 79%         | 87%   | 87%   | ↑     | 80%     | ○     | 85%   | 85%   | 85%   |
| <b>Community Safety</b>                                                                                                                                                                                                                                                                                                                |             |       |       |       |         |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b><br>We continue to perform well in this area and have exceeded our target.                                                                                                                                                                                                   |             |       |       |       |         |       |       |       |       |
| <b>MAPPA Cases</b>                                                                                                                                                                                                                                                                                                                     |             |       |       |       |         |       |       |       |       |
| 5.2: % MAPPA cases with an up-to-date risk assessment completed jointly by CJS and Police Scotland (Corporate Plan)                                                                                                                                                                                                                    | 93%         | 96%   | 100%  | ↑     | 100%    | ○     | 100%  | 100%  | 100%  |
| <b>Community Safety</b>                                                                                                                                                                                                                                                                                                                |             |       |       |       |         |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b> We have successfully worked with our partners to achieve this target. There has been a change in process which has resulted in more cases requiring to have a jointly completed risk assessment – since 2013-14 the number of cases has risen from 26 to 44 (69% increase). |             |       |       |       |         |       |       |       |       |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                         | Performance |       |       |       | Targets |       |       |       |       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                               | 13/14       | 14/15 | 15/16 | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Community Payback Orders - Unpaid Work Team</b>                                                                                                                                                                                                                                                                                            |             |       |       |       |         |       |       |       |       |
| 5.3a: % of Community Payback Orders Unpaid Work (UPW) Requirements where the post sentence assessment has been completed within 1 working day<br><b>Community Safety</b>                                                                                                                                                                      | 80%         | 82%   | 94.3% | ↑     | 85%     | ○     | 80%   | 86%   | 87%   |
| 5.3b: % of clients with a CPO whose order has been reviewed within 20 working days<br><b>Community Safety</b>                                                                                                                                                                                                                                 | n/a         | n/a   | 95%   | -     | 79%     | ○     | 80%   | 80%   | 85%   |
| 5.3c: % of Community Payback Order Unpaid Work Requirements (Level 1 and Level 2) completed within agreed timescales<br><b>Community Safety</b>                                                                                                                                                                                               | 97%         | 96%   | 95%   | ↓     | 94%     | ○     | 95%   | 96%   | 96%   |
| <b>Comments on Performance during 2015/16 and targets</b><br><b>Community Payback Orders:</b> We continue to perform well in this area and although we have achieved the target this can be challenging. An impacting factor on undertaking assessments is that Orders are not necessarily placed by Perth Courts which can result in delays. |             |       |       |       |         |       |       |       |       |
| <b>Adult Support and Protection</b>                                                                                                                                                                                                                                                                                                           |             |       |       |       |         |       |       |       |       |
| 5.4: Proportion of people who have been determined as safer as a result of our adult protection intervention<br><b>Community Safety</b>                                                                                                                                                                                                       | 100%        | 100%  | 100%  | →     | 100%    | ○     | 100%  | 100%  | 100%  |
| <b>Comments on Performance during 2015/16 and targets</b> – The numbers of people are small and often do not have capacity to determine whether they feel safer as a result of our intervention.                                                                                                                                              |             |       |       |       |         |       |       |       |       |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Performance |       |       |       | Targets       |       |       |       |       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 13/14       | 14/15 | 15/16 | Trend | 15/16         | R/A/G | 16/17 | 17/18 | 22/23 |
| 5.5a: Cases of adult protection screened within 24 hours of notification<br><br><b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                                                                         | 65%         | 77%   | 94%   | ↑     | 100%          | ●     | 95%   | 95%   | 95%   |
| 5.5b: % ASP case conferences held within agreed timescale after investigation<br><br><b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                                                                    | 77%         | 100%  | 50%   | ↓     | 100%          | ●     | 100%  | 100%  | 100%  |
| 5.5c: % ASP on-going case conferences reviewed within three months<br><br><b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                                                                               | 100%        | 100%  | 66%   | ↓     | 100%          | ●     | 100%  | 100%  | 100%  |
| <b>Comments on Performance during 2015/16 and targets:</b><br><b>Screening</b> – The target we set ourselves for 15/16 was ambitious and although we aim to achieve this within the timescales it is not always possible as additional information can be necessary to enable robust screening.<br><br><b>Case Conferences</b> – The numbers of case conferences are low thus impacting on percentages. Where desired timescales have not been met people are in a safe care setting and therefore not at risk. |             |       |       |       |               |       |       |       |       |
| 5.6: The % of Social Circumstance reports completed within 28 days following Emergency or Short Term detentions<br><br><b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                                  | n/a         | 87%   | 76%   | —     | New Indicator | ○     | 80%   | 90%   | 95%   |
| <b>Comments on Performance during 2015/16 and targets:</b> Social Circumstance reports are a statutory function for Mental Health Officers to complete after a significant event occurs. Due to an increase in Guardianship reports and Mental Health Act reports we are piloting a change to team roles to concentrate on the statutory duty.                                                                                                                                                                  |             |       |       |       |               |       |       |       |       |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Performance |       |       |       | Targets |       |       |       |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 13/14       | 14/15 | 15/16 | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| 5.7a: Overall level of public satisfaction with the way the antisocial behaviour complaint was dealt with<br><br><b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | n/a         | n/a   | 76%   | -     | 75%     | ○     | 76%   | 78%   | 80%   |
| 5.7b: Number of complaints of domestic noise received during the year settled without the need for attendance on site<br><br>(SOLACE Benchmarking PI)<br><br><b>Community Safety</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 165         | 102   | 88    | ↑     | 100     | ○     | 100   | 100   | 100   |
| 5.7c: Number of complaints of antisocial behaviour received by the Council                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2,460       | 3,365 | 2,295 | ↑     | 3,000   | ○     | 2,400 | 2,200 | 2,000 |
| <b>Comments on Performance during 2015/16 and targets:</b><br><b>Public Satisfaction</b> - We continue to work closely with internal and external partners such as the Environment Service and the Unpaid Work Team and The Police and Fire Services. Early Intervention and a problem solving approach will seek to identify opportunities to resolve situations quickly but also to escalate them via the Multi Agency Tasking and Co-ordinating mechanisms as necessary.<br><br><b>Domestic Noise Complaints</b> - During 2015/16 there was a total of 88 complaints of domestic noise received by the service without the need for attendance on site.                                                                          |             |       |       |       |         |       |       |       |       |
| <b>New Builds</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |       |       |       |         |       |       |       |       |
| 5.8: Number of new publicly built social housing units<br>(Corporate Plan)<br><br><b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 67          | 70    | 132   | ↑     | 145     | ●     | 120   | 180   | 150   |
| <b>Comments on Performance during 2015/16 and targets:</b> We built more affordable houses this year than in previous years, although we were slightly below our target of 145 for 15/16. However, a further 7 houses were completed in May (taking the total to 139) and 36 due for completion by the end of June which would take the total to 175. Our Local Housing Strategy 2016-21 has just been developed and outlines our plans to increase new build, Mid-Market Rent and Shared Equity housing to support those in housing need. Over the next 3 years the new build plan; - year 1 = 120; year 2= 180; year 3 = 150<br><br>*as from 2016/17 the above indicator will include conversions and buy backs – we purchased 24 |             |       |       |       |         |       |       |       |       |

properties this year and converted or are in the process of converting 17 units for social housing.

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Performance        |                    |                              |       | Targets |       |                |                |                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|------------------------------|-------|---------|-------|----------------|----------------|----------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 13/14              | 14/15              | 15/16                        | Trend | 15/16   | R/A/G | 16/17          | 17/18          | 22/23          |
| <b>Quality of Housing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                    |                    |                              |       |         |       |                |                |                |
| 5.9a: % of dwellings meeting SHQS<br>(SOLACE Benchmarking PI)                                                                                                                                                                                                                                                                                                                                                                                                                                         | 83%                | 92.3%              | 94.6%                        | ↑     | 100%    |       | 100%           | 100%           | Awaiting SHQS2 |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                    |                    |                              |       |         |       |                |                |                |
| <b>Comments on performance during 2015/16 and targets:</b> We have continued to bring properties up to the Scottish House Quality Standard (SHQS), with 94.6% meeting the standard and a reduced number of 'failures', with 36 properties compared to 49 last year. The majority of 'failures' relate to Secure Door Entries and having the agreement of private owners to agree installation and payment of their share of the cost.<br><br>The Scottish Average for this indicator was 90.4% (LGBF) |                    |                    |                              |       |         |       |                |                |                |
| 5.9b: % households in fuel poverty<br>(Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                                                                                | 35%<br>(2011-2013) | 38%<br>(2012-2014) | 22.3%<br>(Local Survey 2015) | ↑     | 29%     | ○     | 20%<br>(local) | 19%<br>(local) | 18%<br>(local) |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                    |                    |                              |       |         |       |                |                |                |
| <b>Comments on performance during 2015/16 and targets:</b> The performance data relate to the national Scottish Housing Survey which traditionally samples small numbers. It should also be noted that the calculation of this indicator has changed in the intervening years.<br><br>The local survey we undertake is carried out every 5 years and uses a larger sample size. Performance information available for 2015/16 = 22.3%.                                                                |                    |                    |                              |       |         |       |                |                |                |
| <b>Repairs and Maintenance</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                    |                    |                              |       |         |       |                |                |                |
| 5.10a: % of repairs appointment kept                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | n/a                | 92.9%              | 96%                          | ↑     | 95%     | ○     | 95%            | 95%            | 95%            |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                    |                    |                              |       |         |       |                |                |                |
| 5.10b: Average length of time taken (in hours) to complete emergency repairs                                                                                                                                                                                                                                                                                                                                                                                                                          | n/a                | 3.29hrs            | 3.74hrs<br>(April to Feb 16) | →     | 6hrs    | ○     | 5hrs           | 5hrs           | 5hrs           |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                    |                    |                              |       |         |       |                |                |                |
| <b>Comments on performance during 2015/16 and targets:</b> We have performed well in keeping repairs appointments (7,707 scheduled, 7,380 met) and completing emergency repairs, exceeding both sets of targets. In both we compared very well with the Scottish average - keeping appointments (96% compared to 92% for Scotland) and for emergency repairs, averaging 3.7 hours compared to Scotland's 5.9 hours.                                                                                   |                    |                    |                              |       |         |       |                |                |                |



| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Performance |       |       |       | Targets |       |       |       |       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|---------|-------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 13/14       | 14/15 | 15/16 | Trend | 15/16   | R/A/G | 16/17 | 17/18 | 22/23 |
| <b>Re-letting Empty Properties</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |             |       |       |       |         |       |       |       |       |
| 5.11a: Average length of time (days) taken to re-let properties (includes mainstream and difficult to let properties)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | n/a         | 21.16 | 25.2  | ↓     | 28      | ○     | 28    | 28    | 28    |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |       |       |       |         |       |       |       |       |
| 5.11b: Average time to re-let (days) homeless temporary accommodation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 19          | 22    | 26.6  | ↓     | 23      | ●     | 23    | 23    | 21    |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |       |       |       |         |       |       |       |       |
| <b>Comments on performance during 2015/16 and targets:</b><br><br><b>•Mainstream/Difficult to Let:</b> We continue to turn around void (empty) properties very quickly and faster than the Scottish average (36.8 days, 14/15), enabling tenants to quickly access more suitable housing. This is despite an increase of 20% in void properties in the year (880 compared to 735 last year).<br><br><b>•Temporary Accommodation:</b> Due to changing demands, and as we move homeless people directly into settled, permanent accommodation, we have a higher level of vacancies within temporary accommodation. Although this is currently impacting on void turnover within temporary accommodation, it is a positive measure that supports our review of temporary accommodation and implementation of the Home First model. |             |       |       |       |         |       |       |       |       |
| <b>Homeless Presentations</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |       |       |       |         |       |       |       |       |
| 5.12: Number of households presented to the Council as homeless (Corporate Plan)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 826         | 824   | 898   | ↓     | 820     | ●     | 820   | 800   | 800   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |       |       |       |         |       |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b> Although homeless presentations have increased, through the delivery of housing options, early intervention and homeless prevention activity we manage to resolve homelessness before it occurs in a high number of cases. In 2015/16 over 2,000 housing options approaches were made with only 775 (38%) of these requiring homelessness assistance. During this period many applicants managed to resolve their homelessness with our support.                                                                                                                                                                                                                                                                                                                     |             |       |       |       |         |       |       |       |       |
| <b>Tenancies</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |             |       |       |       |         |       |       |       |       |
| 5.13a: Overall % of new tenancies sustained for more than a year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | n/a         | 92%   | 88%   | ↓     | 93%     | ●     | 90%   | 94%   | 95%   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |       |       |       |         |       |       |       |       |
| 5.14b: % of tenancy offers refused during the year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | n/a         | 36%   | 35%   | ↓     | 33%     | ●     | 36%   | 30%   | 28%   |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |       |       |       |         |       |       |       |       |

| Indicator<br>(Source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Performance |       |       |       |       | Targets |       |       |       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------|-------|-------|---------|-------|-------|-------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 13/14       | 14/15 | 15/16 | Trend | 15/16 | R/A/G   | 16/17 | 17/18 | 22/23 |
| <b>Comments on Performance during 2015/16 and targets:</b><br><b>•Tenancy Sustainment:</b> Of the 587 tenancies allocated to Council tenancies between Apr 14-Mar 15 the majority (516) were supported and able to sustain their tenancy for more than 12 months, compared to 88.8% nationally. Of the 71 tenancies which ended during the year, many were for positive reasons, such as a move to alternative accommodation, outwith the area or a move to residential care.<br><br>The Annual Return information for the Scottish Social Housing Charter (2014/15) shows that the national average across all 193 social housing providers for tenancy sustainment is 88.82%, similar to that of the Council.<br><br><b>•% Tenancy Offers Refused (this includes withdrawals):</b> We have continued to improve our performance in this area and perform very well in comparison to the Scottish average of 47% (14/15). Our new Common Allocations Policy introduced from Apr 16 will also support continued improvement in this area. Reasons for refusals include people's circumstances changing, the location and type of property offered, and if an applicant is not yet ready to move at the time of offer. |             |       |       |       |       |         |       |       |       |
| <b>Housing Benefit/Council Tax Claims – move to purple section</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |             |       |       |       |       |         |       |       |       |
| 5.15a: Average number days per case to process new Housing Benefit / Council Tax Reduction Claims                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 24          | 26    | 26    | ↓     | 22    | ●       | 25    | 23    | 21    |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |             |       |       |       |       |         |       |       |       |
| 5.15b: Average number days per case to process change events for Housing Benefit / Council Tax Reduction Claims                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 20          | 15    | 12    | ↑     | 17    | ○       | 13    | 13    | 13    |
| <b>Housing and Health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |             |       |       |       |       |         |       |       |       |
| <b>Comments on Performance during 2015/16 and targets:</b><br><b>Processing New Claims:</b> While approximately only 7% of new claims (254) are for customers from EEA countries, they are complex cases that significantly increase the average processing time for all new claims. HMRC Real Time information (RTI) referrals are proving to be labour intensive and have to be balanced with processing new claims. This increased activity has also led to a rise in overpayment; however, there has also been an increase in the recovery. An action plan has been developed which assists with the work requirements for the implementation of Universal Credit on 25 April 2016.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |       |       |       |       |         |       |       |       |

#### Information not available

- |                                                                             |                       |
|-----------------------------------------------------------------------------|-----------------------|
| • % of council dwellings that are energy efficient (SOLACE Benchmarking PI) | Available May 2016    |
| • Number of attendees at "Show Racism the Red Card" events                  | Available June 2016   |
| • Rates of re-conviction across all categories (%)                          | Available June 2016   |
| • No. of people within the 20% most deprived data zones in Scotland         | Available August 2016 |



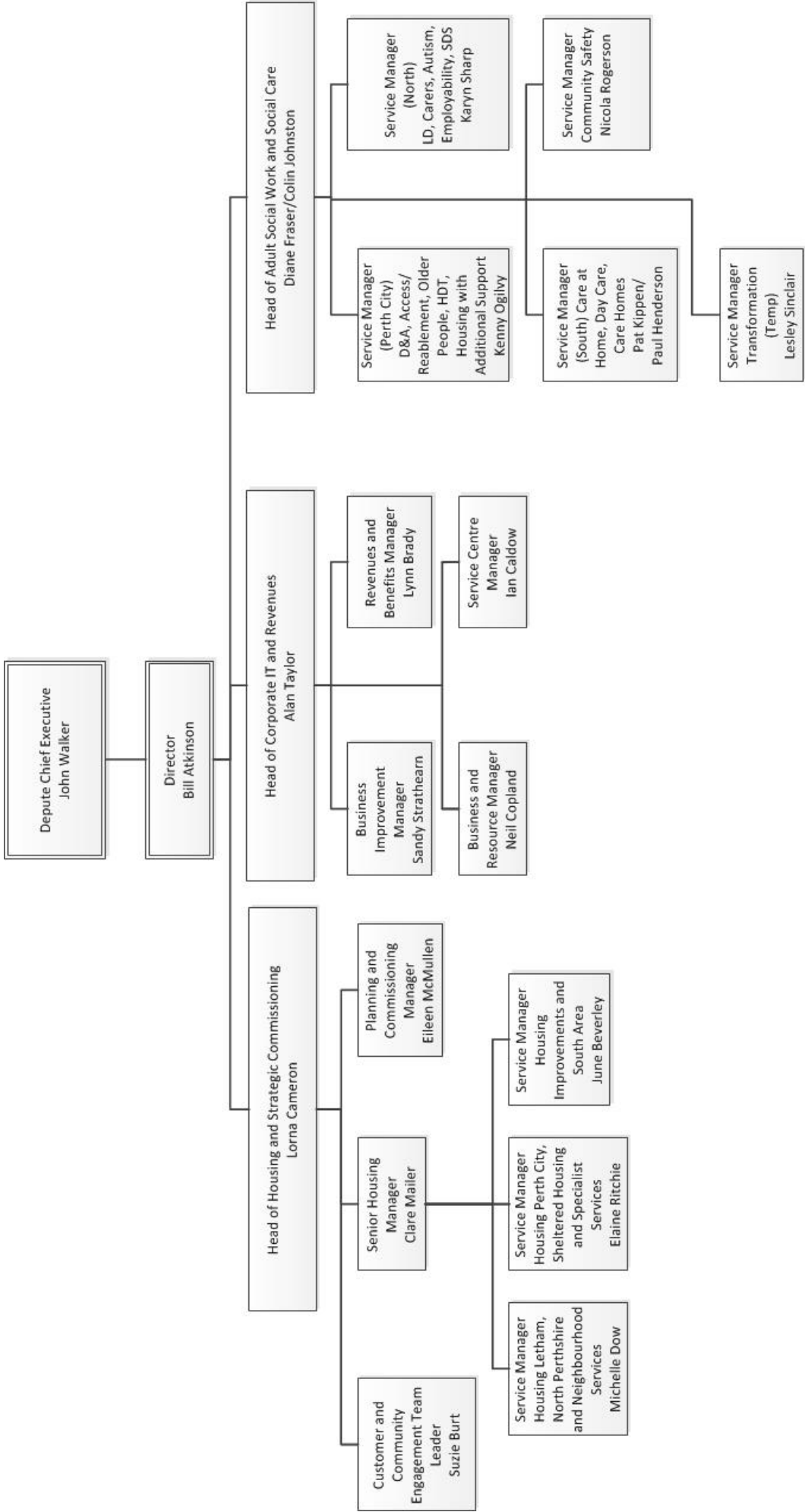
### GOVERNANCE AND MANAGEMENT STRUCTURE OF HOUSING AND COMMUNITY CARE

Housing and Community Care is one of the Council's four Service areas. We provide a range of services for:

- Social work services for adults with physical disability and older people;
- Services and support for adults with learning disabilities;
- Mental health services;
- Drug and Alcohol services;
- Adult protection and domestic abuse services;
- Carers support services;
- Health improvement services;
- Residential care homes/nursing care home placements;
- Care at Home;
- Reablement Services;
- Respite and Day care;
- Council tenants and people needing social housing;
- Homeless people and people at risk of homelessness;
- Residents experience anti-social behaviour;
- People needing Housing Benefit and Council Tax Reduction advice and support;
- Billing and collection of local taxes and non-domestic rates;
- Welfare rights and assistance from the Scottish Welfare Fund;
- Housing Support Services (in sheltered housing);
- Aids and Adaptations equipment and telecare

The Housing and Health Committee and the Community Safety Committee oversee the work of the Service within the Council. Our services are also subject to a range of inspections carried out by external organisations. These inspections check that our service delivery meets national standards, provides value for money, and satisfies service user requirements. The two main regulatory bodies are the Care Inspectorate and the Scottish Housing Regulator.

Housing & Community Care Structure



## OUR PRIORITIES INCLUDE

Supporting families and individuals by:

- Placing people who use our services at the centre of what we do
- Promoting person centred health, care and support
- Reducing inequalities and unequal health outcomes and promoting healthy living
- Focussing on prevention and early intervention
- Reducing homelessness
- Working together with communities
- Managing and improving our council houses
- Meeting the challenges of UK Government welfare reform
- Maximising income for both Customers and the Council
- Making best use of available facilities, people and other resources

## CUSTOMER FOCUS AND ENGAGEMENT

Housing and Community Care services work in partnership with service users, carers, tenants and a range of other stakeholders to develop and improve services. This is done in a number of ways, including through community engagement, service satisfaction surveys, user reference groups, service planning groups and tenant scrutiny groups.

The health and social care '**Join the Conversation**', which was led by the 3<sup>rd</sup> sector, health and social care staff, engaged over 4,000 people across Perth and Kinross to inform the priorities and actions in the health and social care Strategic Commissioning Plan. The extensive engagement programme revealed a lot about how individuals and communities experience health and social care services and their priorities for future delivery. Importantly, many of those involved in the events are continuing to influence and inform local planning and priorities through local network groups. Some examples:-

- A Service Jam was held in Crieff on 19 March 2016. This event, funded through the Council's Angels Share, brought together local residents, third and public sector, local social enterprises and Scottish Government staff to explore key Health and Social Care issues raised through "Join the Conversation". Utilising a Service design approach people explored potential solutions to local issues around hearing loss as well as increasing the opportunities available to people eligible to Self-Directed Support. Feedback was positive about the chance for stakeholders to work shoulder to shoulder to create better supports for people in the area. This event has created a demand for further Service Jams in Crieff and another event is now planned for June 2016.
- In order to ensure that the Carer and User voice is represented on the Integrated Joint Board (IJB) a selection process is currently underway to identify people who will participate in IJB meetings and ensure that relevant issues are discussed at this decision making forum. The intention is that the representatives will report back to a local forum.
- Members of the public and service users often praise staff, and regularly take the time to write or email staff to say thank you for a job well done. Some examples as follows:
  - *'Please thank everybody involved in organising and facilitating mum's discharge home from Cornhill. The family are delighted with how quickly this was organised and advised they were surprised by how stress-free this was for the family, who have all been through a lot recently. A big thanks to the Our Rapid Response Team who provided outstanding care prior to admission to Cornhill. Everybody was excellent'.*

- *May I pass on our thanks to all involved, the Access Team, Occupational Health and all others involved in rescuing us! We very much appreciated the delivery of the necessary equipment via the immediate response team on the same day.*
- *The home provides my (relative) with a quality of life that she would not have had had she continued to be at home first class service.*
- *We are very pleased with the care provided the staff at Dalweem. All the residents appear to be happy and content. Staff are always available to discuss any concerns and keep us fully informed of what is going on with (my relative)*
- *Since starting Day Opportunities it has changed my outlook on life. Great place to be, a very happy place.*

The way tenants participate and engage with Perth and Kinross Council as their landlord has been transformed over the past 2 years with the establishment of the **SURE Team** (Service User Review and Evaluation). Tenant engagement has evolved from a small number of tenants attending monthly



meetings, to groups of skilled and trained tenants delivering a programme of activities which scrutinise the work of the Council. They then work with managers to agree and timetable a set of improvement actions. This has been ground breaking, innovative and exciting work. We now have a team of trained, experienced and committed tenants who plan, deliver and scrutinise housing services. As a result, we can demonstrate the positive impact our tenant-led scrutiny activities have had on improving housing

services. This initiative has been recommended as a best practice example in CIH Scotland, HouseMark Scotland and the Scottish Government's draft guide on developing effective tenant scrutiny in the category of **'enabling constructive feedback to help review and challenge performance.'**

A group of tenants carried out a **Mystery Shopping** exercise on our Customer Service Standards and the performance of staff working in the Local Area Housing and prepared a report with their findings and over 20 recommendations, which were accepted. These included delivering more opportunities for staff training, reviewing our telephone systems, reception areas and information to tenants about our services. These have either been put in place or are underway.

The tenant **Quality Panel** supported and informed key service reviews, including the Council's Garage Site and Lock-Up Review, high profile, sensitive, and extensive project. In recognition of the work needed to improve the time and process for re-letting our empty/void properties, the Quality Panel provided the critical tenant perspective undertaking quality checks of void properties. The panel also checks the way the council communicates with tenants with a 'Customer Approved' logo which is awarded to leaflets, standard letters etc. approved by them, making sure they are jargon-free and easy for tenants to understand. This is used across the service.

**Homeless Services** and Tenant Participation Staff have engaged with people who have experienced their homelessness through a bespoke learning programme which has led to Resident Inspections of hostel and temporary accommodation. These have led to a range of improvements to reception areas, housekeeping and communication within Greyfriars Hostel and Rio House.

Feedback from those taking part is extremely positive. Our staff are impressed at the commitment and professional approach given by the people involved and value the recommendations put forward to improve the customer experience. Our tenants have described the experience of getting involved as *'empowering'* and *'great ! we are making good relationships with Council staff and really get to grips with helping to improve services'*

Key to the sustainability of our tenant led scrutiny has been **leadership and buy-in from tenants and staff** which have helped overcome issues and problems and a key, consistent message from senior management that **this is the future** – this is how tenants should and will be involved in shaping and improving services.

There is real potential: we can work with people, whether they are viewed as our customers, service users or tenants to help us improve what we do by understanding and acting on their **unique customer focus**. We are scoping out the potential to use this model of **scrutiny with Health and Social Care Services** to help embed a quality assurance framework and build on service user involvement. There could also be possibilities to link with other community planning partners to employ this methodology in service improvement and we look forward to learning from the SURE Teams' next scrutiny activity in relation to Anti-Social Behaviour policies

**The Digital Inclusion Project** has created new and innovative ways for people who experience inequalities through disability, disadvantage or having a caring role, to access support them to get online. The approach taken is unique and LEAD Scotland report that we are one of the first Local Authorities in Scotland to tackle digital inequalities in this way. The approach enables a personalised approach to learning, but ensures that people gain the 5 basic skills identified to help them become 'digitally agile'. The worker or volunteers co-design the learning programme with the learner creating a unique experience for them, ensuring they are learning what they need to know to improve digital agility. By Dec 2015, 134 individual learners had been supported by the project and 12 volunteers had been recruited to support learner, exceeding the target of 50 learners and 5 volunteers per year.

Feedback from them provides strong evidence of the project objectives being met and people are experiencing very positive personal outcomes. It has, in fact, **changed their lives**.

- 97% learners had improved their digital skills and confidence to use them and their devices.
- One learner went on to attend college as direct impact of the project
- Another learner became more independent and able to order shopping on-line  
*"I feel like everyone else and I can pick what I want".*
- One learner now has regular visual contact with her family who live all over the world.  
The impact on her well-being as a result is immeasurable.
- Another disabled learner explains *"I can take my iPad to a coffee shop and use it to communicate to staff what I want without feeling out of place, everyone has an iPad."*  
*'this is the first time since becoming ill that I have actually felt anything like hope'.*

### **Homeless Boxing Project**

The feedback from people taking back, as well as staff involved, has been very positive. Participants have said that they experienced increased levels of fitness by taking part in the Boxing Training Sessions and have told us that they:

- Feel better about themselves and motivated to deal with other things in their lives.
- Have reduced their substance intake, including drugs and alcohol.
- They tell this begins with a reduction the day before each boxing session, and some to the extent that they have actively requested medical support to help them become stable.
- Feel less lonely and isolated and more confident to speak to people
- Feel more sociable and have better relationships with their families.

Four participants told us that they are no longer taking, or are on reduced levels of, prescription anti-depressants and *'feel more alive'* as a result.

Partners have noted *'fantastic changes'* in the people, especially in their behaviour, appearance and showing respect for others and being able to exercise increased levels of self-discipline. This evidenced by the relationship some of the participants have had with the Police in the past which has

changed significantly, to the extent that local officers actually help the participants to get to the gym out-with the project sessions and give up their own time to take in the training with them. One Officer said:

*‘There is the potential to replicate this model in localities and also with much younger people in relation to prevention and this will be explored after further research. There is also the potential to further develop the Boxing Ambassador role’.*

## **Syrian Refugees**

We recently welcomed and supported 26 Syrians in 5 families. After careful planning, working together and offering very individual care and support, based on the needs of each member of the five families, they have been able to move into our local community, with warm, safe housing, medical support, interpreting services and support each day to learn English. The children and young people have settled into local schools or college placements, supported by specialist and mainstream staff and plans are in place to prepare many of the adults for work, once their language skills are further developed. Despite only being in the area for a few months, feedback from the Syrian families has been very positive, as demonstrated by some of the quotes below:

- *Once on the bus for our journey to Perth I felt safe and didn't feel anxious at all".*
- *"My children love school".*
- *"I love my house. It makes me feel safe, warm and happy".*
- *"All I can say is thank you".*

## **COMPLAINTS**

Complaints are dealt with confidentially and are investigated and responded to in line with our complaints procedures. Where possible, the service develops improvement actions and shares wider opportunities for learning from the issues raised in complaints. Where themes are emerging and there is a requirement to address issues such as redesigning our processes, improving communication and/or training these are progressed through the relevant management teams.

## **PREPARING OUR PEOPLE FOR THE FUTURE**

We recognise that our people are our most valuable asset, and it is through their commitment and expertise that the Council will effectively support the achievement of better outcomes for all, at every stage in life.

A wide range of practices are in place to provide leadership and direction; ensure services are organised to deliver; keep colleagues informed and contribute to Council business; support learning and skills development; sustain effective employment relationships; extend collaborative working and promote health and wellbeing.

Building on existing approaches, we will continue to evolve the cultural conditions to support modern ways of thinking and working which promote continuous improvement and innovation. Within the Service we support the Learn Innovate Grow ethos and encourage staff to seek opportunities to learn about new things and to share these skills, knowledge and expertise to support and improve the outcomes for both our customers and the professional development of our staff.

To support the implementation of the Housing Review a comprehensive Leadership and Management Programme (LAMP) was developed and implemented to support staff through this change process. This programme involved a range of organisational development and learning opportunities such as Frontline Futures, Financial and Performance Management and change management methodologies.

The annual employee survey was carried out in September 2015, the response rate for 2015 was 59.8% compared to 57.6% in the previous year. The senior management team acknowledge the response rate is still an area for improvement.

Results from the survey showed that the majority of the workforce across Housing and Community agreed that their roles are clearly defined (87.4%) and that there was a good fit between the job they do and skills/abilities (82.8%). The staff survey also highlighted that staff know how their job contributes to the Councils objectives (84 %), their team is passionate about delivering excellent customer service (83.6%) and staff feel that the people they work with are committed to doing their best (85.4%).

## **PARTNERSHIP WORKING**

We understand that real improvement in our local services and delivery of our strategic objectives and local outcomes will come from our commitment to more integrated arrangements for joint working with all our partners.

The Service engages appropriately with partner agencies such as Community Planning Partners, the private and voluntary sector and with other public service bodies across Tayside such as Health, Councils, Police and Fire services in seeking to improve services and further strengthen strategic planning.

### **Health & Social Care Integration**

During 2015 we worked collaboratively with our health and third sector partners to meet the requirements of the Scottish Government's programme of reform to improve outcomes for adults who use health and social care services, making sure they meet the particular needs of local communities. This follows the passing of the Public Bodies (Joint Working) (Scotland) Act in the Scottish Parliament.

In Perth and Kinross, the local authority and NHS Tayside have chosen the body corporate model of integration which is the delegation of functions and resources by Health Boards and Local Authorities to an Integrated Joint Board.

The Chief Officer was appointed in September 2015 for the Perth and Kinross Integration Joint Board for health and social care. This body will take forward integration work from 1<sup>st</sup> April 2016. The Chief Officer and the Integration Joint Board is overseeing the arrangements for the integration of adult health and social care services provided by NHS Tayside and Perth & Kinross Council, including those delivered in partnership with local third sector organisations.

### **Criminal Justice Partnership**

As part of the redesign of Community Justice in Scotland, a shadow Community Justice Partnership has been established in Perth and Kinross. It will work with the current Tayside Community Justice Authority (CJA) to ensure that the current close partnership working, which has led to significant reductions in reoffending rates, continues with the new arrangements. To this end it benefits from being chaired by the current vice-convenor of the Tayside CJA. The statutory partners are currently working with third sector organisations to ensure their inclusion in the partnership. This will strengthen its ability to reduce reoffending by using the skills, energy and flexibility of the voluntary sector.

The partnership is also currently considering the most effective ways of hearing the "voices" of victims, service users and communities to improve its decision making ability. Over the coming year the partnership will develop an improvement plan to ensure that when it formally comes into being in April 2017 it is ready to continue the journey to reduce reoffending in Perth and Kinross.

## **FINANCIAL/RESOURCE MANAGEMENT**

Housing and Community Care will continue to face challenges due to the continuing fiscal situation and increasing demand for services. The increase in the number of older people, and the impact of UK Government welfare reform will, in particular, lead to increased challenges to service provision. We have prepared for increased pressure in regard to income maximisation, benefit advice and claims and this

will continue. We are also expecting to face increased difficulty in recovering monies due to the Council. We are anticipating increased demand for affordable housing, as well as services for those who are homeless or threatened with homelessness. Reduced public sector budgets in real terms will continue, and there is an increased likelihood that there will not be a return to higher settlements for some time.

Housing & Community Care manages a net annual revenue budget of £65.4m of which £45m is expended on externally commissioned services. The Housing Revenue Account (HRA) has a gross budget of £28.3m. In addition, we manage a capital allocation of £16.4m, £13m of which relates to investment within the Housing Revenue Account

The following table provides a breakdown of our financial and people resource:

|                                   | <b>Net Budget 2016/17</b> |               |
|-----------------------------------|---------------------------|---------------|
|                                   | <b>£m</b>                 | <b>FTE</b>    |
| Community Care                    | 51.4                      | 682.18        |
| Housing - General Fund            | 2.9                       | 25.00         |
| Finance & Business Support        | 5.9                       | 189.97        |
| Strategic Support & Commissioning | 5.2                       | 35.25         |
| <b>Total General Fund</b>         | <b>65.4</b>               | <b>932.40</b> |
| HRA                               | <b>0</b>                  | <b>225.18</b> |

The Council has a strong track record in facing up to the future, no matter how challenging that future looks. The Council is recognised as a high performing organisation; it has strong financial management, good governance, and a committed workforce.

## **TRANSFORMATION**

Our ability to address the future is evidenced by our current transformation journey which was embodied in our 2010 transformation strategy 'Securing the Future for our Communities Beyond 2015'. This included an extensive service review programme of 37 reviews. Many of these reviews have been completed. The Council have now moved to the next phase of its transformation agenda and on 1 July 2015 the Transformation Strategy 2015-2020 was approved. The strategy takes a proactive approach to public sector reform and will help us sustain the high quality services we provide.

The transformation projects for Housing & Community Care include; Communities First; Review of Community Care Packages for Adults, Review of Community Care Day Services; Review of the Council's Older People's Residential Care, Home First and the Review of Housing Repairs. This transformation programme will be a key focus for the Service in the coming year.

## **PERFORMANCE, SELF EVALUATION AND RISK MANAGEMENT**

This plan is monitored monthly by the Service's Senior Management Team. We also compare our performance against other local authorities through the Scottish Housing Best Value Network which compares our housing performance with other local authorities in Scotland. In addition, the Scottish Government conducts a comprehensive census of the use of Community Care Services from all local authorities, as well as collecting quarterly information on some key areas which is published on the Scottish Government website. The Scottish Community Care Benchmarking Network also collates and presents national information for comparison.

We carry out an annual self-evaluation of the Service using the 'How Good is Our Council?' toolkit. Staff and teams are experienced in using these tools to identify strengths and areas for improvement. We are



also regularly inspected by external agencies, including the Care Inspectorate and the Housing Regulator.

The Service has identified a number of risks which are managed through the Service and Corporate risk profile, as well as in a range of business cases identified through the Transformation Programme. We report on performance and budgets monthly both to the Executive Officer Team and Senior Managers. The key risks managed by Housing and Community Care are:

| Strategic Objective                                                                                                                                                              | Risk                                                                                               | Residual Risk |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|---------------|-------------|
|                                                                                                                                                                                  |                                                                                                    | Impact        | Probability |
| Strategic Objective 4                                                                                                                                                            | Protect adults at risk                                                                             | 5             | 1           |
| Strategic Objective 5                                                                                                                                                            | Policy and legislative reform agenda (Corporate Risk 10)                                           | 5             | 1           |
|                                                                                                                                                                                  | Deliver the Housing Standard Delivery Plan                                                         | 4             | 1           |
|                                                                                                                                                                                  | Support the most vulnerable in our society during welfare reform (Corporate Risk 3)                | 4             | 2           |
|                                                                                                                                                                                  | Provide adequate and affordable social housing                                                     | 5             | 1           |
|                                                                                                                                                                                  | Effectively manage changing financial circumstances (Corporate Risk 4)                             | 4             | 3           |
|                                                                                                                                                                                  | Maintain security of information and prevent public sector fraud and corruption (Corporate Risk 6) | 4             | 3           |
|                                                                                                                                                                                  | Effective corporate governance (Corporate Risk 8)                                                  | 5             | 1           |
| <b>KEY</b><br><b>Impact</b> 1 – Significant 2 – Minor 3 – Moderate 4 – Major 5 – Critical<br><b>Probability</b> 1 – Rare 2 – Unlikely 3 – Possible 4 – Likely 5 – Almost Certain |                                                                                                    |               |             |

## HEALTH AND SAFETY

Housing and Community Care follows the corporate governance arrangements for Health, Safety & Wellbeing and staff across the Service are familiar with the Corporate Occupational Health & Safety Policy. HCC consults with all staff through the HCC Health & Safety Consultative Committee. Membership of the Committee includes senior managers from every area within HCC as well as safety representatives from all the trade unions. Through the Committee, strategic and operational issues are discussed. The Committee also considers quarterly reports on Health & Safety training and incident reports. The management representatives' report on issues raised at this Committee through their own management teams. The Committee are also informed of any new Health & Safety legislation or policies and take appropriate action as required. Health & Safety performance indicators are reported quarterly to the Senior Management Team.

## SERVICE IMPROVEMENT PLAN for 2016/17

| Focus and Major Change for 2016/17                                                                                                                                                                                                                                                                                                              | Key Action (Lead Responsibility)                                                                                                                                                                                                                                                                                                                                                     | Delivery Timescales                                              | Comments on Progress                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| <b>1. Welfare Reform</b><br>Ensuring we are prepared for the impact of full implementation of Welfare Reform and in particular Universal Credit<br><br><b>Head of Corporate Information Technology and Revenues</b>                                                                                                                             | <ul style="list-style-type: none"> <li>• Universal Credit - Implementation for Perth and Kinross</li> <li>• Perth and Kinross Training on the Roll Out of Universal Credit</li> <li>• Housing Benefit Migration</li> </ul>                                                                                                                                                           | 25/04/16<br><br>25/04/16<br><br>31/10/17                         | Work has been undertaken to prepare for the implementation of UC across the Service.          |
| <b>2. Strategic Commissioning Plan</b><br><br><br><br><br><br><br><br><br><br><b>Head of Community Care/Head of Housing &amp; Strategic Commissioning</b>                                                                                                                                                                                       | Progress thematic areas outline in the plan<br><br><ul style="list-style-type: none"> <li>• Prevention and Early Intervention</li> <li>• Person centred health, care and support</li> <li>• Work together with communities</li> <li>• Inequality, unequal health outcomes and healthy living</li> <li>• Making the best use of available facilities, people and resources</li> </ul> | Key timescales outlined for 2016/17 priorities                   | 2016/17 timescales reported to Integrated Joint Board, May 2016                               |
| <b>3. Rent Restructure</b><br>Ensure we have a fair and equitable way of setting and charging tenants rent for different types of properties.<br><br><br><br><br><br><br><br><br><br><b>Head of Housing and Strategic Commissioning</b>                                                                                                         | <ul style="list-style-type: none"> <li>• Progress Phase 2 of the project and work with tenants to agree the best way of moving from the current to the new model.</li> <li>• Submit report to Housing and Health Committee with recommendations</li> <li>• Implementation of new model</li> </ul>                                                                                    | June-July 2016<br><br><br>Aug 2016<br><br><br>April 2017         | Initial consultation with tenants has taken place                                             |
| <b>4a. Communities First</b><br>Review options around reshaping current commissioning arrangements, co-production opportunities with communities, developing a wider marketing provision, which will support people to live as independently as they can, with greater choice and control, and accessing Council services when they needed them | <ul style="list-style-type: none"> <li>• Implement Localities model within Community Care</li> <li>• Phase 1 – Integrate Development Workers into communities</li> <li>• Phase 2 – Integrate Development Workers into communities</li> <li>• Phased integration between services and community provision</li> </ul>                                                                  | 01/08/2016<br><br>31/03/2017<br><br>08/01/2017<br><br>31/02/2018 | Locality Management Structure complete and consultation and engagement plans are in progress. |

| Focus and Major Change for 2016/17                                                                                                                                                                                                 | Key Action (Lead Responsibility)                                                                                                                                                                                                                                                                                                                                                                                      | Delivery Timescales                                                                        | Comments on Progress                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| <b>Head of Community Care</b>                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                            |                                                                               |
| <b>4b. Communities First – Develop Technology to support efficiencies in service delivery</b><br><br>Implement improved electronic ways of working, streamlining and taking advantage of new technologies for staff and customers. | <ul style="list-style-type: none"> <li>Implementation of new AIS and Swift Technology</li> <li>Scanning – Electronic Social Care Records</li> <li>Implementation of Integrated Care Module</li> </ul>                                                                                                                                                                                                                 | July 2016<br><br>April 2016<br><br>October 2016                                            | Plans in place<br><br>Scanning element has been completed.<br>Plans developed |
| <b>Head of Corporate Information Technology and Revenues</b>                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                            |                                                                               |
| <b>5. Review of Residential Care Services</b><br>Review residential care provision to ensure that people are supported to live in the community for longer and that available care home provision across PKC is fully utilised     | <ul style="list-style-type: none"> <li>Review current assessed needs of existing Local Authority care home residents to inform future shape of residential care</li> <li>Undertake a period of engagement and consultation with current local authority care home residents</li> <li>Undertake a period of engagement and consultation with current external care home providers to review use and options</li> </ul> | 31 <sup>st</sup> August 2016<br><br>31 <sup>st</sup> October 2016<br><br>From October 2016 | Stakeholder engagement plans are currently being developed.                   |
| <b>Head of Community Care</b>                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                            |                                                                               |
| <b>6. Review of Day Care Services</b><br>Review and Redesign existing day care services                                                                                                                                            | <ul style="list-style-type: none"> <li>Review current day provision</li> <li>Develop and implement consultation and engagement plan</li> <li>Agree revised model of day care</li> <li>Commence Implementation of new model</li> </ul>                                                                                                                                                                                 | 30/04/2016<br>30/06/2016<br><br>30/06/2016<br><br>31/03/2017                               | Stakeholder engagement plans are currently being developed.                   |
| <b>Head of Community Care</b>                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                            |                                                                               |
| <b>7. Review of Adult Care Packages</b><br>Work with community care clients, their families and carers, to provide financially sustainable care packages                                                                           | <ul style="list-style-type: none"> <li>Consultation and engagement with client and families</li> <li>Engagement and communication with providers</li> <li>Approval of policy change sought</li> <li>Commence individual review of care packages</li> </ul>                                                                                                                                                            | 30/06/2016<br><br>30/06/2016<br><br>31/08/2016<br><br>31/08/2016                           | Stakeholder engagement plans are currently being developed.                   |
| <b>Head of Community Care</b>                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                            |                                                                               |

| Focus and Major Change for 2016/17                                                                                                                                                                                                                                                                                                                                                                                                       | Key Action (Lead Responsibility)                                                                                                                                                                                                                                                                                                          | Delivery Timescales                                                   | Comments on Progress                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>8. Technology Enabled Care</b><br>The installation of a new digital server will be a central component of PKC's new Telecare Strategy. A key aim of the strategy is to see an increase in the number of people being supported to remain living in their own home.<br><br><b>Head of Community Care</b>                                                                                                                               | <ul style="list-style-type: none"> <li>•Maximise opportunities offered by the new digital server</li> <li>•Test technology enabled care for the bariatric cohort and evaluate outcomes</li> <li>•Take forward actions identified within the Strategic Commissioning Plan</li> </ul>                                                       | 31/09/2016<br><br>31/09/2016<br><br>TBC                               | Plans are currently being developed.<br><br>Cohort identified and pilot to commence May 2016.<br><br>TEC strategy being developed                |
| <b>9. Learning Disabilities</b><br>The new Learning Disabilities strategy aims to build on the achievements of the previous strategy:<br><ul style="list-style-type: none"> <li>• improve access to healthcare for people with a learning disability</li> <li>• improve support for older people with a learning disability</li> <li>• support for expectant mothers with a learning disability</li> </ul> <b>Head of Community Care</b> | <ul style="list-style-type: none"> <li>•Implement recommendations and actions within the Learning Disabilities Strategy</li> </ul>                                                                                                                                                                                                        | August 2016                                                           |                                                                                                                                                  |
| <b>10. Community Justice Redesign</b><br>Establish a Shadow Community Justice Partnership in 2016/17 which will develop an improvement plan and appropriate governance for the Community Justice Partnership when it is formally established in April 2017.<br><br><b>Head of Community Care</b>                                                                                                                                         | <ul style="list-style-type: none"> <li>• Establishment of Shadow Community Justice Partnership</li> <li>• Public Consultation in respect of draft priorities for Improvement Plan</li> <li>• Develop third sector, victims, people with convictions interface</li> <li>• Develop draft Improvement Plan/ Performance Framework</li> </ul> | May 2016<br><br>September 2016<br><br>September 2016<br>December 2016 |                                                                                                                                                  |
| <b>11. Care Inspectorate and Healthcare Improvement Scotland</b><br>are undertaking a programme of validated self-evaluations to determine extent to which Alcohol and Drug Partnerships are embedding the Quality Principles: Standard Expectations of Care and Support in Drug and Alcohol Services.<br><b>Head of Community Care</b>                                                                                                  | <ul style="list-style-type: none"> <li>•Care Inspectorate and Healthcare Scotland will produce report on findings in December 2016</li> </ul>                                                                                                                                                                                             | December 2016                                                         | The evaluation will also assess the impact on improving experiences and outcomes for people who use drug and alcohol services and their families |
| <b>12. Home First</b><br>A new model of service delivery for homeless people that supports them wherever possible to move directly to settled accommodation                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Undertake an evaluation of the current and future needs of homeless households</li> <li>• Review service provision and identify transitional and long</li> </ul>                                                                                                                                 | tbc<br><br>tbc                                                        |                                                                                                                                                  |

| Focus and Major Change for 2016/17                                                            | Key Action<br>(Lead Responsibility)                                                                                                                   | Delivery Timescales         | Comments on Progress |
|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------|
| <b>Head of Housing and Strategic Commissioning</b>                                            | term arrangements and savings<br>• Develop and deliver an implementation plan                                                                         | 31 <sup>st</sup> March 2017 |                      |
| <b>13. Estate Based Initiatives</b><br><br><b>Head of Housing and Strategic Commissioning</b> | Delivery of a range of projects identified and prioritised in consultation with tenants across Perth and Kinross supporting social enterprise project | March 2017                  |                      |
| <b>14. Mental Health Strategy</b><br>Develop new Mental Health Strategy                       | • Carry out extensive consultation with key stakeholders                                                                                              | October 2016                |                      |
| <b>Head of Community Care</b>                                                                 | • Submit report for approval                                                                                                                          | May 2017                    |                      |

## DELETED INDICATORS

| Indicator<br>(Source)                                                                                                                                                                                | Performance |       |                   |                 | Comments on<br>performance during<br>2015/16                                                                                                                                                | Reasons for Change /<br>Deletion                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                      | 13/14       | 14/15 | 15/16             | Target<br>15/16 |                                                                                                                                                                                             |                                                                                                                                                                                                        |
| Objective 2: Number of employers engaged with through Employability Network<br><b>Housing &amp; Health</b>                                                                                           | n/a         | 173   | Available mid May | 176             |                                                                                                                                                                                             | A better measure would be to determine the number of people supported through a range of employment opportunities.                                                                                     |
| Objective 4: % of home care service users receiving care at weekends<br><b>Housing and Health</b>                                                                                                    | 81%         | 86%   | 85%               | 84%             | Exceeded our target                                                                                                                                                                         | This is an historic indicator that no longer meets the modern ways of delivering homecare.                                                                                                             |
| Objective 5: Number of new people supported by the Rent Bond Guarantee Scheme (RBS)<br><b>Housing and Health</b>                                                                                     | 172         | 191   | 153               | 150             | Exceeded our target                                                                                                                                                                         | Propose delete indicator as monitored operationally.                                                                                                                                                   |
| Objective 5: Reduce the number of emergency detentions<br><b>Community Safety</b>                                                                                                                    | n/a         | 46    | 53                | 40              | Key difficulty is during out of hours when there are a lack of Registered Medical Officers (RMO) (psychiatrists) in order to approve Short Term Detentions instead of Emergency Detentions. | This indicator is not within our direct control however we will continue to work with our partners. We will develop a more meaningful indicator surrounding outcomes i.e. Social Circumstances report. |
| Objective 5: (Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those dealt with under the ASB Act 2004 (SOLACE Benchmarking PI)<br><b>Community Safety</b> | 0.0         | 0.0   | 0.0               | 0.3             | Police Scotland deal with all enquiries out of hours and in addition due to accessibility of Community Wardens any issues are dealt with immediately.                                       | This is no longer measurable within the service due to a change in process with Police Scotland.                                                                                                       |
| Objective 5: Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site (SOLACE Benchmarking PI)<br><b>Community Safety</b>       | 0.0         | 0.0   | 0.0               | 0.2             |                                                                                                                                                                                             |                                                                                                                                                                                                        |





**PERTH AND KINROSS COUNCIL****Strategic Policy and Resources Committee  
Scrutiny Committee****15 June 2016****Corporate and Democratic Services  
Annual Performance Report 2015/16****Report by the Depute Chief Executive – HCC (Corporate & Community  
Development Services) and Chief Operating Officer****PURPOSE OF REPORT**

This report presents the Annual Performance Report 2015/16 for Corporate and Democratic Services.

**1. BACKGROUND/MAIN ISSUES**

- 1.1 Service Joint Business Management and Improvement Plans (BMIP) and Annual Performance Reports are a core element of the Council's Service Planning Framework. In keeping with this approach, the former Chief Executive's Service produced a BMIP for 2015/16 together with an Annual Performance Report for 2014/15.
- 1.2 With effect from 1 October 2015, the former Chief Executive's Service became part of the newly formed Corporate and Democratic Services. Corporate and Democratic Services retained responsibility for ongoing delivery of the former Chief Executive's Service BMIP 2015/16 and consequently, for production of the corresponding Annual Performance Report.

**2. PROPOSALS**

- 2.1 In common with other Council Services, Corporate and Democratic Services would normally be required to submit its new BMIP report (2016/17) to the relevant Committee for approval, together with its Annual Performance Report for 2015/16. The Council will, however, be asked to agree a new approach to augment its strategic planning arrangements and this will take the form of a Business Plan. It is recognised that there remains a role for a BMIP style approach not only for Corporate and Democratic Services but also for other corporate functions such as Strategic Commissioning and Organisational Development and Cultural and Community Development - it is envisaged, therefore, that the new Business Plan will double as a BMIP for these corporate functions and will demonstrate how these functions contribute to supporting the corporate priorities of the Council.

- 2.2 The Service's Annual Performance Report for 2015/16 is attached as an appendix. The purpose of the Annual Performance Report is to review Service progress over the past year in meeting the targets and commitments set out in the Service's Business Management and Improvement Plan – in addition to this, the report also includes some Service highlights and achievements over the past year.

### 3. CONCLUSION AND RECOMMENDATION

- 3.1 The Annual Performance Report details progress against the Service's targets and improvement actions over the last year.

- 3.2 It is recommended that:-

- (a) the Strategic Policy and Resources Committee approves the Corporate and Democratic Services Annual Performance Report 2015/16;
- (b) the Scrutiny Committee scrutinises and comments as appropriate on the Corporate and Democratic Services Annual Performance Report 2015/16.

#### Author(s)

| Name            | Designation                       | Contact Details                                                                         |
|-----------------|-----------------------------------|-----------------------------------------------------------------------------------------|
| Karen Donaldson | Corporate Human Resources Manager | Tel. 01738 475430<br><a href="mailto:kadonaldson@pkc.gov.uk">kadonaldson@pkc.gov.uk</a> |

#### Approved

| Name       | Designation                                                                          | Date        |
|------------|--------------------------------------------------------------------------------------|-------------|
| John Fyffe | Senior Depute Chief Executive (Equality, Community Planning & Public Service Reform) | 24 May 2016 |

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All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

This report supports the delivery of the Community Plan, Single Outcome Agreement and Corporate Plan objectives.

### Consultation

The Executive Officer Team has been consulted in the development of this report

## 2. BACKGROUND PAPERS

The background papers referred to within the report are:

The Former Chief Executive's Service Joint Business Management and Improvement Plan 2015/16 and Annual Performance Report 2014/15 (Report No. 15/249).

## 3. APPENDICES

**Appendix:** The Corporate and Democratic Services Annual Performance Report 2015/16.



**CORPORATE AND DEMOCRATIC SERVICES**  
**ANNUAL PERFORMANCE REPORT 2015/16**

***(a) Achievements and Highlights***

**Service Objective 1:-**

***Provide strategic leadership to the Council and partners to deliver the shared vision and outcomes for Perth and Kinross***

The Service has provided strategic leadership to the Council and partners as we navigate our way through the many challenges and opportunities facing us, through far-reaching public service reform such as health and social care integration, supported by several significant pieces of new legislation such as the Children & Young People Act, the Education (Scotland) Act, Community Justice (Scotland) Act, Community Empowerment Act.

The Council operates in an increasingly complex environment with new service delivery models. The Service has been influential in developing the arrangements for and supporting the transition to the new Health & Social Care Partnership and Culture Perth & Kinross. The Cities Alliance and the Tay City Deal are new collaborative arrangements for delivering our strategic objectives.

The Council reviewed its senior management arrangements in our “Building Ambition – a Blueprint for a 21<sup>st</sup> Century Council” report (15/258). The review reinforced our strategic leadership capacity to help prepare the organisation for the future, develop the transformation programme and support the integration of health and social care services. The changes have resulted in a more streamlined structure which consolidates the experience of skilled staff to support transformation and effective succession planning for the future workforce.

The Council's preparation for public service reform and other challenges resulted in our second transformation programme. The details are set out in the “Building Ambition: The Council's Transformation Strategy 2015-20 and Organisational Development (OD) Framework” report (15/292). The OD Framework ensures we continue to harness the talent of our people based around the *Learn, Innovate, Grow* principles. These principles act as enablers for transforming the organisation and reinforces the commitment to developing our organisational culture. A wide range of initiatives and opportunities are underway to reinforce and promote the *Learn, Innovate, Grow* ethos. Examples include – Angel's Share, Securing The Future Awards, Illuminate 2015 Conference, Service Recognition Awards, David White Award, and the Modern Apprentice Graduation.

Leadership development is vital to give employees space and time to think and learn together. Our core mechanisms which support dialogue and sharing of information have continued with Chief Executive's Business Breakfasts, Senior Manager Briefing

Sessions and Joint Executive Officer team/Corporate Management Group sessions. We have invested in developing coaching skills across all service areas to support staff through change and to nurture talent. We have also worked collaboratively with Angus and Dundee City Councils which will see a shared Leadership Development Programme for Senior Managers in 2016.

Young people are our future leaders. Four years ago, we started to address the age imbalance within our workforce by increasing the range and number of opportunities for young people to train and work with the Council. These efforts have been rewarded with us offering 250 modern apprenticeships by March 2016, one year ahead of target. 91% of young people leaving the MA programme had a positive outcome of qualification, employment or move to further education in 2015/16. We have seen a 65% increase in young people aged 16-24 within our workforce between 2012 and 2016. This is achieved in part through our intake of probationer teachers, professional traineeships and graduate work experience placements. The Council's excellent track record of supporting young people through employment and training was recognised through the Gold Award from Investors In Young People.

#### **Service Objective 2:-**

***Ensure the Council's resources are efficiently utilised and support Services and partners to transform and deliver value for money services***

We are an organisation which is reliant on its people to deliver services and to deliver change as the Council transforms. Our workforce management strategy is inherently linked to the Council's Transformation Programme and our Medium Term Financial Plan. Workforce planning is an ongoing process. Our approach reinforces our place as a learning and agile council with a workforce which is ready, able and willing to deliver the ambition of the Council as it transforms. As well as continuing to contribute to savings, our workforce management approach helps prepare our people for change, engages them directly in what needs to change and how this will impact on ways of working.

A voluntary severance scheme which ran towards the end of 2015/16 saw the approval of the early release of 131 employees over the period to 31 March 2018. With a total cost of £3.5 million, these departures will generate recurring annual savings of approximately £3.5 million, with a cumulative saving of £13.85 million by 2020/21.

A range of measures was introduced over 2015/16 to aid the recruitment of teachers in response to a national shortage. This saw an uplift in the removal and relocation package and provision for travel expenses for supply staff in rural schools. A Learn To Teach initiative was developed to increase the supply of teachers within Perth and Kinross. In January 2016, 14 council staff commenced a post graduate qualification course to train to become teachers over an 18 month period. These employees will become probationer teachers in Perth & Kinross Council schools, with a view to them taking on hard to fill roles on completion of their induction year.

The Council maintains a proactive and positive approach to health, wellbeing and resilience which is particularly important during this sustained period of change. Our positive people practices for wellbeing have been recognised through the award of the Healthy Working Lives – Bronze Award, Carer Positive Kitemark and becoming an Accredited Living Wage Employer. A highly successful resilience programme has been scaled up and rolled out to other service areas because of the benefits to wellbeing, resilience and preventing ill health. Supporting employee resilience builds organisational resilience too. A workplace chaplaincy service has also been set up with chaplains starting to visit workplaces across Perth and Kinross. Staff across the organisation organise and take part in a wide range of health promotion activities emphasising the importance of diet, exercise, physical and mental wellbeing.

Over 2015/16, we have moved to a fully integrated occupational health service which includes an early intervention mental health service, counselling and physiotherapy provided through our partner, People Asset Management.

**Service Objective 3:-**

***Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications***

Legal and Governance Services was heavily involved throughout the year in the A9/A85 compulsory purchase order, a key element of the Transport Futures project. Although external legal support was commissioned, the legal work was undertaken together with an in-house solicitor. The Service has been supporting TES on the Mill Street CPO and for this case the legal work has been undertaken entirely in-house.

Legal & Governance Services have also worked extensively in drafting the Integration Scheme for the Health & Social Care Partnership between Perth & Kinross Council and NHS Tayside and developing the associated governance framework to enable the Board to operate legally.

Underpinning our workforce planning is our employer brand which articulates a compelling employee value proposition – “Enhancing every life we touch”. The employer branding project focuses on how we engage with and retain existing employees, and how we attract new ones. The project delivered the revised InductionJourney which includes a quarterly “Welcome to PKC” event. This project also oversaw the development of the new Employee Review and Development process which has been piloted in teams across all Services. Based on coaching conversations, the new format has been welcomed by employees and their managers. It reinforces the connection between reflection, learning and improvement. The new scheme will be rolled out across the Council in 2016.

We recognise that learning is fundamental to innovation and growth, and organised sharing of knowledge, skills and expertise continues as a priority. The growth of our learning culture is evident in the increasing numbers accessing and contributing to our dynamic range of learning opportunities, including Learning Lunches, Digital Learning and Transformation support. Since the beginning of 2016 alone, 53

learning sessions have been delivered on 20 different topics with over 1500 employees participating. The impact of the focus on learning was evident in the 2015 employee Engagement Survey which indicated that almost 70% of employees across the Council felt that their development is encouraged and supported.

Over 90% of our learning opportunities are facilitated by our own and community planning partner staff. Average rating for learning sessions achieve an average rating of 4.6 out of a possible 5.

A number of inter-related and enabling projects have been designed to support a learning and agile Council. These include:-

- organisation design principles to guide the redesign of organisational arrangements and facilitate the cultural shifts we require;
- job families project which is simplifying the job structure and leading to more flexible role profiles which benefit employees and employer;
- a “recruit within” approach to developing our internal jobs market is in development to facilitate the efficient movement of staff and maximise workforce flexibility. This will benefit employees with increased opportunities for learning and progression and enhanced job security. Employer benefits include building talent pools for future roles, retention of knowledge and skills, reduced cost and shorter time to fill period for vacancies. Already opportunities to support transformation projects have been prioritised for existing staff.

The IT Division has delivered upgrades and new capabilities that ensure the organisation has fit for purpose ICT. This includes rollout of new Windows phones; upgrades to our core network and server infrastructure; improved performance of the Thin Client environment; and completion of the annual schools’ PC replacement programme.

The operational service has performed well with more than 60% of support calls being resolved while the customer is on the phone. Feedback from benchmarking shows that the IT service is well respected and valued by customers. In an externally-managed survey open to all Perth and Kinross staff, our ICT was rated above national and UK averages, with 45% of staff stating that they thought our ICT had improved in the year to November 2015.

#### **Service Objective 4:-**

***Provide an enabling governance framework to support and deliver the Council’s legal, financial and democratic responsibilities***

Legal and Governance Services has supported ECS in the transfer of assets to Perth & Kinross Cultural Trust. This has involved the creation of a new legal entity in the form of a charitable trust and involved the transfer of a significant number of properties from Council ownership to the new Trust by way of lease and property maintenance agreements and the transfer of a large number of staff. The legal work



was completed by 31 March 2016 to allow the transfer to take effect immediately thereafter.

Legal & Governance Services are leading the review of the the Council's governance framework to ensure that our arrangements are effective, in alignment with the achievement of our objectives and provide adequate assurance reflective of the current complex public sector service delivery landscape.

All Divisions with Corporate & Democratic Services have worked closely with Housing & Community Care and NHS Tayside to establish appropriate governance arrangements for the Integration of Health and Social Care, support key staff and to address a range of challenges which were identified during the year.

The new Finance & Resources Executive Officer Group took on the remit for maintaining oversight of workforce trends and governance. There is now an annual programme of review activity in this forum which informs workforce strategies in relation to reshaping our workforce in terms of cost and numbers, skills, employment policies and practices, terms and conditions.

Reviews of HR policies have been carried out to ensure they remain relevant and fit for purpose. Specifically, the new appendices to the Fairness At Work Policy and Framework for Workforce Change have been reviewed to ensure they address employee issues within the Health & Social Care Partnership, are streamlined and ensure consistency and fairness for employees. Reviews have also taken place for the Recruitment Policy for Headteachers and Depute Headteachers and development of the Safer Recruitment Toolkit.

The creation of a cross-Service ICT Transformation Board has put in place effective governance to ensure decisions around prioritisation and resourcing of the Council's complex, inter-dependent ICT workload are made on a transparent organisational basis, that is informed and accountable, and provides effective opportunity for business participation, scrutiny and challenge.

**(b) Performance Indicators ( grey shading denotes LGBF PI)**

| Indicator<br>(Source)                                                                                                              | Performance       |       |       | Comments on performance<br>during 2015/16                                                                                                                                                                                                               | Target<br>15/16 |
|------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
|                                                                                                                                    | 13/14             | 14/15 | 15/16 |                                                                                                                                                                                                                                                         |                 |
| % of elected members satisfied that ongoing development sessions provide them with the skills they require                         | 93                | 93    | 93    | 93% of elected members are satisfied that ongoing development sessions provide them with the skills they require.                                                                                                                                       | 100             |
| % of Modern Apprentices (MAs) with a positive outcome when they left the programme                                                 | Updated indicator | 86    | 90    | The continual increase in MAs achieving a positive outcome demonstrates that both the introduction of an initial assessment period and the fact that Human Resources is now taking the lead on MA recruitment activity has had a positive impact.       | 88              |
| % of communications plans developed by Corporate Communications which achieve their stated objectives within their assigned budget | 100               | 90    | 100   | All completed communications plans achieved their stated objectives within the assigned budget                                                                                                                                                          | 95              |
| The average number of working days lost per employee through sickness absence for Corporate and Democratic Services                | 6.8               | 6.5   | 6.2   | Corporate & Democratic Services includes the former Chief Executive's Service staff plus IT following changes in the senior management arrangements during 2015/16.                                                                                     | 6.2             |
| The Council's consolidated loans fund (CLF) rate (%)                                                                               | 3.4               | 3.383 | 3.303 |                                                                                                                                                                                                                                                         | 3.29            |
| % of invoices paid within 30 days (SPI)<br>(LGBF PI)                                                                               | 94.3              | 93.8  | 93.3  | Contact is made with any location which returns a performance of less than 90% in order to ascertain the reason(s) for this. A new Property Management System for invoices became live in December 2015 and this should improve performance in 2016/17. | 94              |

| Indicator<br>(Source)                                                                                  | Performance |      |       | Comments on performance<br>during 2015/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Target                                             |
|--------------------------------------------------------------------------------------------------------|-------------|------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|
| Sickness absence days per employee ( <i>Teacher</i> ) ( <b>LGBF PI</b> )                               | 7.2         | 6.9  | 8.7   | The recording of Teachers sickness absence is now based on actual work patterns which means that the PI value for part time staff moves from an average to an actual record. There is no change to the method of calculation for full time staff. This change in methodology has contributed to an increase in the PI; however, it provides greater accuracy on the impact on working time. The increase is also explained by more medium and long term sickness absences. Proactive wellbeing measures and support for employees who have sickness absence will be reviewed. Benchmarking information is not yet available across Scottish Local Authorities although it is known that most do not use actual work patterns and many have been describing increasing trends in sickness absence levels prior to the year end.                                                                                 | <i>These PIs were formerly combined</i><br><br>8.1 |
| Sickness absence days per employee ( <i>Non-Teacher</i> ) ( <b>LGBF PI</b> )                           | 9.6         | 9.1  | 9.6   | The recording of HCC, CES/CDS & TES sickness absence is based on actual work patterns which means that the PI value for part time staff moves from an average to an actual record. There is no change to the method of calculation for full time staff. ECS sickness absence values will move from average to actual in Jan 2017. This change in methodology has contributed to an increase in the PI; however, it provides greater accuracy on the impact on working time. The increase is also explained by more medium and long term sickness absences. Proactive wellbeing measures and support for employees who have sickness absence will be reviewed. Benchmarking information is not yet available across Scottish Local Authorities although it is known that most do not use actual work patterns and many have been describing increasing trends in sickness absence levels prior to the year end. |                                                    |
| % of registration of births, deaths, marriages and civil partnerships with no errors                   | 98.2        | 97.6 | 99.15 | This figure is a provisional figure for the calendar year 2015.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 99                                                 |
| % of customers satisfied with civil marriages/partnership ceremonies outwith the Registrars' premises. | 100         | 100  | 100   | This service scores consistently highly for satisfaction year on year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 100                                                |
| % Employee Review and Development completion within the Service                                        | 72          | 79   | 69.9  | ERDs are carried out annually as part of a rolling programme. The performance figure of 69.9% for 2015/16 is for the rolling 12 months to 31 March 2016. A more up to date figure for the rolling 12 months to 31 May 2016 is 80.5%.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 90                                                 |

| Indicator<br>(Source)                                                            | Performance       |        |      | Comments on performance<br>during 2015/16                                                                                                                                                                                                                                        | Target |
|----------------------------------------------------------------------------------|-------------------|--------|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| % of all actions raised within 28 days of receipt of full instructions           | 100               | 100    | 100  |                                                                                                                                                                                                                                                                                  | 100    |
| % of payroll payments made on time and free of notified errors                   | 99.7              | 99.7   | 99.7 | Internal processes provide sufficient controls and monitoring                                                                                                                                                                                                                    | 99.7   |
| Democratic Core Cost per 1,000 population (£)<br><b>(LGBF PI)</b>                | 25,110            | 24,066 | -    | This figure will not be available until October 2016                                                                                                                                                                                                                             | 25,000 |
| Time to hire (days) from approval of vacancy to formal job offer made            | 46                | 43     | 43   | The Service continues to support and encourage managers to progress the recruitment process within reasonable timescales.                                                                                                                                                        | 43     |
| Central Support services as a % of Total Gross expenditure<br><b>(LGBF PI)</b>   | 5.9               | 4.9    | -    | This figure will not be available until October 2016                                                                                                                                                                                                                             | 5.7    |
| % of audits undertaken in accordance with the approved plan                      | 92                | 100    | 100  |                                                                                                                                                                                                                                                                                  | 100    |
| % Compliance with the Council's approved Treasury Policy Statement               | 100               | 100    | 100  |                                                                                                                                                                                                                                                                                  | 100    |
| % of Civic Licences issued within 6 weeks of the application                     | 82.5              | 62.7   | 86.8 | This year's target has been met despite a reduced staffing level and staff changes                                                                                                                                                                                               | 85     |
| Number of weeks taken to deal with licensing board applications for variation    | 13.4              | 23     | 14   | This year's performance is slightly below target but is much improved on performance for the previous year                                                                                                                                                                       | 11     |
| Achieve performance standards set by Electoral Commission                        | -                 | 100    | 100  |                                                                                                                                                                                                                                                                                  | 100    |
| % of FOI requests responded to within 20 days of receipt                         | 94.5              | 96.4   | 96.9 | 43 of the 1,331 requests processed in the period Jan-Dec 2015 were issued outwith the statutory timescale.                                                                                                                                                                       | 95     |
| % of Complaints resolved within the policy timescales                            | Updated Indicator |        | 63   | 672 complaints out of 1067 were completed within the policy timescales. The initial target setting was unduly optimistic and subsequent years' targets will be revised accordingly.                                                                                              | 85     |
| Percentage of the highest paid 5% of employees who are women<br><b>(LGBF PI)</b> | 46.8              | 47.8   | 48.4 | The number of employees who are in the top 5% has risen from 205 to 215 and the number of females within that list from 98 to 104 within the last year. The Council continues to provide mandatory fair selection training to ensure that appointments are made purely on merit. | 48     |

### (c) Improvement Actions

| IMPROVEMENT PLAN 2013-2018                                                                                               |                                                                                                                                                                                                                            |                     |                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Improvement Area                                                                                                         | Improvement Action (Lead responsibility)                                                                                                                                                                                   | Delivery Timescales | Comments on Progress                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Chief Executive's Service Objective 1</b>                                                                             |                                                                                                                                                                                                                            |                     |                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Provide strategic leadership to the Council and partners to deliver the shared vision and outcomes for Perth and Kinross | ❖ Create work experience placements for graduates throughout the Council to help reduce youth unemployment                                                                                                                 | March 2016          | <b>Complete:</b> A total of 7 new graduate work experience placements which directly support the Council's Transformation Programme were offered in 2015/16. This brings the total to 19 placements over the last two years. With additional funding made available through the budget process this successful programme will continue over the next two years and will enhance the employability of young graduates. |
|                                                                                                                          | ❖ Implement new committee management system                                                                                                                                                                                | August 2016         | <b>In progress</b> The website view of the committee management system was launched on 18 April 2016. The back office functionality will be introduced over the coming months.                                                                                                                                                                                                                                        |
|                                                                                                                          | ❖ Gain approval for the Council Records Management Plan from the Keeper of the Records of Scotland to comply with the Public Records (Scotland) Act 2011                                                                   | December 2019       | <b>Complete</b>                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                          | ❖ Review the Council's organisation and management arrangements to ensure we have appropriate leadership and management capacity to deliver the transformation programme and support our workforce through cultural change | July 2015           | <b>Complete</b>                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                          | ❖ Expand the Modern Apprenticeship Programme to create higher level apprenticeships which form part of the Council's response to Developing Scotland's Young Workforce                                                     | July 2016           | <b>In progress.</b> There has been an increase (16 in 2015/16 compared to 2 in 2014/15) of Level 3 Modern Apprentices starting the programme where Skills Development Scotland funding is available. Still waiting for confirmation of further higher level apprentice funding.                                                                                                                                       |

| IMPROVEMENT PLAN 2013-2018                                                                                                                                                          |                                                                                                                                                                   |                     |                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Improvement Area                                                                                                                                                                    | Improvement Action<br>(Lead responsibility)                                                                                                                       | Delivery Timescales | Comments on Progress                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Chief Executive's Service Objective 2</b>                                                                                                                                        |                                                                                                                                                                   |                     |                                                                                                                                                                                                                                                                                                                                                                                                          |
| Ensure the Council's resources are efficiently utilised and support Services and partners to transform and deliver value for money services                                         | ❖ Implement electronic document management across the Council                                                                                                     | December 2016       | <b>Revised Timescale.</b> Pilot implementation due for completion March 2017.                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                     | ❖ Review the delivery of internal support services across the Council and explore opportunities for collaboration and partnership with external partners          | March 2018          | <b>In progress.</b> Initial meetings between EOT and Tayside Partners have taken place.                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                     | ❖ Develop benchmarking by participating in the new Local Government Benchmarking Family Groups for Absence and Equalities                                         | Ongoing             | <b>In Progress.</b> Both benchmarking groups currently meet on a quarterly basis. The initial focus of the Equalities Group is to establish and share best practice on EQIAs. The Absence Group is focussing on SPI definition/calculation and on sharing practice on health and wellbeing initiatives such as building resilience and mental health.                                                    |
| <b>Chief Executive's Service Objective 3</b>                                                                                                                                        |                                                                                                                                                                   |                     |                                                                                                                                                                                                                                                                                                                                                                                                          |
| Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications | ❖ Implement new corporate induction arrangements for new employees and new managers, including highlighting the role of elected members in the democratic process | August 2015         | <b>Complete.</b> In October 2015, we launched a new Induction Journey which includes updated website pages, a digital induction guide, refreshed intranet pages and lunchtime learning opportunities for new employees and managers. A quarterly Welcome to PKC Conference has been introduced to share key messages, which includes the role of Elected Members and the democratic process.             |
|                                                                                                                                                                                     | ❖ Implement new appraisal arrangements which encourage conversations about employees' contribution and their learning and development                             | March 2016          | <b>In progress.</b> The ERD process has been redesigned to promote our shared cultural direction and embed the principles of Learn Innovate Grow in everyday practice. The new approach has been piloted in all Services during February to April 2016 with extremely positive feedback. The new approach will be renamed to reflect the change in focus and will be launched for wider use in May 2016. |

| IMPROVEMENT PLAN 2013-2018                                                                                                     |                                                                                                 |                     |                                                                                                                                    |  |
|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------|--|
| Improvement Area                                                                                                               | Improvement Action<br>(Lead responsibility)                                                     | Delivery Timescales | Comments on Progress                                                                                                               |  |
| Chief Executive's Service Objective 4                                                                                          |                                                                                                 |                     |                                                                                                                                    |  |
| Provide an enabling governance framework to support and deliver the Council's legal, financial and democratic responsibilities | ❖ Review the Council's governance framework in the context of public service reform legislation | March 2016          | <b>Ongoing.</b> A comprehensive review of the Council's corporate governance framework is underway. With Phase 1 (of 3) completed. |  |
|                                                                                                                                | ❖ Review the Council's Corporate Charging Policy                                                | December 2015       | <b>Complete</b>                                                                                                                    |  |





**PERTH AND KINROSS COUNCIL****Scrutiny Committee****15 June 2015****ANNUAL GOVERNANCE STATEMENT****Report by Head of Legal & Governance Services****PURPOSE OF REPORT**

The purpose of the report is to seek approval of the Annual Governance Statement for the financial year 2015/16 which provides assurance as to the effectiveness of the Council's governance framework and in particular the system of internal control.

**1. INTRODUCTION**

1.1 The purpose of the Annual Governance Statement (AGS) is to give assurance to our stakeholders that we have effective arrangements in place to ensure that, as a Council, we are doing the right things for the right people at the right time in an open, honest and accountable way.

1.2 The AGS provides an opportunity to review our rules, resources, systems, processes, culture and values to make sure that our governance framework and in particular our system of internal control is:

- legally compliant
- ethically sound; and
- fit for purpose

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

1.3 The Annual Governance Statement for 2015/16 is attached as Appendix 1 to this report.

**2. GOVERNANCE ASSURANCE PROCESS**

2.1 The process for reviewing the integrity and effectiveness of our governance arrangements to inform the AGS has itself been reviewed and redesigned as part of a wider review of corporate governance led by the Head of Legal & Governance Services.

- 2.2 The assurance process has been redesigned to better test the effectiveness of the framework by requiring more in-depth evidence from Service Management Teams as to how well the internal controls are operating within their own service areas. Evidence has been gathered by way of self-assessment which has been quality assured by way of review through the Policy and Governance Group. The findings have been scrutinised by Senior Management through the Corporate Management Group and the Executive Officer Team.
- 2.3 Corporate assurance has also been provided as regards the adequacy of the internal controls from the following Officers:
- Chief Finance Officer ( S 95 Officer)
  - Head of Legal & Governance Services /Monitoring Officer
  - Head of Democratic Services
  - Chief Internal Auditor
  - Corporate Procurement Manager
  - Information Compliance Manager
  - Corporate IT Manager
- 2.4 The Assurance process is designed to test the continuing effectiveness of our governance arrangements and to identify current, emerging and potential future risks to enable the organisation to adjust and improve their internal controls to mitigate and manage these effectively.

### **3 GOVERNANCE ISSUES**

- 3.1 The Assurance process demonstrated that the Council has in place adequate internal controls that are considered fit for purpose in accordance with the governance framework.
- 3.2 The process has also been successful in identifying areas and controls that would benefit from further development to ensure that they can manage and mitigate current and emerging risks more effectively.
- 3.3 The assurance process has identified that some controls in respect of the following areas would benefit from further review and/or continuing development :-
- corporate risk management
  - contract management
  - procurement / commissioning
  - information management
  - workforce planning
  - funding external bodies
  - operation and governance in respect of the Integrated Joint Board
- 3.4 It should be reassuring to Elected Members, Senior Management and our stakeholders however, that these control areas are already the subject of

ongoing or planned reviews by virtue of audit recommendations or transformation projects. This demonstrates that as an organisation we recognise and have a good understanding of our changing risk landscape and are committed to continuously improving the effectiveness of our governance framework to ensure that it is robust and fit for purpose in these challenging times.

#### 4. RECOMMENDATION

4.1 It is recommended that the Committee:

- (i) Discuss and approve the 2015-2016 Annual Governance Statement

##### Author(s)

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

##### Approved

| Name       | Designation                                                                             | Date        |
|------------|-----------------------------------------------------------------------------------------|-------------|
| John Fyffe | Senior Depute Chief Executive<br>(Equality, Community Planning & Public Service Reform) | 7 June 2016 |

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

All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications N/A

### 2. Resource Implications N/A

### 3. Assessments N/A

### 4. Consultation

#### Internal

- Service Management Teams
- Policy & Governance Group
- Head of Finance
- Head of Democratic Services
- Chief Internal Auditor

#### External

Staff from external organisations have been consulted as part of the Assurance process in the preparation of the Annual Governance Statement

### 5. Communication

- 5.1 The Annual Governance Statement will be published with the Council's Final Accounts for 2015/16.

## **2. BACKGROUND PAPERS**

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

## **3. APPENDICES**

Annual Governance Statement 2015/16



## **ANNUAL GOVERNANCE STATEMENT 2015/16**

### **1 Introduction**

- 1.1 Good governance is key to the success of Perth & Kinross Council in delivering its corporate objectives and being recognised as an ambitious, high performing Council. It supports better informed decision making, the efficient use and management of our resources, high quality performance, greater scrutiny and accountability and ultimately results in better outcomes for the people living in our communities.
- 1.2 The purpose of this Governance Statement is to give assurance to the people of Perth & Kinross, our Elected Members, staff, partner agencies and other stakeholders that we have effective arrangements in place to ensure that, as a Council, we are doing the right things for the right people at the right time in an open, honest and accountable way.

### **2 Scope of Responsibility**

- 2.1 As a local authority, Perth & Kinross Council must conduct its business in accordance with the law and proper standards and ensure that public money is used economically, efficiently, and effectively with due regard to the achievement of sustainability.
- 2.2 The Local Government in Scotland Act 2003 also places a specific duty on the Council to make arrangements to secure best value and ensure continuous improvement in terms of the services it delivers to the people of Perth & Kinross.
- 2.3 A comprehensive and robust governance framework is integral to the Council's ability to discharge these responsibilities. We must have proper arrangements in place to enable us to discharge our functions and responsibilities, achieve our defined outcomes and manage risk effectively.
- 2.4 As well as providing assurance as to the effectiveness of the governance arrangements in place for the Council, this Annual Governance Statement also covers the four organisations that are included in the Council's Group Accounts.
  - Live Active Leisure Limited (included in our accounts as subsidiary)
  - Horsecross Arts Limited (included in our accounts as subsidiary)
  - Tayside Valuation Joint Board (included in our accounts as associate):
  - Tayside Contracts (included in our accounts as associate)

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

- 3.1 The governance framework enables the Council to monitor and evaluate the achievement of its corporate aims and objectives and to determine whether these have delivered appropriate, efficient and cost effective services and good outcomes for our communities.
- 3.2 A crucial part of the governance framework is the system of internal control which is designed to manage the risk of a failure to achieve our aims and objectives.
- 3.3 Our internal control system manages risk through the continuing process of identification, prioritisation, evaluation and mitigation. Risk is evaluated on the basis of likelihood and impact in both financial and non-financial terms.

- 3.4 As an organisation we have to mitigate and manage these risks proportionately and effectively, recognising that risk can never be eliminated completely and therefore only reasonable assurance can ever be given.

#### **4 Our Governance Framework**

- 4.1 Our governance framework comprises the rules, resources, systems, processes, culture and values that enable us achieve our strategic objectives and provide services in an appropriate and cost effective way.

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

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

- 4.3 These criteria are based on the principles of the Chartered Institute of Public Finance and Accountancy (CIPFA) Framework : Delivering Good Governance in Local Government and the International Framework: Delivering Good Governance in the Public Sector developed by CIPFA and the International Federation of Accountants.

- 4.4 Our governance arrangements are underpinned by the fundamental principles of good governance, the requirements of legislation and best practice and can be summarised as:

- Our vision and purpose is the achievement of the shared priorities and intended outcomes for the citizens of Perth & Kinross documented in our [Community Plan / Single Outcome Agreement 2013-23](#) and our [Corporate Plan](#) for 2013-18. [Building Ambition: Our Transformation Strategy](#) together with [Revenue budget 2016-2019](#), our Capital Budget and other strategic documents provides the direction to realising our vision.
- Our culture and values are reflected in everything we do as an organisation as set out in our Corporate Plan and our [Local Code of Corporate Governance](#), [Codes of Conduct](#) and our various policies and procedures ensure that as a Council we respect the rule of law, actively promote a culture of good governance and demonstrate a commitment to ethical values.
- Perth & Kinross Council recognise that as an organisation we must continue to adapt and evolve to deliver cost efficient, high quality services in an increasingly complex and financially challenging public sector landscape. Our people are our most valuable asset and we recognise that we will secure the best outcomes for our communities through investing in our workforce to ensure that they have the right skills to deliver. Our approach is outlined in our strategic document [Building Ambition - A Workforce for the 21st Century](#) and our “Learn, Innovate Grow” philosophy is being embedded across the organisation to create a highly motivated, skilled and flexible workforce.



- We continue to actively engage with our communities to help us design and deliver services which best meet their needs. The Council has a strategy for engaging with communities and has agreed a Statement of Intent with its Community Planning Partners to support a co-ordinated approach to community engagement. Our approach to consultations is based on the [National Standards for Community Engagement](#) and we have established a wide range of [consultation processes and procedures](#).
- The Council's [Scheme of Administration](#) sets out the role of committees in decision-making and the delegated decision-making powers of individual officers. The committees, boards and panels we have established ensure proper democratic engagement and provide an appropriate mechanism for effective decision making and accountability.
- The Council has developed and implemented a suite of policies, procedures and management processes to ensure that there are appropriate **internal controls** in place in respect of :-
  - Workforce Management
  - Financial management
  - Officer /Member relations
  - Performance Management
  - Change & Improvement
  - Workforce Planning
  - Risk Management
  - Procurement
  - Major Investment Project Management
  - Health & Safety
  - Information Management
  - Information Security
  - Civil Contingencies & Business Continuity
  - Anti- Fraud & Corruption
  - Conflicts of interests
  - Gifts & Hospitality
  - Whistle-blowing and reporting concerns
  - Complaints handling
  - Funding External bodies / ALEO's
- The Council's governance arrangements include clearly defined roles and responsibilities for all Chief Officers and Statutory Officers, including the Chief Executive, the Chief Social Worker, the Monitoring Officer and the Section 95 Officer (Chief Financial Officer).
- The Council has designated the Depute Chief Executive (Environment) Sustainability, Strategic and Entrepreneurial Development as the Senior Information Risk Owner with the Head of Legal & Governance Services as Depute.
- The Council believes in openness and transparency; our management, democratic systems and structures are designed to ensure effective decision making and to support effective scrutiny of its decision making and operational business and ensure that as an organisation we are properly held to account.

- Three year budgets are set by the Council, and each budget is allocated to a named budget holder. Budgets are monitored regularly by Service Management Teams and overall financial performance is monitored regularly by the Executive Officer Team and the Finance & Resources Group.
- The Strategic Policy & Resources Committee receives regular financial monitoring information as part of the budgetary control framework.
- Capital spend is monitored by Senior Management through the Strategic Investment Group and the Corporate Resources Group, and reported regularly to the Executive Officer Team and the Strategic Policy & Resources Committee as part of the budgetary control framework.
- The annual service planning process ensures that Services meet the needs of customers, and that targets for quality improvements are set and monitored. Individual Business Management & Improvement Plans set out detailed actions and outcomes for each Service and include performance indicators. Service performance is reported regularly to the Executive Officer Team and publicly through the Council's Strategic Policy & Resources Committee.
- The Council publishes an Annual Report on its performance against the objectives set out within the Corporate Plan and Community Plan/Single Outcome Agreement. ([PKC Information, performance & Statistics](#))
- The Council's Transformation Programme is scrutinised by Service Management Teams, the Executive Officer Team and the Modernising Governance Member Officer Working Group. Progress is reported regularly to the Council's Strategic Policy & Resources Committee.
- The Council has a published process for dealing with complaints from members of the public.
- The Council has a published process for individuals to access information under the Freedom of Information legislation.

## 5 Effectiveness of our framework

- 5.1 Assurance evidence has been gathered from Service Management Teams (SMT) by way of a self-assessment questionnaires designed around the principles of the *International Framework of Good Governance in the Public Sector* (developed by CIPFA and the International Federation of Accountants and *Delivering Good Governance in Local Government* (CIPFA/SOLACE).
- 5.2 The evidence submitted by services has undergone a process of quality assurance through the Policy & Governance Group, which is chaired by the Head of Legal & Governance Services and comprises Senior Officers from the following services and representatives of each Directorate;
- Legal
  - Finance
  - Human Resources
  - Internal Audit
  - Information Compliance & Security
  - IT and Information Systems

- Procurement
  - Democratic Services
- 5.3 Each SMT has certified that, having considered the evidence of the financial and non-financial controls within each of their areas, they are satisfied that these are adequate and effective subject to certain improvement actions which have been identified as part of that self-assessment process being implemented.
- 5.4 A Certificate of Assurance to this effect has been signed by each Director and their respective Depute Chief Executive.
- 5.5 Corporate assurance has also been provided as regards the adequacy of the internal controls from the following Officers:
- Chief Finance Officer ( S 95 Officer)
  - Head of Legal & Governance Services /Monitoring Officer
  - Head of Democratic Services
  - Chief Internal Auditor
  - Corporate Procurement Manager
  - Information Compliance Manager
  - Corporate IT Manager
  - Senior Information Risk Owner
- 5.6 The Council's Chief Financial Officer is a key member of the Executive Officer Team of the Council helping it to develop and implement a sound financial strategy based on strong financial management underpinned by robust and effective financial controls. The authority's financial management arrangements conform to the governance requirements of the 'CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010).
- 5.7 The Council has arrangements in place for the management of information risk including an information security policy and standards. Government policy as regards the identification and assessment of threats to local authorities has changed recently and the security measures have been reviewed in 2015/16 to ensure continuing compliance with the Public Service Network (PSN) requirements.
- 5.8 A risk-based internal audit plan is prepared annually in a process which reviews all the significant activities and systems that contribute to the achievement of the Council's objectives. The Audit Committee approves the annual audit plan and receives the annual audit report. Internal Audit has completed its 2015/16 Audit plan and issued 27 planned audits plus 1 additional audit during the period covered by this statement. In addition it has delivered 7 consultancy audits.
- 5.9 The Annual Internal Audit report for 2015/16 states:
- In the Chief Internal Auditor's opinion, reasonable reliance can be placed on the Council's governance arrangements and systems of internal control for 2015/16, subject to management implementation of the agreed actions detailed in Internal Audit reports..... Whilst limited reliance can be placed on the corporate risk management arrangements for 2015/16, the implementation of the identified improvements should enable reasonable reliance for 2016/17.*
- 5.10 The Local Area Network comprising key scrutiny bodies which engage with the Council (including Audit Scotland) have assessed Perth and Kinross within their Assurance

and Improvement Plan 2014-17, as a “*low risk council which shows good self-awareness and demonstrates a positive response to external scrutiny*”. In addition the risk assessment notes that “*currently for 2014 to 2017 no additional specific scrutiny activity has been identified*”.

5.11 The Governance Framework has been in place for the financial year ending 31 March 2016 and up to the date of approval of the Annual Report and statement of accounts.

5.12 For Live Active Leisure Ltd and Horsecross Arts Ltd, reliance has been placed upon:

- unaudited financial statements of the companies (audited accounts will be scrutinised when available);
- internal control information taken from the Council's contract with Live Active Leisure Ltd and the Service Agreement with Horsecross Arts Ltd;
- quarterly contract monitoring meetings with Service;
- performance information and financial monitoring reports to Service; and
- presentations to Scrutiny Committee

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

5.14 Based on the assurance process outlined above, in terms of effectiveness, the Council governance arrangements continue to be regarded as fit for purpose in accordance with the governance framework, subject to a number of areas (identified below) which have been or are already identified for some improvement action by virtue of :

- this process;
- internal audit actions;
- external audit actions; or
- transformation reviews

5.15 The areas referred to in 5.14 above which are the subject of current or planned improvement actions are :-

- corporate risk management
- contract management
- procurement / commissioning
- information management
- workforce planning
- funding external bodies

5.16 In addition to the above, the establishment of the Integrated Joint Board which took responsibility for the delivery of integrated health and adult social care services within Perth & Kinross as of 1 April 2016 will likely present a number of new challenges as we implement our new joint governance arrangements.

5.17 Similarly the implementation of the Community Empowerment Act and the establishment of locality based community planning boards may require some changes to be made to our existing governance arrangements, to ensure adequacy and transparency.

5.18 It is important that our decision making processes continue to be agile enough to ensure that key decisions can be made and actions implemented timeously to align with agreed project plans.

## 6 Statement

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

- internal audit;
- external audit;
- Council's Executive Officer Team
- Council's Corporate Management Team as part of this assurance process;
- Policy & Governance Group
- Head of Finance ( as Chief Finance Officer)
- Head of Legal & Governance Services ( as Monitoring Officer)
- external review agencies and inspectorates.

Internal Audit have provided me with assurance for the year 2015/16 and an Internal Audit plan is in place for 2016/17 that will focus on areas which have been identified as corporate or service specific risks.

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

The Chief Financial Officer has provided assurance that the financial arrangements in place conform to the relevant CIPFA requirements.

I have been advised of the outcome of the review of the effectiveness of the governance arrangements by the Head of legal & Governance Services and am satisfied that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework.

A Governance Improvement Action Plan will be produced to address the areas identified for review or development. This will ensure that adequate and appropriate systems and processes are in place to improve the effectiveness of our governance arrangements.

Oversight of implementation of the action plan will be maintained corporately through the Policy & Governance Group. Progress will be reported to the Council's Executive Officer Team and the Council's Scrutiny Committee

The key areas for improvement identified during the annual review include:

- reviewing our corporate approach to risk to support the organisation to be more, innovative and entrepreneurial through a better understanding and tolerance of risk
- reviewing our contract management practices to ensure that we are achieving best value from our arrangements
- continue to review our procurement activities to ensure that these align with our Procurement Strategy and deliver value for money
- continue to improve our information management to ensure that we make more effective use of Open Data and business information to improve services and provide greater transparency for our stakeholders

- continue to develop our workforce planning to ensure that we have an adequately skilled and agile workforce equipped and motivated to meet the challenges of delivering high quality cost efficient public services to our communities
- reviewing our arrangements for the funding of external bodies who provide services, to ensure transparency and compliance with current procurement legislation
- implementing robust governance arrangements to provide assurance in respect of our relationship with the Integrated Joint Board for the delivery of integrated health and social care services

I am also reassured by the fact that the areas identified for further development outlined above are already the subject of ongoing or planned reviews by virtue of audit recommendations or transformation projects. This demonstrates to me that, as an organisation we have a good understanding of our changing risk landscape and are committed to continuously improving the effectiveness of our governance framework to ensure that it is robust and fit for purpose in these challenging times.

Signed:

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Bernadette Malone  
Chief Executive

Perth & Kinross Council

Date:

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Ian Miller  
Leader of the Council

Perth & Kinross Council

Date:

## PERTH AND KINROSS COUNCIL

## Scrutiny Committee

15 June 2016

## FOI Performance Report 2015

## Head of Legal &amp; Governance Services

**PURPOSE OF REPORT**

This report provides the Committee with an overview of the Council's performance in relation to requests for information under the Freedom of Information (Scotland) Act 2002 for the year 2015. This information is currently reported annually on the basis of calendar year.

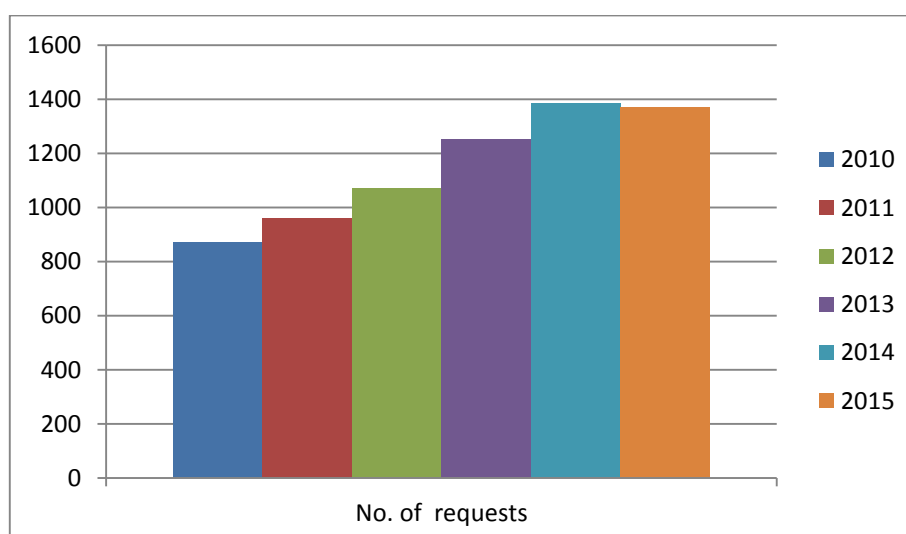
**1. BACKGROUND**

- 1.1 The Freedom of Information (Scotland) Act 2002 was fully implemented in January 2005 and established a general public right of access to all information held by Scottish public authorities.

It has been agreed that the Council's performance should be reported annually to the Executive Officer Team and the Scrutiny Committee.

**2 CONTEXT: REQUESTS RECEIVED**

- 2.1 During 2015, the Council received 1368 requests for information under the FOI(S)A 2002. This represents a slight decrease of 1.2% from 2014.

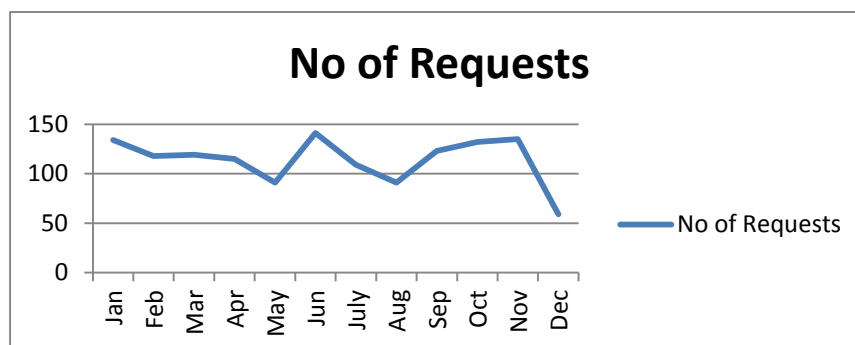


2.2 Of the 1368 requests received: -

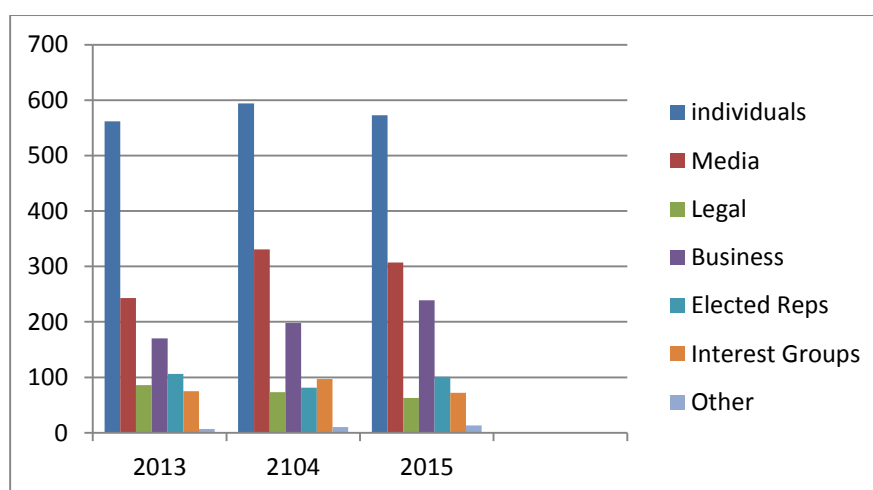
- 22 were subsequently rejected when clarification was not received from the applicant ; and
- 15 were withdrawn by the applicant.

Of the 1368 information requests, 206 were processed under the Environmental Information (S) Regulations.

The table below shows the number of FOI(S)A / EIR requests received in 2015 broken down by month.



2.3 Analysing the requests based on the type of applicant shows that most requests by a significant amount are received from the general public.



2.4 During the year requests were received from 786 different requesters with the majority (605) making a single request. The remainder were broken down as follows:-

- 171 requesters (making <10 requests) accounted for 514 requests
- 1 individual accounted for 40 requests
- 5 media organisations accounted for 122 requests
- 3 businesses accounted for 69 requests
- 1 legal firm accounted for 18 requests

2.5 The subject matter of the requests was wide and varied and did not identify any particular theme or issue. Where requests for the same or similar information are identified by the FOI team, Services are notified and encouraged to make this information available on the website.



### 3 PERFORMANCE

3.1 Of the 1331 valid requests made, the processing time was as follows: -

| ≤ 20 working days | 21-25 working days | 26-30 working days | > 30 working days |
|-------------------|--------------------|--------------------|-------------------|
| 1288 (96.9%)      | 17 (1.2%)          | 19 (1.4%)          | 7 (0.5%)          |

3.2 The figure for completion within the statutory timescale is above the Council's target of 95% and represents a small improvement on the 2014 figure of 96.5%

3.3 Reasons for delays in processing times were primarily due to the complexity and volume of the information requested, or unavailability of relevant staff to provide the information (e.g. school information requested during school holiday periods).

Of the 1331 valid requests processed: -

- 599 requests (45%) were satisfied in full
- 506 requests (38%) were satisfied in part
- 226 requests (17%) resulted in no information being issued

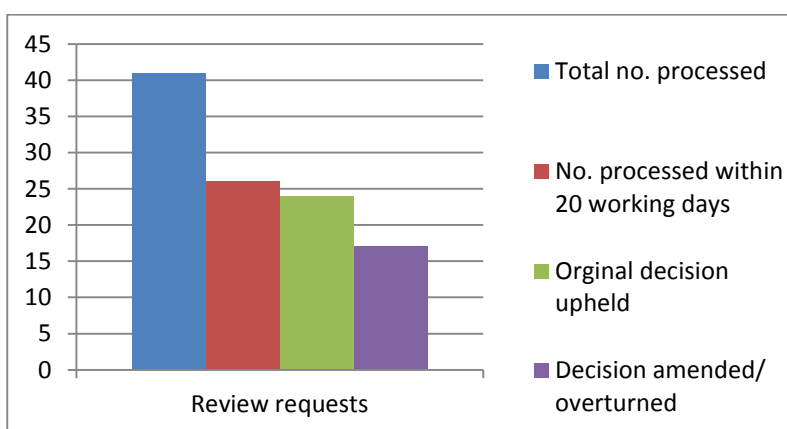
3.4 44 requests were refused completely or in part on the grounds of excessive cost – the estimated cost involved in processing being in excess of £600.

3.5 The predominant reasons for not supplying information were that the information requested was :-

- not held by the Council;
- personal data or information otherwise exempt under the FOI(S)A;
- already available to the public

### 4 REVIEWS AND APPEALS

4.1 The Council received 43 requests to review its decision (complaints about the initial response), which represents 3.1% of the requests. This compares to 49 reviews (approximately 3.5%) in 2014. Two requests for review were subsequently withdrawn by the requestor.



- 4.2 Four review decisions requests were appealed to the Scottish Information Commissioner during 2015. Two appeals were withdrawn by the requestor and the other two appeals are still the subject of investigation by the Commissioner.
- 4.3 In addition, there were two appeals made in 2014 which were decided during 2015. The Council's decision was overturned in both of them. One was a technical decision (as the information had subsequently been provided) and in the other the Council was directed to provide the requester with the information.

## **5 DATA PROTECTION ACT - SUBJECT ACCESS REQUESTS**

- 5.1 As FOI has become more fully resourced, there has been a move to centralise the processing of subject access requests under the Data Protection Act 1998 (DPA) to ensure consistency and compliance across the organisation. During 2015 such requests were progressively centralised to the FOI Team. All such requests are now handled by the FOI team.
- 5.2 During the year the FOI team processed 47 subject access requests. Of these 42 (90%) were responded to within the statutory 40 calendar day timescale. The late responses were due to the complexity of the requests. In particular, two requests involved lengthy communications with third parties to agree release of specific information.

## **6 ISSUES /OBSERVATIONS**

- 6.1 Despite the slight decrease in the number of requests in 2015, figures for the first quarter in 2016 show a significant increase compared to the same period last year (up 13%)
- 6.2 The number of requests for review remain a small percentage of the total number received which would indicate good levels of customer satisfaction in terms of the quality the Council's responses.
- 6.3 The Scottish Information Commissioner requires public authorities to supply details of FOI and EIR statistics on a quarterly basis. The information for the 12 months to December 2015 for local authorities ranks the Council 3rd in terms of the percentage of responses issued on time.
- 6.4 During the year the FOI Team completed the first of the Scottish Information Commissioner's [self-assessment modules](#) – Responding on Time. This rated the Council rated as:
- Excellent - for its response rate for requests; and
  - Adequate - for its response to requests for review.

Since the assessment was completed, the response rate for reviews has been improved and continues to be monitored.

- 6.5 A review of common requests was also undertaken to identify possible subjects for the proactive publication of information with a view to reducing the number of requests in those areas. Whilst few areas were identified where this would be useful and possible without generating additional work, this is being monitored by the FOI team on an ongoing basis and the team are continuing work in this area in conjunction with the Council's Open Data project.

- 6.6 In 2014 the average cost of processing each FOI(S)A request was approximately £76. In the course of 2015 as the FOI team became fully resourced, it also took on responsibility for the processing of Data Subject Access Requests under the Data Protection Act 2000. These types of information requests are much more complex and time consuming but at present there is no mechanism in place to extrapolate the cost of processing these as distinct from the general FOI(S)A requests from the overall cost of the team. Accordingly we are unable to provide an average cost for the year 2015.

## **7 PROPOSALS**

- 7.1 Going forward the target of 95% may become difficult to maintain in future years if the number of requests continues to rise as anticipated, as additional duties are undertaken by the FOI Team as part of the wider service requirements and staff providing information within Services. The FOI Team will continue to look for more effective and efficient ways of working however, to try to maintain the current high standards of performance, and where possible improve.
- 7.2 It is planned to use more of the Scottish Information Commissioner's self-assessment modules during 2016 to assess current practice and identify areas for continuing improvement and efficiencies.
- 7.3 It is proposed to report annually on a financial year basis going forward as opposed to calendar year to better align with other annual performance reporting.

## **8 RECOMMENDATIONS**

- 8.1 The Committee is asked to consider the content of the report and highlight any areas of concern.
- 8.2 The Committee is asked to note :-
- (i) that the Council's performance in respect of processing requests under FOI(S)A continues to be very good and is above target for 2015.
  - (ii) that FOI(S)A helps to provide an assurance of openness and transparency to the public in their dealings with the Council and it is essential that this service continues to operate to a high standard.
  - (iii) that the annual reporting cycle will move from calendar year basis to financial year basis to align with other performance reporting

### **Author(s)**

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|------------------|--------------------------------|-------------------------------------|
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### **Approved**

| <b>Name</b> | <b>Designation</b>                                                                           | <b>Date</b> |
|-------------|----------------------------------------------------------------------------------------------|-------------|
| John Fyffe  | Senior Depute Chief Executive, ECS (Equality, Community Planning and Public Services Reform) | 11 May 2016 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Single Outcome Agreement

1.1 N/A

#### Corporate Plan

1.2 N/A

### 2. Resource Implications

#### Financial

2.1 There are no resource implications arising from this report.

#### Workforce

2.2 There are no workforce implications arising from this report.

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

2.3 There are no resource implications arising from this report

### **3. Assessments**

#### Equality Impact Assessment

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

#### Strategic Environmental Assessment

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

#### Sustainability

- 3.3 N/A

#### Legal and Governance

- 3.4 N/A

#### Risk

- 3.5 N/A

### **4. Consultation**

#### Internal

- 4.1 None

#### External

- 4.2 None

### **5. Communication**

- 5.1 None

### **2. BACKGROUND PAPERS**

None

### **3. APPENDICES**

None



## PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee – 15 June 2016

Scrutiny Committee – 15 June 2016

### GOVERNANCE AND SUPPORT OF THE COUNCIL'S TRANSFORMATION PROGRAMME

**Report by Depute Chief Executive, Environment  
(Sustainability, Strategic and Entrepreneurial Development)**

This report proposes a new governance arrangement to meet the evolving requirements of the Council's Transformation Programme (2015-2020).

This model will deliver oversight of the Programme, ensuring that the Programme and individual projects are managed in a consistent, transparent and robust manner resulting in optimal outcomes and benefits.

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

##### Introduction

- 1.1 The Council's "Building Ambition" Transformation 2015-2020 Strategy highlights the need for good governance to be at the heart of our transformation programme. It states that good governance needs to allow our people the freedom and confidence to be innovative and creative in the pursuit of successful transformation. We also need to ensure that our governance arrangements are sufficiently robust to give assurance to senior management and Elected Members that progress is being made with the Transformation Programme, and that issues are raised and resolved as early as possible, at the appropriate level.
- 1.2 The Transformation 2015-2020 Programme is underway with an evolving series of reviews:
  - Phase 1 reviews (those initiated in 2015/16) have moved through from initial approval of outline business case (OBC), to scoping and full business case (BC) preparation.
  - Phase 2 reviews (those initiating in 2016/17) were considered by the Strategic Policy and Resources Committee on 10th February, with 9 reviews being approved to proceed.
  - Phase 3 submissions will be considered in early 2017.
  - There is emerging activity with collaborative transformation projects, in partnership with Angus and Dundee City Councils, and this was reported to the Strategic Policy and Resources Committee on 20 April 2016 (report number: [16/187](#)).

- 1.3 With the substantial resource investment in Transformation, the evolving Transformation Programme, the review of Corporate Governance currently underway, and the recommendations from the Audit Commission regarding the need for strong governance during this period of reform, the current governance arrangements for Transformation have been reviewed.
- 1.4 There is an opportunity for the Transformation Programme to learn from the success of the work which has gone before in terms of the implementation of sound project management governance across the organisation. In particular, Capital Programming uses a tailored project management approach to maximise the potential for success through standardisation of methodologies, particularly in areas of project and programme documentation; authorising and reporting lines; exception reporting; risk management; issue logging; and financial scrutiny. The approach taken in this report has incorporated lessons learned from development of the Council's Capital Programme activity.

#### Current Arrangements

- 1.5 The Transformation Programme is currently managed using well-established arrangements with senior management teams sitting as Programme Transformation Boards for the projects within their respective Service remits. The Executive Officer Team (EOT) acts as the Corporate Transformation Programme Board to promote cultural change and direct, support, challenge and scrutinise Senior Management Team (SMT) Transformation Boards. The EOT ensures reviews and projects achieve their objectives and the Council achieves its outcomes, with update reports from project boards and related groups being considered on an eight-weekly basis.
- 1.6 Progress updates are provided to the Modernising Governance Member Officer Working Group (MOWG) at each of its meetings. The MOWG provides challenge and scrutiny for the Transformation programme and makes recommendations accordingly. Reports are submitted to the Strategic Policy & Resources (SP&R) Committee where there are requests for funding, and to provide progress updates on spend and savings targets. A report is submitted to full Council on an annual basis.
- 1.7 The progress updates are provided largely by way of a report taken from the Verto project management system, (see Appendix 1 for an extract from the system). Ongoing management of the Transformation Programme has been led through a cross service Transformation Team. The team was set up as a transformation 'start up' group chaired by the Head of Strategic Commissioning and Organisational Development and consisting of senior manager participants from Finance, Organisational Development, Human Resources, Communications, Legal & Governance and ICT.



## **2. PROPOSALS**

### **2.1 Proposed Structure**

#### **(a) Programme Governance Model**

2.1.1 The Programme governance model is based on the widely used Prince2 structured model and methodology of programme and project management, reporting and escalation. The proposed governance model is represented in chart form within Appendix 2a of this report. The key features are:

- SMTs as Boards for Service based projects (continuing as per current arrangements)
- The continuation of an ICT Board as a corporate Board for technological Transformation projects; the creation of the Board was agreed by EOT in November 2015
- The current Transformation Team will become the Board for corporate projects unattached to other Boards, (e.g. Reviews of Support Services, Finance, Performance Management, Sponsorship of Council Assets) – see section 2.3 for more details
- The Corporate Board will also act as a Board for Cluster reviews on a rota basis; this is detailed further in section 2.3
- With the establishment of the Integration Joint Board for Health and Social Care (IJB) acting as a strategic partner with the Council, its Chief Officers Group will act as a Transformation Board for joint Health and Social Care Transformation projects and reviews that come under the IJB's remit
- Formal reporting arrangements to Elected Members remain unchanged with updates and reports being provided, as identified in 1.6 above.

#### **(b) Project Level Governance Model**

2.1.2 Similarly to the Programme governance, the Project governance is based on a structured model of project management, reporting and escalation, and is laid out in chart form within Appendix 2b of this report. This consists of a Project Board incorporating the Executive Sponsor and Senior Responsible Owner (SRO) for the project. This reflects the arrangements articulated in the Outline Business Cases and Scoping reports for Transformation Reviews.

2.1.3 The responsibilities for all concerned are described in detail within Appendix 3 of this report. The key issues are:

- At the most senior level there is an Executive Sponsor, who takes corporate responsibility for the project and would normally be a Depute Chief Executive, or the Director of the Service in which the project sits.
- Each project has a Senior Responsible Owner (SRO) and a Project Manager.

- The Project Support team has responsibility for providing specialist advice for subject matters such as finance and other technical aspects. The depth of detailed involvement from support functions such as finance will depend on the level of complexity and risk with the project.
- The extended project team members are responsible for work activities appropriate to their role and area of expertise, under the direct leadership of the Project Manager. The project team may extend beyond the confines of the service in which the project sits, including other parts of the Council, and may also extend outwith the Council to Community partners for example.

2.1.4 It is essential that each project employs and adheres to a consistent model of governance to ensure constancy in working practice, and fulfilment of respective responsibilities and tasks, in order to achieve the objectives of the projects.

2.1.5 In addition to the formal governance process, there are a range of groups and individuals that serve as enablers for the promotion of the transformation agenda and achievement of transformational outcomes. These are detailed in section 2.5 and Appendix 4.

## **2.2 Roles and Responsibilities**

2.2.1 At all levels there should be clarity, agreement, ownership and transparency of the roles and responsibilities required to implement the Transformation Programme, across the full scope and all levels of the governance framework and the project management structure. The full range of roles and responsibilities of all parties directly involved in delivery of the Transformation Programme is set out in Appendix 3 to this report.

## **2.3 Corporate Project Board**

2.3.1 The roles and responsibilities of the original Transformation team have been adapted to fit with the proposed governance model. It is proposed that this group now takes on the role of a Corporate Project Board, sitting within the governance structure alongside Service SMT Project Boards and reporting to the EOT. The proposed responsibilities of this Board are:

- (i) It will sit as the Corporate Project Board, with responsibility to oversee the Transformation projects that do not have a natural fit in terms of oversight at specific Service SMT Project Board level
- (ii) Many transformation projects have the potential to cross cut each other, creating mutual dependencies and a risk of conflict in actions and/or outcomes. It is proposed that projects are grouped into clusters (as set out in Appendix 5) so that they can be considered together in broad themes by the Corporate Project Board. It is proposed therefore that on a rota basis this Board considers projects in clusters of grouped themes.

- (iii) The Corporate Project Board will also fulfil a corporate enabling approach across transformation projects in overseeing the organisational elements of transformation, for activities such as Organisational Development, Communications, Finance, Legal, Strategic Planning & Improvement, and Human Resources, in order to ensure full support is provided across all projects.

## **2.4 Governance Reporting Themes**

- 2.4.1 It is proposed that Transformation Governance arrangements are standardised at programme and project level to ensure that the following key themes are closely scrutinised:

### Financial stewardship

- Transformation funding approvals
- Spend to date on transformation funding
- Savings targets
- Projected and actual realisation of savings

- 2.4.2 Financial monitoring will be part of each project on a routine basis, to provide appropriate support and scrutiny at Project Board level, similar to that given to business-as-usual financial performance monitoring within services. Monthly financial performance monitoring across the Transformation Programme is taking place, which will help inform EOT and Elected Members on financial progress across the Programme.

### Milestones and progress to date

- 2.4.3 This is already a feature of Transformation performance monitoring, reported to senior managers and Elected Members, through the Verto system, and will be continued, with progress tracked through a Red, Amber, Green (RAG) Status report.
- 2.4.4 The Verto system has the technical capacity to detail and support the management of project risks which is not currently included in the management reports on transformation.
- 2.4.5 Embedding risk management at the core of transformation governance will help to promote a risk positive ethos and reinforce the need for risk management to be treated as a “business as usual topic” within services.

## **2.5 Enabling and Supporting Transformation**

- 2.5.1 It is recognised that one of the major causes of projects and programmes to not fully realise their projected outcomes is a lack of buy-in and engagement from staff, from any level within the organisation. It is proposed therefore that a joined up approach to programme support in its widest context is approved, in order to help enhance staff engagement and identify and remove any blockages.

2.5.2 Support for projects is multi-faceted but can be split into two main areas:

- Support for the changing organisation: this is to ensure the cultural readiness of the organisation, addressing the enabling elements necessary for success and the capability of staff to adopt new ways of working. It is recognised that when systems, processes, procedures, protocols and services change, the largest single element to secure success is in enabling the workforce to deliver the 'new way of doing things'. This is being addressed through the Councils' 'Learn Innovate Grow' philosophy.
- Support for project and programme delivery including: the technical support to solve issues; financial support covering budget, spend to date and savings realisation; human resources support in terms of the personnel needed to deliver the projects and programme; organisational development support in terms of ensuring the skills are in place that are necessary to deliver the project and programme.

2.5.3 There are a range of Programme and project support roles, and these are identified in Appendix 4. Oversight of enabling and support activities will be undertaken by the Corporate Project Board/Transformation Team, as detailed in section 2.3 of the report.

2.5.4 Two further support features have been included in the arrangements:

- (a) The Depute Chief Executive (Sustainability, Strategic and Entrepreneurial Development) is meeting monthly with each Service Director and the Head of Strategic Commissioning and Organisational Development, to discuss progress, issues and challenges with Service reviews.
- (b) The recently appointed Transformation Manager has programmed to attend each SMT Transformation Board, and also meet with Project Managers as part of the reporting and monitoring cycle. These meetings should provide a forum to raise issues and identify the need for further support.

### **3. CONCLUSIONS AND RECOMMENDATIONS**

3.1 The Transformation Programme is well underway and is making good progress.

3.2 It is recognised that with such a large and complex programme, sound governance is key. Governance is achieved by providing a fit for purpose, enabling structure which results in decisions being taken that secure the best chance of success and maximise benefits.

- 3.3. The programme requires a robust but flexible approach to governance, with a common understanding, and appropriate decisions being made by the right people at the right level within the organisation, at the right time, to ensure success.
- 3.4 The Strategic Policy and Resources Committee and Scrutiny Committee are asked to:
- (a) Note the governance proposals for the Transformation Programme and supporting roles and responsibilities as detailed in this report.
  - (b) Agree to a review of these governance arrangements after 6 months, to assess their fitness for purpose.

#### Author(s)

| Name        | Designation                                              | Contact Details                                                                 |
|-------------|----------------------------------------------------------|---------------------------------------------------------------------------------|
| Chris Jolly | Team Leader<br>(Strategic Planning Improvement and Risk) | <a href="mailto:CSJolly@pkc.gov.uk">CSJolly@pkc.gov.uk</a><br>Tel: 01738 475265 |
| Steve Homer | Transformation Manager                                   | <a href="mailto:SHomer@pkc.gov.uk">SHomer@pkc.gov.uk</a><br>Tel: 01738 475606   |

#### Approved

| Name          | Designation                                                                                         | Date        |
|---------------|-----------------------------------------------------------------------------------------------------|-------------|
| Jim Valentine | Depute Chief Executive,<br>Environment<br>(Sustainability, Strategic & Entrepreneurial Development) | 2 June 2016 |

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

- 1.1 The award of contracts to facilitate approved expenditure contributes to the delivery of the Perth and Kinross Community Plan / Single Outcome Agreement in terms of the following priorities:

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

#### Corporate Plan

- 1.2 The awarding of contracts to facilitate approved expenditure contributes to the achievement of the Council's Corporate Plan Priorities:

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

## **2. Resource Implications**

### Financial

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

## **3. Assessments**

### Equality Impact Assessment

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

### Strategic Environmental Assessment

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

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

## **4. Consultation**

### Internal

- 4.1 The following officers were consulted in the preparation of this report – Head of Finance, Chief Accountant, Finance and Resource Manager (TES), Head of Legal and Governance, Corporate Human Resources Manager, Enterprise and Engagement Manager, Head of Finance and Support Services (HCC), Capital Programme Manager, Corporate Communications Manager and Employee Innovation and Engagement Manager. The governance model was also subject to consultation at the Corporate Management Group, and approved by the Executive Officer Team.
- 4.2 The Chief Finance Officer for the Integration Joint Board was also consulted in the preparation of this report.

## **5. Communication**

- 5.1 The paper has been discussed and tabled at Service Transformation Boards, on an informal basis.

## **2. BACKGROUND PAPERS**

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

## **3. APPENDICES**

- Appendix 1 – Extract from Verto
- Appendix 2a – Transformation Governance Structure
- Appendix 2b – Project Level Governance Structure
- Appendix 3 – Transformation Programme Roles
- Appendix 4 – Additional Support for Transformation
- Appendix 5 – Transformation Projects by Cluster

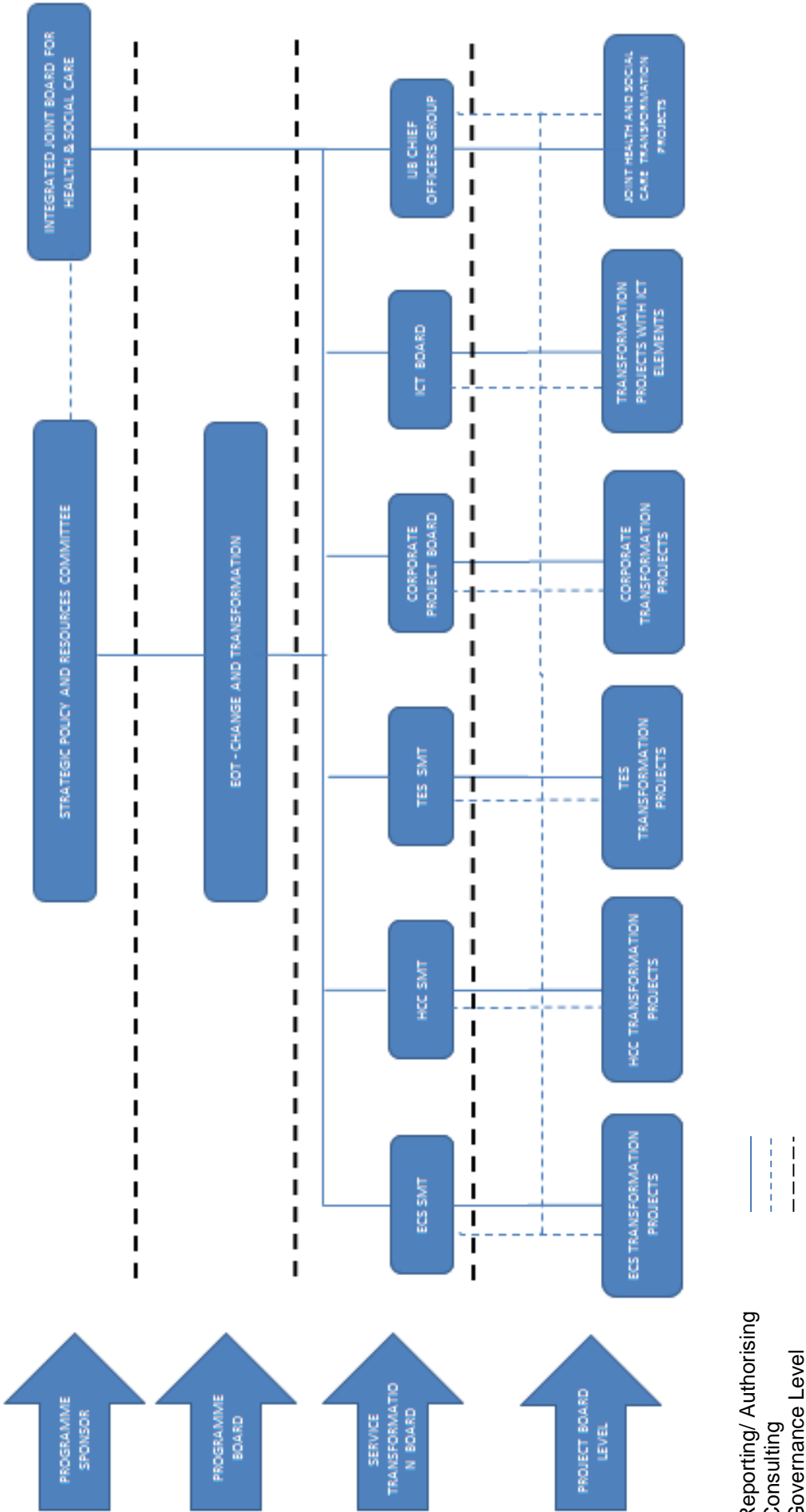


## Transformation 2015/20 Projects by Service

| Project Code                                                                                                                                                                                                                                                                                                                                                                         | Project Title                                       | Project Manager | Start Date | End Date | Project Status | Projected Saving 2015/16 (£000s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Projected Saving 2016/17 (£000s) | Projected Saving 2017/18 (£000s) | Projected Saving 2018/19 (£000s) | Projected Saving 2019/20 (£000s) | Projected Saving Total (£000s) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-----------------|------------|----------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|--------------------------------|
| <b>Corporate Projects</b>                                                                                                                                                                                                                                                                                                                                                            |                                                     |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                  |                                  |                                  |                                  |                                |
| <b>Business Transformation Programme</b>                                                                                                                                                                                                                                                                                                                                             |                                                     |                 |            |          |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                  |                                  |                                  |                                  |                                |
| BT000377                                                                                                                                                                                                                                                                                                                                                                             | Corporate- Modernising Performance Reporting Review | Chris Jolly     | 01/11/15   | 30/06/17 | On Target      | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 34                               | 0                                | 0                                | 0                                | 34                             |
| Brief Description :                                                                                                                                                                                                                                                                                                                                                                  |                                                     |                 |            |          |                | Using technology better to transform the presentation of performance management information, allowing more efficient, effective and instant access to Council performance data, for all users of the information.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                  |                                  |                                  |                                  |                                |
| Key Milestones :                                                                                                                                                                                                                                                                                                                                                                     |                                                     |                 |            |          |                | Progress to Date :                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                  |                                  |                                  |                                  |                                |
| <ul style="list-style-type: none"> <li>Completion of baseline assessment</li> <li>Consultation with stakeholders</li> <li>Consultation with performance management software companies</li> <li>Re-draft project plan to better serve the desired outcomes of the review</li> <li>Complete options appraisal</li> <li>End of review, start of project implementation stage</li> </ul> |                                                     |                 |            |          |                | <p>31/01/16 15/03/16</p> <p>29/02/16 Stakeholder engagement exercise has been largely complete. A questionnaire has been circulated and completed by a broad range of stakeholders. Analysis of the results is ongoing. Additional stakeholder engagement (focus group format) is scheduled to take place in April.</p> <p>31/03/16 An advert has gone out to attract software providers to attend market research events to help inform the project team as to the benefits and features of prospective software solutions. Due to the overwhelming response to the advert we are assigning time throughout March to complete this exercise, making best use of available resources. As such the deadline for this exercise has slipped.</p> <p>31/05/16 Best practice visits to other local authorities have taken place.</p> <p>30/06/16 All of the above research will be used to inform the specification of any system which may be procured as an outcome of the review.</p> <p>Guiding principles, used to drive the changes in performance management submitted to EOT for approval on 15 March.</p> |                                  |                                  |                                  |                                  |                                |

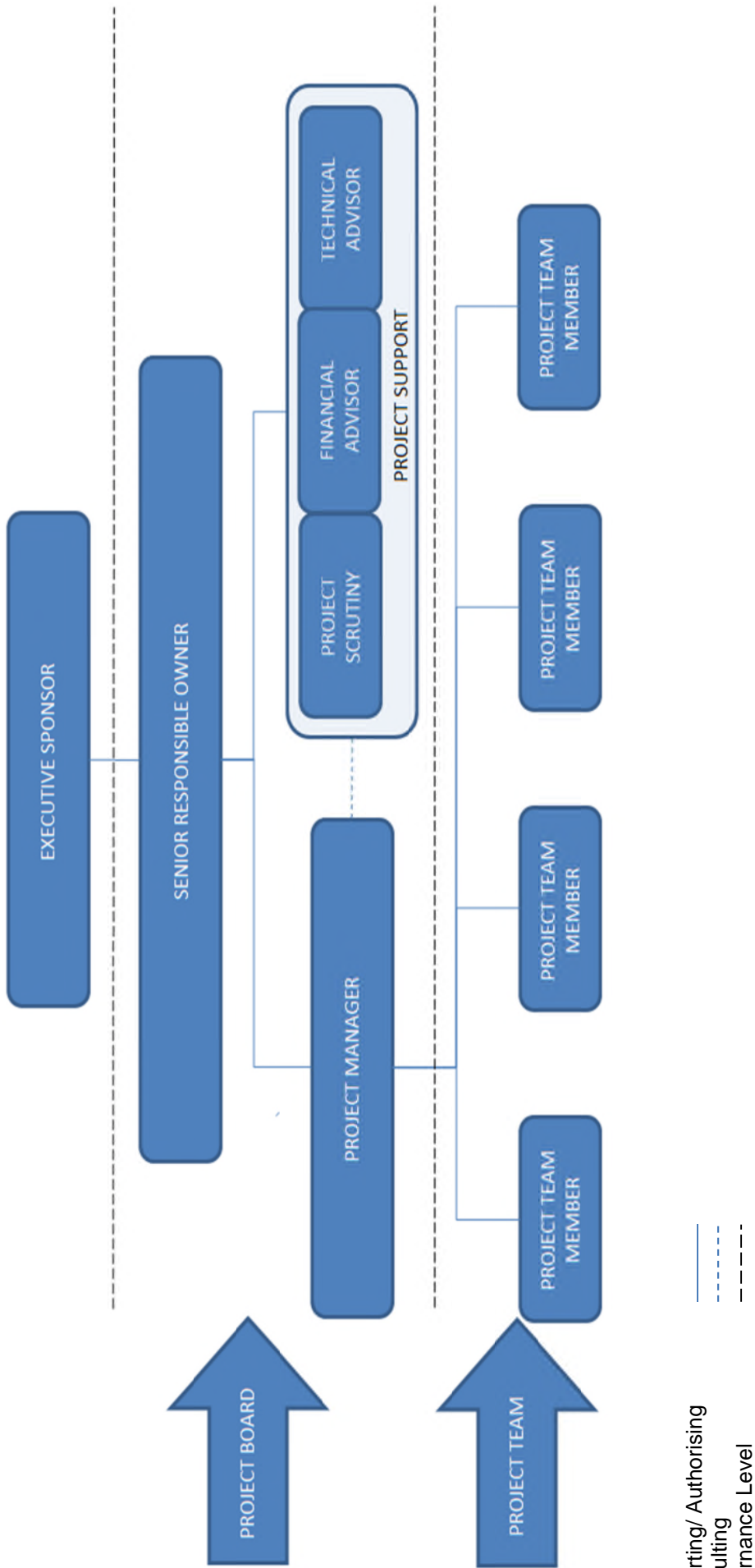


TRANSFORMATION GOVERNANCE STRUCTURE





PROJECT LEVEL GOVERNANCE STRUCTURE





## TRANSFORMATION PROGRAMME ROLES AND RESPONSIBILITIES

| Elected Members Group/Individual         | Role                                                                                                                                                                                                         | Responsibility                                                                                                                                                                                                                                                                            |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Full Council                             | <ul style="list-style-type: none"> <li>Approval of the Council's Transformation Programme and review progress</li> <li>Annual monitoring of performance</li> </ul>                                           | <ul style="list-style-type: none"> <li>To approve and monitor the overall Transformation Programme and approve the Council's projected spend and savings attributed to the programme</li> </ul>                                                                                           |
| Scrutiny Committee                       | <ul style="list-style-type: none"> <li>Scrutiny oversight of the Transformation Programme</li> </ul>                                                                                                         | <ul style="list-style-type: none"> <li>To review performance</li> <li>To consider the effectiveness of policy and review its implementation</li> </ul>                                                                                                                                    |
| Strategic Policy and Resources Committee | <ul style="list-style-type: none"> <li>The approval of amendments to the approved Council's Transformation Programme budget</li> <li>Ongoing oversight and monitoring of the Programme's progress</li> </ul> | <ul style="list-style-type: none"> <li>To monitor the programme and where appropriate approve amendments to the Council's Transformation Programme Budget arising from in-year expenditure/savings monitoring.</li> </ul>                                                                 |
| <b>Themed Committees</b>                 | <ul style="list-style-type: none"> <li>The approval of Service Programme business cases</li> </ul>                                                                                                           | <ul style="list-style-type: none"> <li>To scrutinise and approve Full Business Cases for changes to service delivery in their respective themed areas</li> </ul>                                                                                                                          |
| <b>MOWG</b>                              | <ul style="list-style-type: none"> <li>Challenge and scrutinise Transformation programme progress</li> </ul>                                                                                                 | <ul style="list-style-type: none"> <li>Provision of guidance on future transformation proposals</li> <li>Scrutinise progress to date (expenditure, savings, milestones) on Projects which have been approved</li> <li>Make recommendations arising from scrutiny and challenge</li> </ul> |

| CORPORATE GOVERNANCE                                                                   |                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Group/<br>Individual                                                                   | Role                                                                                                                                                                                                                                             | Responsibility                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| EOT Transformation, Change and Organisational Development Group (Transformation Board) | <ul style="list-style-type: none"> <li>To provide support and strategic direction to the Transformation Programme, taking collective responsibility and professional leadership in order to deliver excellence and identified savings</li> </ul> | <ul style="list-style-type: none"> <li>To promote the cultural change and governance arrangements required to facilitate the Transformation Programme</li> <li>To direct, support, challenge and scrutinise SMT/Transformation Boards to provide surety regarding Transformation Programme progress.</li> <li>To formulate recommendations to Council on additions to the Transformation Programme.</li> </ul>                                                                                               |
| Corporate Transformation Board                                                         | <ul style="list-style-type: none"> <li>To oversee corporate projects and reviews, and also act as oversight on cluster groups (see Appendix 5)</li> </ul>                                                                                        | <ul style="list-style-type: none"> <li>To provide oversight on the progress of Corporate Transformation projects (see Appendix 5)</li> <li>Escalation of key issues/challenges/risks to the Transformation Board</li> <li>To ensure broad understanding of key cross cutting and potentially conflicting projects to consider projects in their designated broad themes.</li> <li>Programme support and communications across clusters and corporate activities.</li> </ul>                                  |
| ICT Transformation Board                                                               | <ul style="list-style-type: none"> <li>To deliver oversight of specific IT Service transformational projects and ICT aspects of Service owned transformation projects</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>Delivery of the benefits identified in the digital and mobile programmes and in all ICT elements of Service-owned projects within the Council's Transformation Programme</li> <li>Prioritisation of ICT transformational activities</li> <li>Ownership and monitoring of risk associated with ICT transformational change</li> <li>Provision of a collaborative forum for decision making around best fit/value for transformational ICT change activities</li> </ul> |



| Group/ Individual                                                    | Role                                                                                 | Responsibility                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Depute Chief Executives or Directors (Executive Sponsorship)         | <ul style="list-style-type: none"> <li>Senior Responsible Business Owners</li> </ul> | <ul style="list-style-type: none"> <li>To ensure that the Service Transformation Boards achieve objectives and deliver expected benefits, which in turn contribute to the achievement of the programme objectives and benefits.</li> <li>To provide strategic guidance, direction and scrutiny on Transformation Programme progress and to support the Transformation Cluster Programme Board in overseeing conflicting and crosscutting projects.</li> <li>To devolve responsibility and authority to the Programme Board (EOT) for the direction, direct scrutiny and programme decisionmaking within agreed parameters.</li> <li>To provide guidance on the viability of programme objectives and outcomes</li> </ul> |
| Perth and Kinross Integration Joint Board for Health and Social Care | <ul style="list-style-type: none"> <li>Strategic Partner</li> </ul>                  | <ul style="list-style-type: none"> <li>To support the cultural change and governance arrangements required to facilitate the Transformation Programme</li> <li>To support Transformation Programme progress</li> <li>To contribute towards added value for the Transformation Programme.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                      |

| Group/ Individual                                                                                     | Role                                                                                                                        | Responsibility                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Perth and Kinross<br>Integration Joint Board<br>for Health and Social<br>Care Chief Officers<br>Group | <ul style="list-style-type: none"> <li>To oversee jointly integrated Health and Social Care projects and reviews</li> </ul> | <ul style="list-style-type: none"> <li>Delivery of the benefits identified in the jointly integrated Health and Social Care projects and reviews</li> <li>Prioritisation of joint transformational activities</li> <li>Ownership and monitoring of risk associated with joint transformational change</li> <li>Provision of a collaborative forum for decision making around best fit/value for transformational Health and Social Care change activities</li> </ul> |

| PROGRAMME/PROJECT MANAGEMENT ROLES                         |                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Group/<br>Individual                                       | Role                                                                                                                               | Responsibility                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Service Transformation Project Boards<br>(Chair: Director) | Project sponsor and EOT Board Membership                                                                                           | <ul style="list-style-type: none"> <li>To challenge, scrutinise and support Service Transformation projects and thereby facilitate the ongoing effective delivery of Transformation Projects within the overall programme</li> <li>To ensure the Service Transformation Projects are delivered on time and on budget</li> <li>To commission Transformation Programme Projects and produce the associated project mandates which should include identification of Senior Responsible Officer and definition and documentation of project-level tolerances.</li> <li>To develop strategies to address and manage out of tolerance changes to Transformation Programme projects.</li> </ul> |
| Project Senior Responsible Owner (SRO)                     | To deliver the project within the approved budget and time constraints in accordance with the project's mandate and business case. | <ul style="list-style-type: none"> <li>To establish the project team including the Project Manager and Project Board membership.</li> <li>To ensure the project's business case is adhered to and maintained with inclusion of any approved updates.</li> <li>To lead the Project Board and ultimately to have responsibility for ensuring the project delivers its forecasted objectives in line with its business case.</li> </ul>                                                                                                                                                                                                                                                     |

| Project Board (Chair: SRO) | To ensure effective overall direction and management of the project within the constraints set out by the Project Sponsor     | <ul style="list-style-type: none"> <li>To have accountability for the success of the project.</li> <li>To approve all major plans and resources required by the project – within the constraints set out by the Project Sponsor.</li> </ul>                                                                                                                                                      |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Group/                     | Role                                                                                                                          | Responsibility                                                                                                                                                                                                                                                                                                                                                                                   |
| Project Manager            | Delegated authority to run the project on behalf of the Project Board, within the constraints laid down by the Project Board. | <ul style="list-style-type: none"> <li>To manage all aspects of the project including, cost management, communications, quality and change management</li> </ul>                                                                                                                                                                                                                                 |
| Project Support Team       | Specialist advice to project                                                                                                  | <ul style="list-style-type: none"> <li>Responsible to Project Board and also SRO</li> <li>Provide specialist advice for subject matters such as finance and other technical aspects. The depth of detailed involvement from support functions such as finance will depend on the level of complexity and risk with the project</li> </ul>                                                        |
| Extended Project Team      | Contribution to the project                                                                                                   | <ul style="list-style-type: none"> <li>Responsible for work activities appropriate to their role and area of expertise, under the direct leadership of the Project Manager. The project team may extend beyond the confines of the service in which the project sits, including other parts of the Council, and may also extend outwith the Council to Community partners for example</li> </ul> |

## ADDITIONAL SUPPORT FOR TRANSFORMATION PROGRAMME/PROJECTS

| Group Title                                                                    | Role                                                                                                                                                                                                                                                                                                                                                                                                                    | Responsibility                                                                                                                                                                                                                        | Contact         |
|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Transformation Team<br>(now part of Corporate Project Board (see section 2.3)) | The group provides strategic support to transformation by overseeing programme governance, stakeholder management, and enabling requirements                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>The group has responsibility for ensuring that support for transformation is delivered to those that need it.</li> </ul>                                                                       | Keith McNamara  |
| Leadership and Learning Group                                                  | The group provides an opportunity where all things learning and development can be discussed, by those with responsibility for promoting learning and development within their Service. The aim is to develop a greater understanding of each Service's learning priorities, and to create opportunities to work collaboratively, maximise resources and streamline all activities related to learning and development. | <ul style="list-style-type: none"> <li>To provide support to the Transformation Programme by promoting learning and development opportunities across the organisation with the aim of sharing knowledge and best practice.</li> </ul> | Sandra Flanigan |
| Performance Planning and Risk Group                                            | Provide network for key corporate activities                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Liaise with Services and the Corporate team to assist in ensuring that there is a robust and consistent approach taken to manage performance planning and risk.</li> </ul>                     | Chris Jolly     |
| Research and Information Group                                                 | To identify, assess and adapt innovation, and information requirements                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Undertake research as prompted by strategy and specific opportunity and provide information and recommendations to project officials as appropriate.</li> </ul>                                | Paul Davidson   |

| Group Title                             | Role                                                                                                   | Responsibility                                                                                                                                                                                                                                                                                             | Contact         |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Strategic Planning and Improvement Team | To co-ordinate, and report on the delivery of the Council's Transformation Programme.                  | <ul style="list-style-type: none"> <li>To support effective project and programme management for the Transformation Programme.</li> <li>To develop and implement effective challenge, scrutiny, support and reporting methodologies for the Transformation Programme</li> <li>Project assurance</li> </ul> | Sandra Flanigan |
| Corporate/Service Finance               | To co-ordinate and report on the corporate financial monitoring of the Council's Transformation Budget | <ul style="list-style-type: none"> <li>To undertake regular monitoring of the Transformation Programme budget in liaison with Financial Controllers</li> <li>To propose amendments and additions to the Transformation Programme budget (for approval by EOT and SP&amp;R Committee)</li> </ul>            | Fraser Crofts   |
| Transformation Manager                  | Programme Manager                                                                                      | <ul style="list-style-type: none"> <li>To support the leadership, co-ordination and monitoring the delivery of the Council's Transformation Programme.</li> <li>To work with Project and Programme Boards to facilitate the delivery of their</li> </ul>                                                   | Steve Homer     |

| Group Title |  | Role |  | Responsibility                                                                                                                                                                                                              | Contact |
|-------------|--|------|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
|             |  |      |  | <p>Transformation Projects</p> <ul style="list-style-type: none"> <li>To lead on the delivery of identified transformation reviews, including administrative functions; performance management; and sponsorship.</li> </ul> |         |





## TRANSFORMATION PROJECTS BY CLUSTER

| Cluster 1- Communities/ People/<br>Tackling Inequality | Cluster 2- Property/ Assets/ Procurement                                 | Cluster 3- Technological                                                     | Cluster 4 – Corporate                                    |
|--------------------------------------------------------|--------------------------------------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------|
| Strategic Commissioning with the Third Sector          | Corporate Property Asset Management Review                               | Smart Perth and Kinross: Open Data Review                                    | Modernising Performance Reporting Review                 |
| Communities First Review                               | Ground maintenance- Continental Shift Working Review                     | Corporate Digital Services and MyAccount Review                              | Procurement Reform Review                                |
| Review of Residential Care                             | Securing the Future of the School Estate                                 | Mobile Working Review                                                        | Service Improvement and Efficiencies in Finance Activity |
| Home First: Review of Homeless Service                 | Review of Community Campuses Contracts                                   | Modernising Licenses Permissions and Approvals                               | Review of Admin Support Services                         |
| Early Years Strategy Phase 3 Review                    | Review of Facility Management Arrangements (including Tayside Contracts) | <div><div></div><div>Phase 1</div><div>Phase 2</div><div>Phase 3</div></div> | Review of Council Assets for Commercial Sponsorship      |
| Review of Community Care Packages for Adults           | Review of HCC Repairs Service                                            |                                                                              |                                                          |
| Review of Day Care Services                            | Review of Catering Service                                               |                                                                              |                                                          |
| Review of Community Capacity and Empowerment           | Review of Roads Activities                                               |                                                                              |                                                          |
| Residential Care Services (Children and Young People)  | Review of Recycling Service                                              |                                                                              |                                                          |
| Review of Inclusion Services                           | Council Vehicle Fleet Utilisation and Optimisation Review                |                                                                              |                                                          |
| Review of Delivery of Class Contact Time               | Inveralmond Reuse Shop                                                   |                                                                              |                                                          |
| Expansion of Family Based Care Review                  |                                                                          |                                                                              |                                                          |
| Review of Working Week Arrangements in Schools         |                                                                          |                                                                              |                                                          |
| Community Greenspace Review                            |                                                                          |                                                                              |                                                          |
| Review of School Staffing Standards                    |                                                                          |                                                                              |                                                          |

