

PERTH & KINROSS COUNCIL**7 OCTOBER 2015****PERTH AND KINROSS ANNUAL PERFORMANCE REPORT 2014/15****REPORT BY THE CHIEF EXECUTIVE****PURPOSE OF REPORT**

This annual report provides an overview of how the Council and the Community Planning Partnership has performed against the shared strategic objectives for Perth and Kinross as set out within the Single Outcome Agreement 2013-2023 and the Council's Corporate Plan 2013-2018 for the period 1 April 2014 to 31 March 2015.

1. BACKGROUND/MAIN ISSUES

- 1.1 The Annual Performance Report 2014/15 is an important statement of progress made by the Council and the Community Planning Partnership (CPP) during the last year towards achieving the shared strategic objectives for Perth and Kinross, and in meeting the Council's statutory duty to deliver best value. It provides elected members and officers across the Perth and Kinross CPP with a clear understanding of performance achieved and our success in working together to make a positive difference to people's lives. This includes a strong focus on priorities for improvement going forward.
- 1.2 It is a key mechanism for reporting on our performance to the Scottish Government and to the public. As well as the document itself, a range of supporting performance information is available and accessible to the public online. A recent evaluation by Audit Scotland of our public performance reporting (PPR) arrangements was very positive, with only one area highlighted for improvement (Report to Strategic Policy and Resources Committee on 23 September 2015 refers). Our assessment compares favourably with other Council areas and the Accounts Commission identifies Perth and Kinross as having best practice in terms of our strategically structured approach to performance reporting; and for our use of social media to improve dialogue with the public.
- 1.3 Maintaining a strong and effective performance management framework is critical to the success of the Council and CPP in improving priority areas and delivering better outcomes for our communities. We continue to strengthen and improve our approach to performance reporting and in July 2015 the Council agreed (Report 15/292 refers) to carry out a review, as part of the Transformation Programme, which will capitalise on advancing technology to modernise our arrangements further. In advance of the review, this year's Annual Performance Report has been designed to take into account a range of feedback received from officers, elected members, the Scottish Government, Audit Scotland and members of the public. This covering report provides an overview of the information that is contained within the Annual Performance Report 2014/15 at Appendix 1.

2. 2014/15 REPORT CONTENT

2.1 Progress against each of the strategic objectives is summarised within the report and contains the following:

- **Key performance messages** – This year’s report is focussed on outcomes and gives a clear sense of what difference we have made in priority areas. Key performance highlights quickly identify the major successes, whilst the accompanying narrative provides a more rounded view of performance. Where benchmarking information is available, reference has been made to our position nationally. Case studies are also provided which give greater detail about significant areas of work.
- **How we are improving over time** – This year a range of information has been presented where it is available and/ or where we are confident that the data is accurate and comparable rather than just over a three year period. The information has also been presented in charts rather than tables to make it easier for the reader to assess progress.
- **What our customers are saying** – Summary information of customer feedback has been included in this year’s report. Feedback comes from a variety of sources, including the Council’s Resident’s Survey which was conducted using a new methodology last year.
- **Priorities for improvement** – The information presented within the report demonstrates the positive impact that our work is having on communities. However, there are areas where we need to do better, the report clearly states what those improvement priorities are going forward.

2.2 The report also includes a section on delivering best value against a number of characteristics and provides headline updates of Council progress over the last year in this regard.

3. CONCLUSION AND RECOMMENDATION

3.1 We continue to work towards our vision of delivering better outcomes for the people of Perth and Kinross and continue to be committed to delivering both the priorities detailed in the Community Plan/SOA and improved public services which meet the needs of our customers and communities. This Annual Performance Report provides a summary of the progress that is being made towards achieving this vision.

3.2 It is recommended that the Council:

- i) Approves the Annual Performance Report for 2014/15; and
- ii) Agrees to submit the report to the Community Planning Partnership meeting on 4 December 2015.

Authors

Name	Designation	Contact Details
Michelle Cochlan	Partnership and Improvement Manager	mcochlan@pkc.gov.uk 01738 475071
Louisa Dott	Team Leader (Strategic Planning, Improvement & Risk)	ljdott@pkc.gov.uk 01738 475070

Approved

Name	Designation	Date
Bernadette Malone	Chief Executive	14 September 2015

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.

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

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

1.1 Strategic implications

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

1.2 Consultation

The Executive Officer Team, Senior Service Management Teams, Corporate Research and Information Manager, and Service Manager (Communities) were consulted during the preparation of this report.

2. BACKGROUND PAPERS

The background papers referred to within the report are:

[Report by Audit Scotland report to the Accounts Commission: *Statutory performance information 2013/14: an evaluation of councils' responses to the 2012 Direction*, 11 June 2015](#)

3. APPENDICES

Appendix 1 – Perth and Kinross Public Performance Report 2014/15.



1415

Annual Public Performance Report



Contents and Definitions

INTRODUCTION	3	DEFINITIONS
PERFORMANCE SUMMARY 2014/15	4	The following acronyms have been used throughout this report:
SECTION 1 – STRATEGIC OBJECTIVES		PKC Perth & Kinross Council
BEST START IN LIFE	5	PS Police Scotland
EDUCATED, RESPONSIBLE AND INFORMED CITIZENS	10	SFRS Scottish Fire and Rescue Service
PROSPEROUS, SUSTAINABLE AND INCLUSIVE ECONOMY	15	NHS NHS Tayside
INDEPENDENT, HEALTHY AND ACTIVE LIVES	21	PKAVS Perth and Kinross Association of Voluntary Service
SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS	27	PC Perth College UHI
SECTION 2- ORGANISED TO DELIVER	34	
DATA RELEASE TIMESCALES & KEY CONTACTS	38	

Introduction

Welcome to our Annual Performance Report 2014/15

Our Annual Performance Report provides information on how Perth & Kinross Council and the Community Planning Partnership have delivered on the shared objectives for Perth and Kinross during 2014/15. It also provides an update on how the Council has delivered against a number of best value characteristics.

During the last year we have continued to deliver high quality services and improvements to meet the needs of our residents.

This report demonstrates the positive impact that our work is having on communities. It is a celebration of our continuous improvement and success in working together to improve performance across many areas.

However, we continue to recognise that improvement is an ongoing process and there are areas where we need to do better. The report is clear on what those improvement priorities are going forward and our five strategic objectives will continue to provide our direction of travel over the next few years.

There are challenging times ahead and we know we must be more innovative, creative, and flexible, to respond effectively. We will jointly tackle the challenges across the Community Planning Partnership and with communities and the business/voluntary sectors. By focusing our priority on providing high quality services, we aim to continue to deliver better outcomes for people and communities across Perth and Kinross.



Councillor Ian Miller
Council Leader



Bernadette Malone
Chief Executive

Performance Summary 2014/15

Top Performance Highlights

- Our results are above the national average for inspections of day care services for children
- We've reduced the number of homeless families by 12.5%
- Best results ever for S5 and S6 pupils achieving Highers and Advanced Highers
- 94% of school leavers going on to positive destinations
- 73% achievement rate for full time students at Perth College
- 546 new jobs created and over 2,000 people assisted with finding work
- 21% increase in adults satisfied with social care/ social work services
- 34% reduction in homeless single young people since 2011/12
- Top performing Council for recycling at rate of 53%
- Helped 1,250 homes to improve insulation and reduce fuel poverty
- Safer place to live with no fire fatalities and decrease in drug crime

Overview of our Key Performance Indicators

45 (66%) are improving

15 (22%) remain steady

8 (12%) need attention

71% of residents happy with Council Services

84% of residents are happy with living in Perth and Kinross

Improvement themes 2015/16

- Supporting vulnerable families
- Growing our economy
- Helping older people to stay in their own homes
- Provide targeted intervention to reduce inequalities
- Strengthening our communities by developing our approach to locality planning
- Protecting, reforming and improving our public services



Best Start in Life

Over the last year we have continued to work collaboratively with early years practitioners across Perth and Kinross, and indeed nationally, to plan and deliver early interventions that support our children to reach their potential. Supporting parents has been fundamental to our approach, recognising that the child-parent relationship has the biggest impact on child development.

The outcomes from the work we are doing together are clear. Last year we achieved the lowest rate of stillbirth in three years. This has, in part, been achieved through reducing the number of women smoking in pregnancy and reducing increases in obesity of pregnant women. Programmes such as the successful 'Give it up for Baby' continue to have a positive impact and last year we saw a 5.7% increase in uptake of this programme from 2012 and a 3.2% increase in those quitting smoking after 3 months as a result. We have ensured pregnant obese women are given the advice and support they need to manage their weight during their pregnancy which is reducing the risk of complications.

2014/15 Performance highlights

- Teenage pregnancy rates have decreased from 45% in March 2011 to 28.9% in March 2014
- Our effective interventions is reducing the time children are on the child protection register, with 81% removed within 6 months
- We are above the national average for inspections of day care services for children with 61% having an 'excellent' or 'very good' grade awarded by the Care Inspectorate
- Through early intervention we have reduced the number of families presenting as homeless by 12.5%
- Practitioners trained in the Solihull Approach have supported parents to overcome sleeping, weaning and nursery transition issues and reduced parental anxiety
- We have increased the proportion of males working in childcare from 5% to 11%

To help new mothers under the age of 19 to look after themselves and their baby during their first pregnancy, we provide targeted support through the [Family Nurse Partnership programme](#). The positive impact of this programme can be seen in the reduction of mothers smoking during pregnancy. Last year the number of mothers still smoking by the end of the programme dropped by 50% for cohort 1 and 33% for cohort 2. Also the number of mothers breastfeeding was 50% for cohort 1 and 45% for cohort 2, which is substantially higher than indicative figures at the start of the programme.

Supporting all mothers to breastfeed continues to be a priority and we have been successful in maintaining the level of women breastfeeding up to 10 days over the past 4 years. Our work to sustain breastfeeding across Perth and Kinross has been recognised by UNICEF UK, which last year awarded us with [Baby Friendly stage 3](#) accreditation.

Other examples of parenting support programmes delivered over the last year include the [Incredible Years Pre-school Parenting Groups](#). These groups were delivered to support parents to manage their children's behaviour and improve their readiness for school. [Time2Play](#) has encouraged physical, emotional and social development, and [PlayTalkRead](#) has promoted the involvement of parents in their children's learning activities.

These efforts combined are helping to increase the number of children meeting their expected development milestones. Provisional figures for 2014/15 indicate that over three quarters of children are meeting their expected development milestones at their 27-30 month review.

Case Study: Strong Start

The Scottish Government committed to providing 600 hours of free Early Learning and Childcare for eligible two years olds whose parents meet certain benefits' criteria. In Perth and Kinross we are calling these [Strong Start](#) places. They have been available from August 2014, with eligible children attending nursery for five morning or five afternoon sessions a week.

As at March 2015, Strong Start provision was available in 12 Local Authority settings across Perth and Kinross which has increased to 19 as of August 2015. Uptake of numbers of children has grown steadily, with 74% of eligible children having taken up places under the Strong Start 2 programme with a further intake in the summer term.

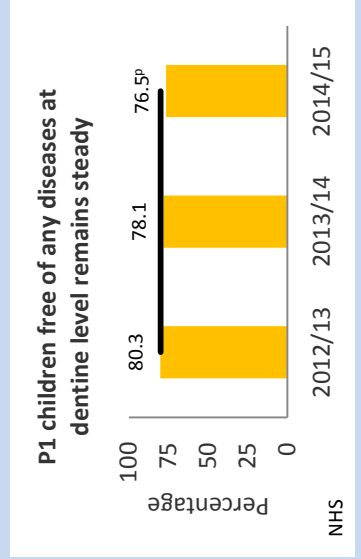
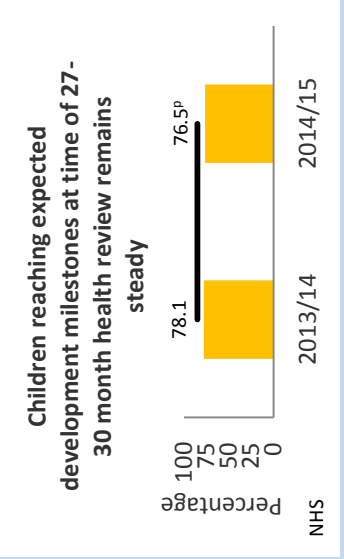
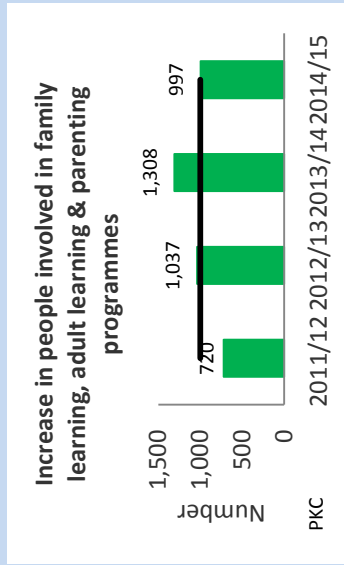
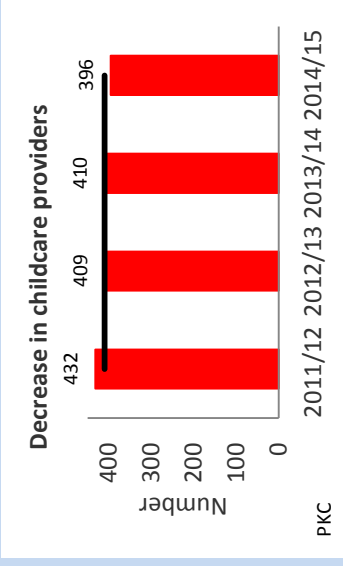
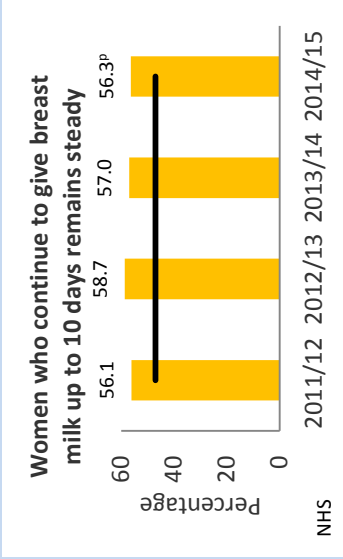
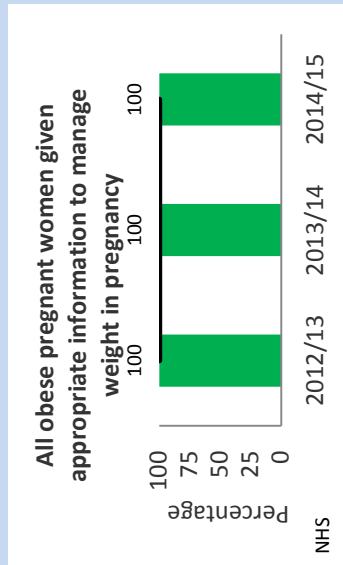
74% of eligible children opting for strong start



Feedback from parents, schools and partner agencies has been very positive, welcoming the opportunity for early engagement and working together. Early intervention approaches through Strong Start provision is supporting their children to have the best start in life.

2014/15 key performance indicators

Data available for 2014/15 has been included in the charts below. Data will be published for all other key performance indicators as it becomes available via [pkperforms](#). RAGs are based on the time period presented for each PI.



Although the number of childcare providers has decreased the number of places remains high, with an additional 87 places being provided in the last 6 months. For 2015/16 this has been replaced with an indicator to measure the number of places that are being provided. The ongoing focus is on quality of provision, as well as planning for childcare workforce campaigns and roadshows to address the increasing demand for a variety of different types of childcare provision.

Case Study: Bedtime reading with vulnerable families



Gowans Child and Family Centre worked with vulnerable families to increase the uptake of bedtime reading to improve child development and wellbeing.

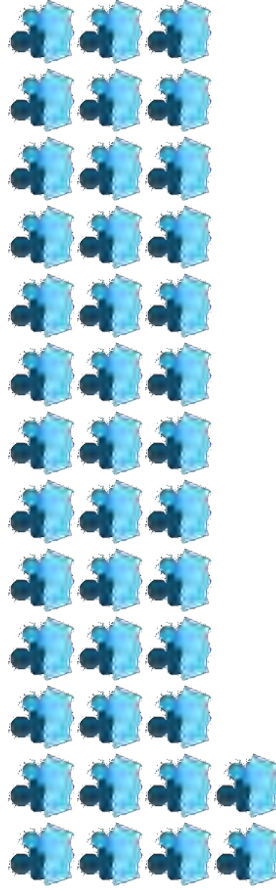
The Centre worked in collaboration with libraries staff to provide a bedtime reading library for families and incentives such as certificates for children. Support and encouragement was also offered through one to one coaching and facilitating a support group. Over the course of a year, over 400% more families were reading together at bedtime.

Gowans will continue to roll out the changes introduced through their community outreach work to engage even more families.

April 2014 – 8% of families reading at bedtime within the cohort



April 2015 – 41% (That's 400% More) families reading at bedtime within the cohort



Case Study: Men in childcare

The characteristics of the childcare workforce are very distinctive. Virtually all workers are women. It was estimated the only 3% of the national childcare workforce is male. However, research indicates that children really do benefit from a positive male role model in the workforce as they get involved in different types of play and can be a particular positive role model for boys.

Initially we planned, organised and funded Perth College to deliver a single unit from the National Progression Award entitled “The Process of Play” specifically for men. The format of the course was 1 ½ hours of training followed by a game of football at the North Inch Community Campus. This unique format was designed to [encourage men into childcare](#) and to give them the opportunity to explore childcare as an employment opportunity.

After the first unit the group were keen to pursue the full qualification which would allow them to register with the Scottish Social Services Council. As a direct result of the course some of the group have been successful in securing jobs. The local childcare male workforce has now increased from 5% to 11%.

January 2015 – 6% increase in male childcare workforce



We are confident in the care provided to our children

What are our customers saying?

- Last year our Residents Survey (2014/15) told us over 90% of respondents either agreed (49%) or expressed a neutral view (42%) that children in Perth and Kinross are given the best start in life.
- 53% of respondents to our Residents Survey (2014/15) reported they were satisfied with local nurseries and childcare services, although a large proportion (41%) gave a neutral view. However, in our local surveys for childcare provision, service users reported much higher rates of satisfaction. Almost all parents and carers expressed confidence in the care provided to their child at Kids Clubs (96%, November 2014) and Playstart crèches (100%, February 2015).
- We undertook a Parental Consultation in 2014 on Early Learning and Childcare provision to find out the best ways we can meet families' needs including those eligible for 2 year old provision. 495 parents responded and results are informing options for how we deliver services in the future in terms of variety and different types of childcare provision.

We give our children the best start in life

Improvement priorities 2015/16
Refocus services to provide integrated, appropriately staged and accessible early intervention for children aged 0-3
Continue to deliver GIRFEC across the Partnership
Improve completion and recording of developmental milestone assessments within the 27-30 month timeframe
Further develop a whole family approach to supporting children affected by parental substance misuse
Extend provision of full and part time early learning and childcare places for all children, including the most vulnerable, in line with the Children and Young People Act
Enhance early interventions and parenting support for children who have additional support needs including those which are enduring and complex

Links to further information

[Education and Children's Service's Business Management and Improvement Plan 2015/16 and Annual Performance Report 2014/15](#)

[Giving Every Child the Best Start in Life – PK Performs](#)

[Perth and Kinross Council Evidence Portal](#)

[Community Planning - Working in Partnership](#)



Educated, responsible and informed citizens

Our positive attainment and achievement results for 2015 are testament to our collaborative approach to planning and delivering learning experiences across Perth and Kinross that meet the needs of our children and young people.

At primary school level, there has been further improvement in pupil's progress across first and second levels for reading, writing talking/listening, mathematics and numeracy. For example, last year the percentage of P4 pupils achieving the expected level of mathematics and numeracy increased from 88.3% in 2010/11 to 91.3%. The percentage of P7 pupils achieving the expected level of reading increased from 81.9% in 2010/11 to 87%.

At secondary school level, early analysis of 2015 results shows that 45% of S4 pupils achieved 5 A-C qualifications at National 5. This is an increase of 2% from the equivalent for last year and the second best result ever recorded at this level. Higher awards continue to increase and the pass rate at Advanced Higher was sustained with a third more entries at this level than last year, highlighting the success of the [Perth City Campus](#).

10

2014/15 Performance highlights

- We consistently perform higher than our comparators for literacy and numeracy in primary schools
- S6 pupils achieved the best ever results with 29% achieving 1 or more Advanced Highers
- In S5, 22% achieved 5 Highers awards, the best result ever in Perth & Kinross
- 94% of school leavers moved onto positive and sustained destinations (national average 92%)
- Highest rates across Scotland for young people completing the Duke of Edinburgh's Award
- Full-time further education achievers increased to 73% making Perth College UHI one of the top performing Colleges in Scotland
- Nursery and school inspection performance exceeded national and local authority comparators
- Our Minority Communities Hub is recognised as exemplary in Scotland for supporting minority ethnic communities

We celebrate the success of our young people in reaching their potential in many ways and working towards achieving an award is an excellent example of this. Last year we saw a 27% increase in young people gaining achievement awards since 2011/12. In addition, over 600 young people aged 12-25 completed Scottish Government [Saltire Awards](#) for Volunteering, achieving between 10 and 500 hours of volunteering service.

Greater partnership working between our schools and Perth College UHI is increasing the range of subjects on offer to pupils to enrich their learning experience. Last year over 400 school pupils attended Perth College UHI to study subjects not available at their school, for example courses on hospitality and psychology.

Last year there was a 14.5% increase in the percentage of school leavers from schools with the highest negative destination rates moving to further/higher education. This, in part, has been achieved through Activity Agreements which offer a package of support to the hardest-to-reach young people. The College Leavers Destination Survey also showed an increase in full-time further education students going on to a positive destination.

Learning is for adults too and last year we provided learning opportunities for over 1,000 learners. Through Drop-in Skills Zones we worked with 272 people on their employability skills. We also offered targeted support to 1,800 minority ethnic individuals through our [Minority Communities Hub](#) by providing multilingual information, advice, advocacy and casework. Last year the Hub helped 140 speakers of other languages achieve their learning goals through ESOL.

Case Study: Reducing inequality in attainment by improving children's readiness to learn

Through our [Evidence2Success survey](#) carried out in 2013, 23% of parents of children aged under 5 years had concerns that their child was not meeting age-appropriate developmental milestones. This resulted in the Community Planning Partnership agreeing to prioritise improvement in school readiness as a shared commitment in November 2013.

The [Incredible Years Pre-school Parenting Programme](#) was selected for implementation in March 2014, to improve social skills, in particular behaviour of three year olds. In total, 103 parents have enrolled in one of the programmes on offer through the 14 groups delivered and 67 parents have completed the course.

The impact of the programme is evident in the evaluations of the behaviour of the children who have a parent completing the group, which demonstrates that most children have reduced behavioural concerns and increased social skills. There was a reduction in high risk and borderline behaviour concerns from 66% to 13% by the end of the programme. These children will be more ready to engage in their learning at nursery and school, and will be better equipped to make the relationships that will support their academic and social learning in later years.

2014/15 key performance indicators

Data available for 2014/15 has been included in the charts below. Data will be published for all other key performance indicators as it becomes available via [pkperforms](#). RAGs are based on the time period presented for each PI. S6 attainment percentages are calculated as a percent of the total S4 school roll from 2 years previous.

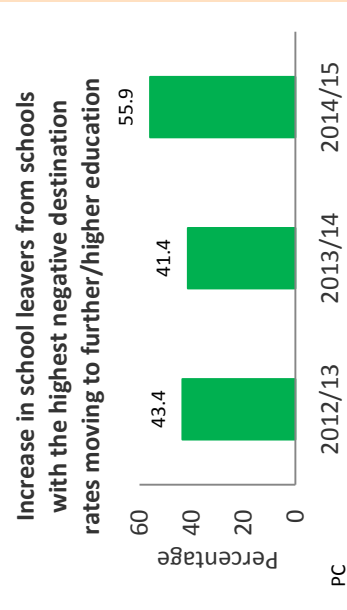
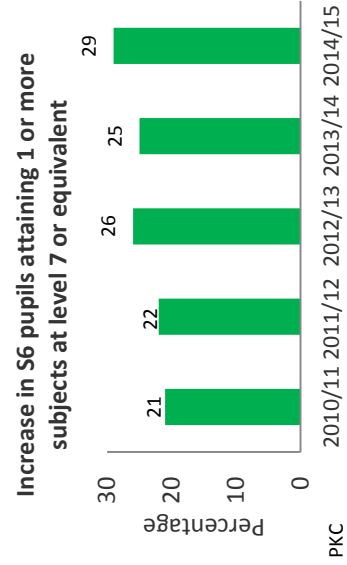
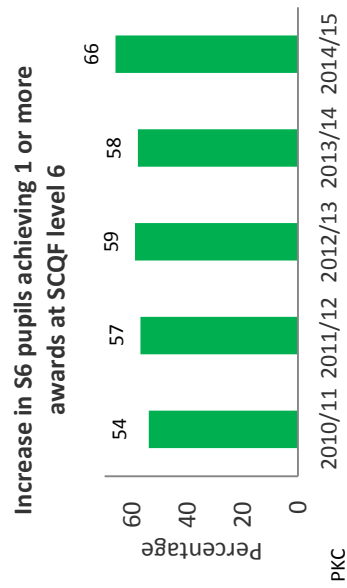
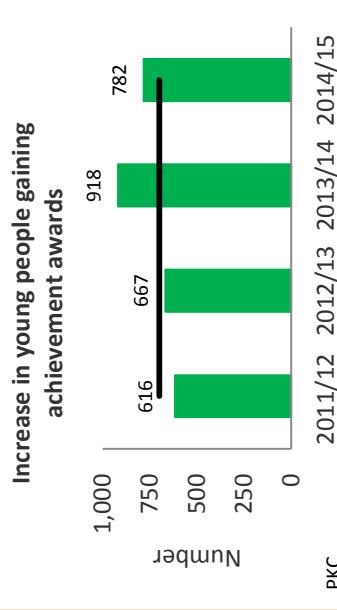
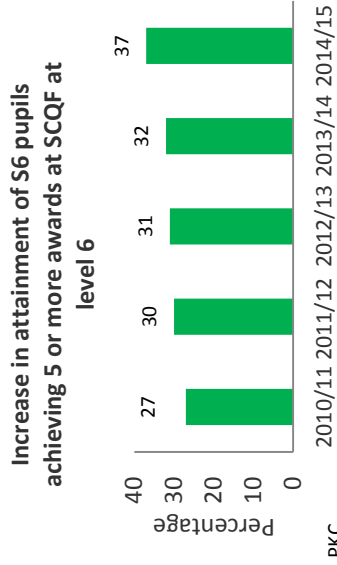
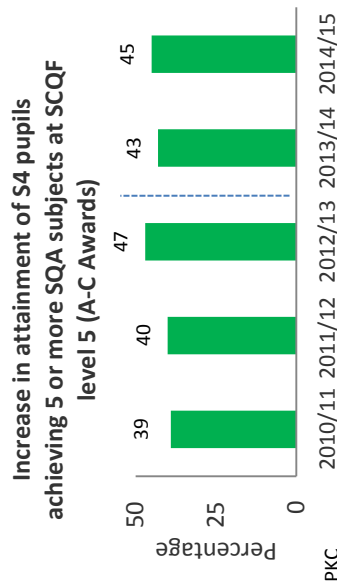
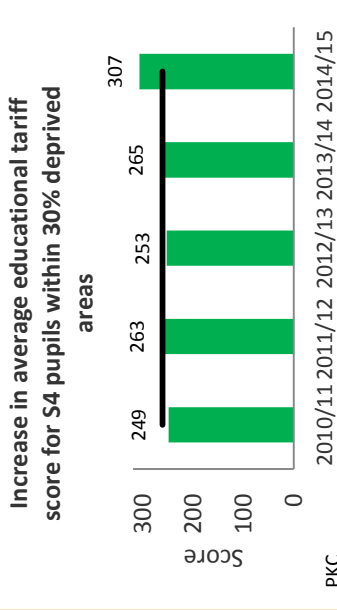
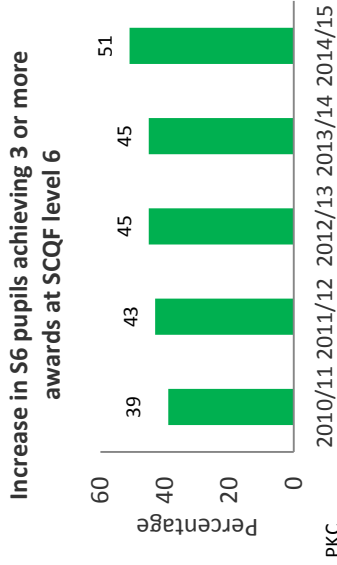
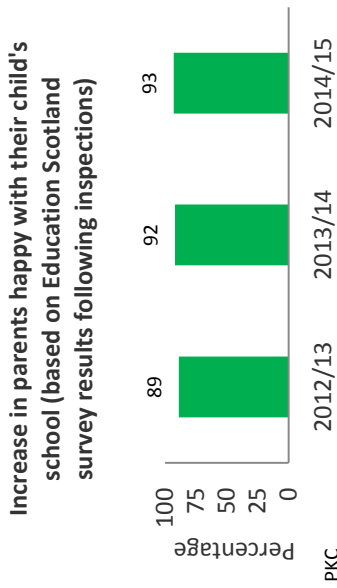


Improving

Steady

Needs attention

— Target 2014/15 where available



Case Study: The Boxing Project

The Boxing Project was developed with homeless young people living in Greyfriars Hostel in Perth who wanted to improve their fitness and well-being. It is focused on involving and working closely with people who are among the very hardest to engage. Due to their sometimes chaotic lifestyles and mental ill-health, it is often difficult for them to access mainstream facilities and services. In addition, many of them have a real lack of confidence.

The initiative enables people to participate through an initial drop-in approach at the project twice a week. Trainers support participants to take part in a fitness programme based and paced on their abilities.

Through regular attendance, participants can choose to take part in a Health and Well-Being, ASDAN accredited learning programme and become a Boxing Project Ambassador to promote the project and support others to take part.

This project has enabled the Council, Health and Police colleagues, to engage and develop positive relationships with people in many different ways, supporting them to improve their lives. This has included reduced levels of substance misuse and offending, increased fitness levels, and 6 people have progressed onto the Health and Well-Being ASDAN Course.

Case Study: Improving Literacy and Numeracy

In 2014/15, significant developments were taken forward in literacy and numeracy both in terms of universal and targeted provision.

Two authority conferences were held to build teachers confidence and understanding of the standards of literacy and numeracy and further develop links between primary and secondary. Self-evaluation tools were created for staff to highlight strengths and areas for development in taking forward literacy and numeracy in their schools.

In addition, across Kinross schools, significant training opportunities were taken up, developing expertise in teaching numeracy in a participant's own classroom as well as across departments and schools. Participants have also created resources including those for schools to use with parents to show how they can support their child's learning.

As well as universal provision to raise achievement we have also provided targeted interventions in Letham Primary School. An early childcare practitioner worked specifically with nursery, P1 and P2 pupils and embedded the 'Fun with Narrative' and further developed the 'Colourful Semantics' approach. Interventions were targeted to whole class groups, small groups and individuals. Data show that significant improvements in all areas of P1 literacy and numeracy have been made at the school over the last 4 years

Overall, Perth and Kinross' attainment data shows a consistently upward trend over the past four years for P4 and P7 pupils in all aspects of literacy and numeracy and are performing above national averages.

We feel safe and cared for in school

We feel more skilled and confident

What are our customers saying?

- Our Residents Survey (2014/15) told us 50% of respondents agreed that they had access to high-quality education opportunities with a further 40% expressing a neutral view. 62% also stated they were satisfied with local schools with a further 24% giving a neutral view. However, following 8 Education Scotland inspections in 2014/15 of schools and pre-schools, almost all parents (93%) reported they were happy overall with their child's school, and most pupils (86%) stated they felt safe and cared for in school.
- Our Resident Survey (2014/15) also highlighted that only 26% of respondents stated they were satisfied with facilities/activities for teenagers and young people in the area.
- Within our Resident Survey (2014/15) 65% of respondents stated they were satisfied with adult learning services, however within a survey of literacies learners across the Perth and Kinross Adult Literacy and Numeracy Partnership (March 2015), the vast majority of respondents felt they are now more confident about looking for work (89%) and feel they gained skills that will help them perform better at work (82%).
- Customer feedback is gathered on an ongoing basis from all customers of our Community Campuses. High levels of satisfaction continue to be reported for the range of services and facilities provided.

Improvement priorities 2015/16

- Reduce the gap in attainment by targeting additional support to children in SIMD deciles 1,2 and 3 across all schools
- All schools will develop a strategy to raise attainment for all in literacy and numeracy
- All teachers will be given the opportunity to access online training to support the delivery of French in primary schools
- All secondary schools will introduce vocational pathways that link the senior phase with college and other partners
- Implement all 7 entitlements identified in our Enterprise and Employability policy across all secondary schools
- Train and support adult literacies volunteers to enhance the range of learning opportunities across the area
- Increase 250 hour Saltire certificates achieved by 20%
- Promote and publish activities for young people in localities including Third Sector provision

Links to further information

[Education and Children's Service's Business Management and Improvement Plan 2015/16 and Annual Performance Report 2014/15](#)

[Developing educated, responsible and informed citizens – PK Performs](#)

[Perth and Kinross Council Evidence Portal](#)

[Community Planning - Working in Partnership](#)



Prosperous, sustainable and inclusive economy

A thriving economy is essential to achieving a vibrant, socially inclusive Perth and Kinross. Last year our focus continued to be on encouraging investment in our key business sectors of tourism, food & drink, cultural & creative industries and clean technologies.

To support this work, we continued to invest infrastructure. For example, last year we substantially increased the availability of serviced business land and progressed improvements to the [A9/A85 junction project](#). This will enable Perth's western expansion, open up employment land and create job opportunities. In partnership with Digital Scotland, we have also continued to roll out [Next Generation Broadband](#) to businesses and residents across Perth and Kinross. In addition, the [Perth Food & Drink Park](#) is now open for business.

In relation to tourism, we successfully relocated Perth's Visitor Information Centre to the High Street and created a new [visitor website](#) for Perth. We also created a [new website](#) and [social media account](#) for Perth. We now have over 6,000 social media followers and are attracting over 7,000 unique visitors to our website each month.

2014/15 Performance highlights

- Our Enhancing Employability Support and the Wage Incentive Schemes helped create 546 new jobs in small and medium enterprises
- The HUB assisted over 2,000 people with job search activities and helped 581 into work
- Our Angels' Share programme has led to a total in excess of £500,000 invested in local businesses
- 32 local companies have entered new export markets as a direct support from our Business Development Team
- We provided support to 49 Social Enterprises and assisted Third Sector Organisations to access almost £185k from grant-making bodies

Importantly, positive progress has been made around reducing unemployment. The unemployment level is now similar to that before the recession (1.4%) and below the national average (2.2%). Although we have increasingly helped to create jobs through our incentive schemes, the issue of low wages within our economy requires to be addressed by long term actions.

Employability initiatives centred around [The Hub](#) have contributed significantly to the decline in the numbers of people claiming Job Seekers Allowance (March 2015, claimant count = 1,212). We are also increasing the number of unemployed people into employment programmes and subsequently into work. This, in part, has been achieved by the introduction of two new Sector Skill Academies. 173 employers have engaged through the [Employability Network](#). This is indicative of the increasing support and avenues of opportunities in Perth and Kinross for individuals with disabilities so that they can play a full and active part in their communities.

We continued to support the development and expansion of [Perth and Kinross Credit Union](#) and, as of March 2015, 507 members had joined. We are also working with the Credit Union to support tenants who may transfer to [Universal Credit](#) to become more financially aware and less susceptible to payday loans.

We exceeded targets for 2014/15 (8.2% for FE and 1.2% for HE) for attracting local people into Perth College UHI full-time programmes. We also increased by 20% the number of students enrolled on apprenticeship training in a range of sectors that are benefiting from the economic upturn such as: hospitality; automotive; engineering and construction.

16

Case Study: The Employment Connections Rural Outreach Project

Following the successes of [The Hub](#) in Perth, a commitment was made to replicate the service in a number of rural towns. The overall aim of the project was to deliver a free service to all unemployed people or those working under 15 hours per week which was individual to their own unique set of circumstances and needs.

Services included: CV building/amending; interview skills training; enhancing job search results; and mock interviews. In addition the Service helped individuals access training grants and funding for personal development from the PKC [Enhancing Opportunities Grant](#) and Individual Learning Accounts.

The Hub Rural Outreach Services became operational in Aberfeldy, Blairgowrie and Crieff in October 2013. Since then, 195 people have benefited across the 3 locations, with 128 clients entering a positive destination via the support provided.

Almost a 70% success rate



This is above that of comparable employability programmes nationally (on average 55%).

2014/15 key performance indicators

Data available for 2014/15 has been included in the charts below. Data will be published for all other key performance indicators as it becomes available via [pkperforms](#). RAGs are based on the time period presented for each PI.

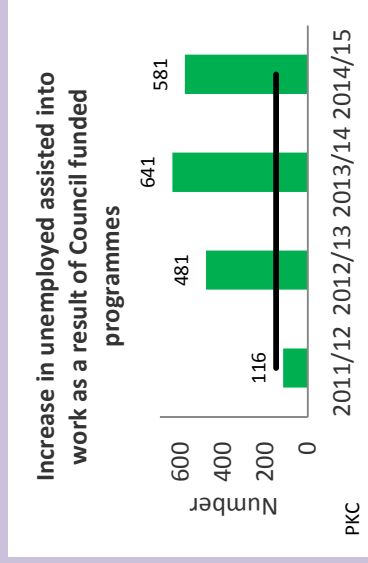
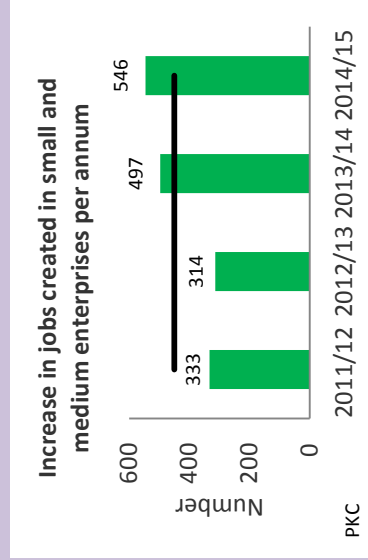
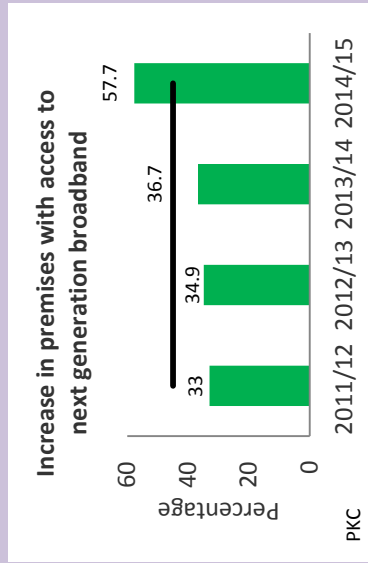
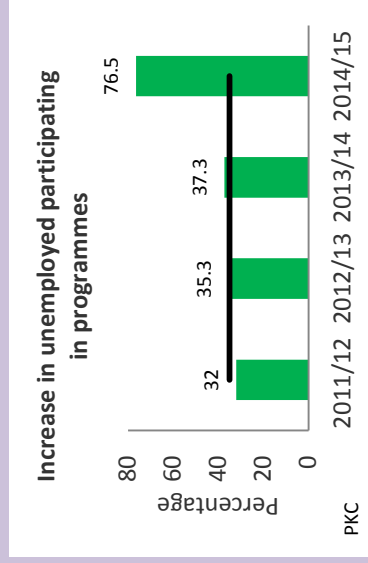
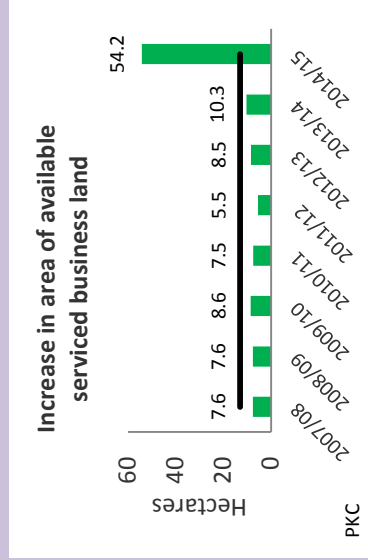
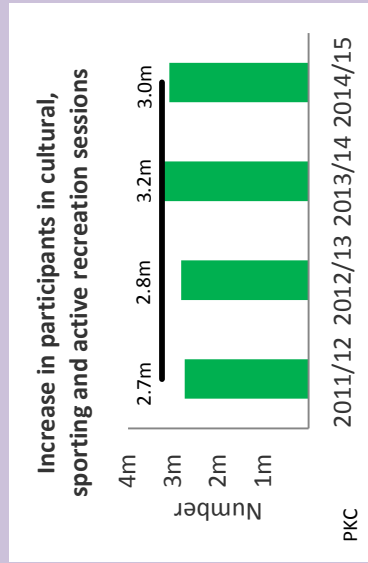


Improving

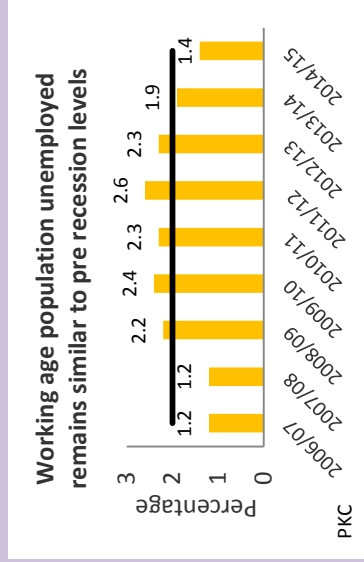
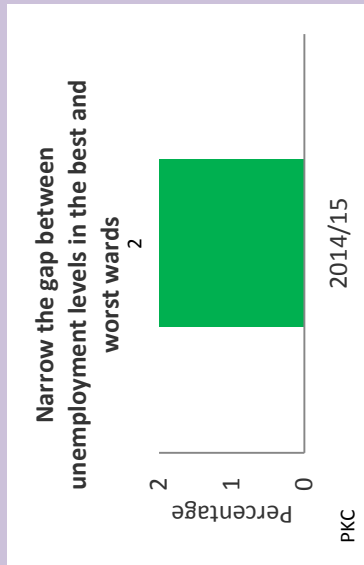
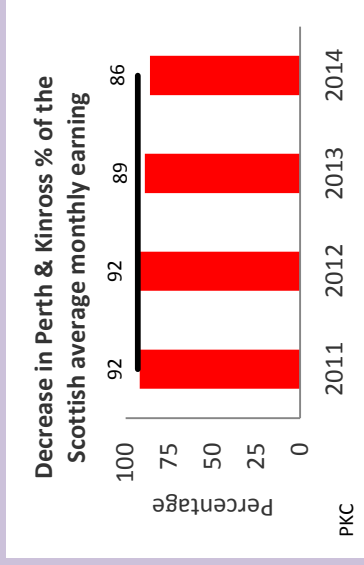
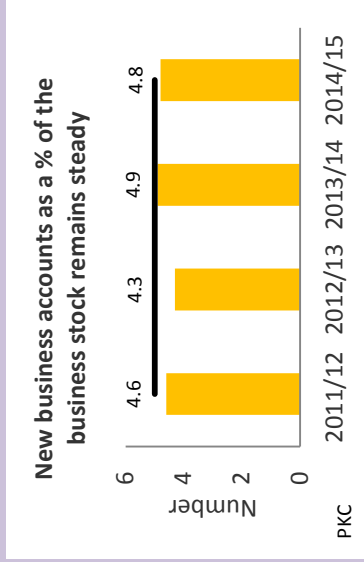
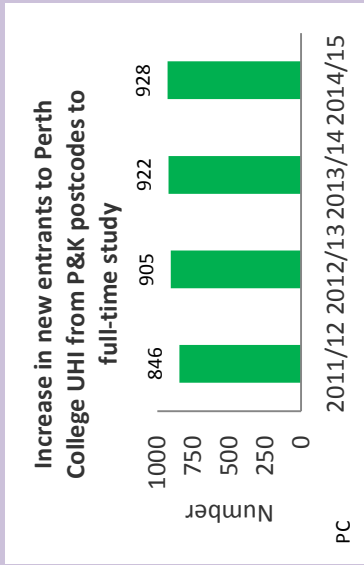
Steady

Needs attention

Target 2014/15 where available



RAGs are based on the time period presented for each PI.



It is not anticipated that the levels of investment required to increase the average pay in the area to above 90% of the Scottish average will be realised in the medium term. Sustained long term action is required.

From September 2014 the data relates to the new geography of the 2011 Census Wards. Previous year's data is based on the 2003 ward geographies and therefore not comparable.

Case Study: Perthshire welcomes The Ryder Cup



In September 2014, Perth and Kinross hosted the 2014 [Ryder Cup](#) and [Junior Ryder Cup](#). This offered competition between the best golfers from continental Europe and the United States. The Ryder Cup is widely recognised as one of the largest sporting events in the world. The event is estimated to have generated £22m of expenditure in the areas economy.

The event drew a daily on-site audience of up to 45,000 spectators from 75 different countries. There were 50 global broadcasters reaching an estimated TV audience of 600 million viewers. As the Council Leader commented, this was “*an unprecedented opportunity for Perth and Kinross to shine*”.

The Council’s aim was also to work closely with a wide range of communities in order to successfully deliver the event. This included, marketing support to local businesses; and provision of golf related activities in Perth City during the event.

The event was hailed as the “*best ever*” by a range of influential commentators including sports broadcasters, politicians and national/local media. The Council’s inclusive approach to celebrating these events prompted many positive comments from local communities.



Case Study: Invest in Perth

[Invest in Perth](#) is the Council’s one-stop-shop service to encourage more people to invest, live and work in Perth & Kinross. A dedicated website provides a wealth of information to prospective investors. It sells the benefits of the area whether that be our high quality of life, attractive environment, skilled workforce or available land and premises. [Invest in Perth Ambassadors](#), key business people across a range of sectors, also promote the area when they are travelling outwith it and the Invest in Perth team provide them with the information and other resources they need to do that effectively.



The [Invest in Perth Twitter account](#) has over 8,000 followers around the world and a twice yearly magazine keeps everyone informed of what’s going on.

The most significant success of Invest in Perth to date has been to attract a York-based property developer to take forward the [Thimblerow project](#), a £30 million mixed use development bringing life back into Perth City Centre.

What are our customers saying?

- Ongoing feedback from visitors to our museum and galleries, and the Residents Survey (2014/15), shows 80% of visitors are satisfied with arts and cultural facilities and 66% agreed they had good access to these.
- Our Residents Survey (2014/15) also told us a fifth of respondents indicated a desire for more information on planning and development issues for the area.
- 95% of attendees at our 2014 Business Marketing Masterclass rated the class ‘very good’ or ‘excellent’ and all said they would recommend it to a friend or colleague.
- Commenting on our Broadband Connection Scheme a customer said “Upgrading to the new Business Broadband has ensured we have the fastest speed at a competitive cost and jobs have been made easier with the lightning quick link to the outside world”.
- We regularly seek feedback from people accessing our employability workshops and the Hub. A recent Care Sector Skills Academy workshop attendee said “I have learnt a lot about values, diversity, legislation and my self-esteem has grown. I am now much more confident in applying for jobs.” and feedback from a Hub user said “I wish I had known about the Hub sooner! Thanks to all the staff for their support, good humour and advice. Looking forward to starting my new career on Monday.”

We now have a lightning quick link to the outside world

My self-esteem has grown and I'm much more confident

Improvement priorities 2015/16
Implement the new City Plan for Perth
Work with the Scottish Cities Alliance to create the conditions for growth
Review and improve the Local Social Enterprise Network
Develop and expand the promotion of our online cultural resources, collections and services
Enhance targeted recruitment incentives
Increase uptake of apprenticeship training through the delivery of Foundation Apprenticeships to school pupils
Extend provision and focus on financial well-being by supporting individuals experiencing financial hardship

Links to further information

[The Environment Service Business Management and Improvement Plan 2015/16 and Annual Performance Report 2014/15](#)

[Promoting a prosperous, sustainable and inclusive economy – PK Performs](#)

[Perth and Kinross Council Evidence Portal](#)

[Community Planning – Working in Partnership](#)



Independent, healthy and active lives

A great deal of our work over the last year has been focused on preparing for [Health and Social Care Integration](#), which will reform how we deliver services to our communities. A Joint Integration Scheme which sets our plans for integration has been consulted upon and submitted to the Scottish Government for approval. It is intended that new arrangements will be in place by April 2016.

In meantime, work has continued to deliver the outcomes that health and social care integration seeks to improve. Helping people to remain in their own homes and communities is an ongoing priority. Over the last year we have helped make this happen in a number of ways which has resulted in 98% of older people living at home. This has been achieved through our [reablement](#) and [housing with additional support needs](#) services. We have also continued to promote flexible respite, self-directed support and the uptake of technology enabled care. In addition our [rapid response service](#) provides an alternative to hospital admissions which has helped reduce delayed discharges.

21

2014/15 Performance highlights

- 87% of clients achieved the goals set out in their Outcome Focussed Assessment (target 81%)
- We piloted our tenancy sustainment service to support 92% vulnerable tenants to keep their tenancy
- 21% increase in adults satisfied with social care or social work services since 2011/12
- 34% reduction in the number of single young people and 16% reduction in number of households presenting as homeless since 2011/12
- We have reduced the average delayed discharges from 15.4 days in 2011/12 to 14.5 days in 2014/15 (822 days) despite an increase in patients from 15 a week to 19 a week
- Referrals to our rapid response service have increased from 66% to 79%
- We developed a Third Sector Health & Social Care Strategic Forum

We have also enhanced targeted support for dementia sufferers and their families in Strathmore and Highland Perthshire so they can live in their own homes for longer. Early diagnosis, dementia cafes and different models of [day support](#) have all contributed to earlier and more appropriate support to carers and service users.

Reducing homelessness has also been a key priority over the last year. Very positive progress has been made in reducing the total number of households and single young people presenting as homeless. This is in part due to our [Rent Bond Scheme](#), which supported 191 people to secure accommodation and the delivery of our housing education programme to all secondary schools.

We have also made significant progress in improving our housing stock. Over 90% now meet the Scottish Housing Quality Standard and are energy efficient, which helps to reduce fuel poverty.

Last year we launched a recovery project in collaboration with NHS Tayside, Mindspace Recovery College (launched April 2014), CAIR Scotland and Perth Addiction Support Team to create a 'Joint Recovery Service'. The service supports vulnerable people with substance and mental health problems towards recovery.

To support the wellbeing of our wider communities we held the annual Wellbeing Festival again for 2014. The festival offered a range of opportunities to support better health and included private employers, Scottish and Southern Energy and Aviva. A total of 114 sessions were provided with 48 different activities ranging from art, alternative therapies to sports activities. A total of 1,674 individuals participated in these events to help improve wellbeing across Perth and Kinross.

Case Study: Christier Than Christie



Our approach to the [Scottish Welfare Fund](#) enabled us to support communities facing consequences of welfare reform and ensuring the decisions being taken were meeting the objectives of both the Council and the Christie Report.

Balancing the needs of customers and keeping within the confines of a limited budget were proving extremely challenging. Therefore, we decided to carry out home visits to assess the needs of some of our customers.

Home visits of 40 customers were carried out. To date, 35 visits have resulted in an award. In addition, in 30 cases, referrals were made to other available support services such as money advice or benefits advice. We will seek to build on this early good work.

Almost a 90% rate in awards resulting from home visits



This project has resulted in improved decision making and limited resources have been targeted to those most in need. Our approach has allowed us to identify need at an early stage and we have been able to prevent the need for crisis intervention at a later stage. It has also been identified as an example of good practice by Audit Scotland.

2014/15 key performance indicators

Data available for 2014/15 has been included in the charts below. Data will be published for all other key performance indicators as it becomes available via [pkperforms](#). RAGs are based on the time period presented for each PI.

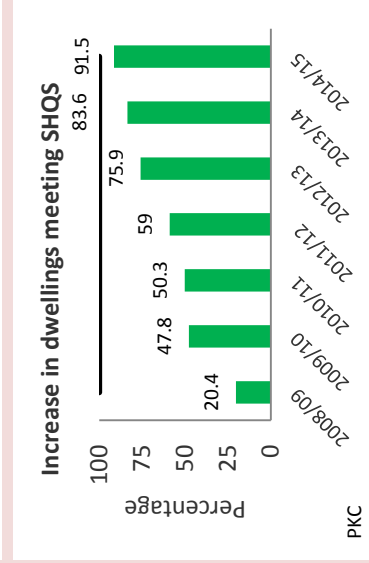
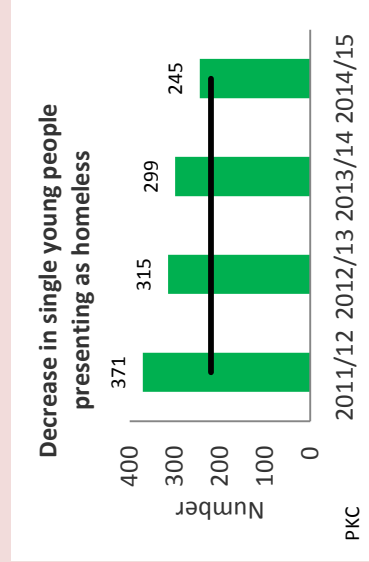
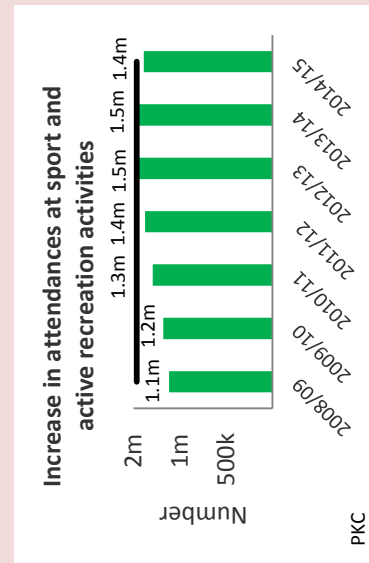
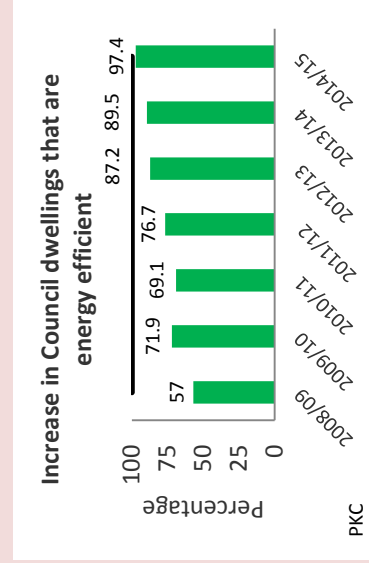
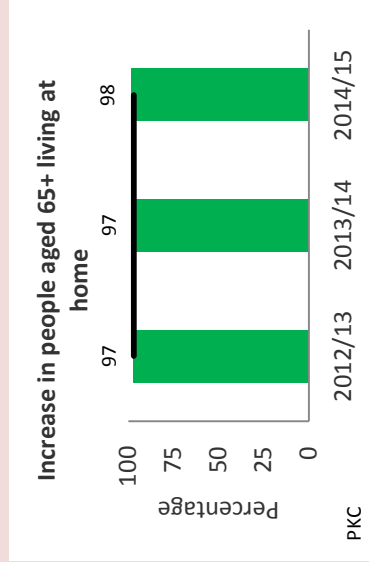
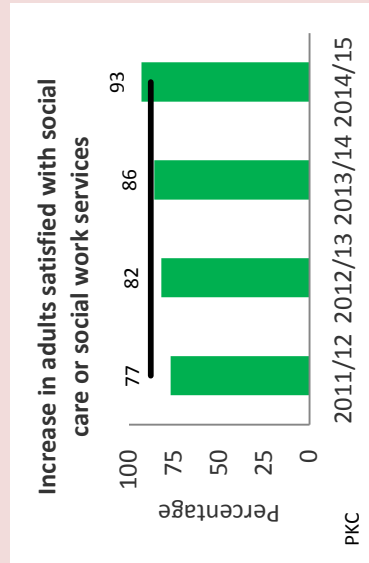
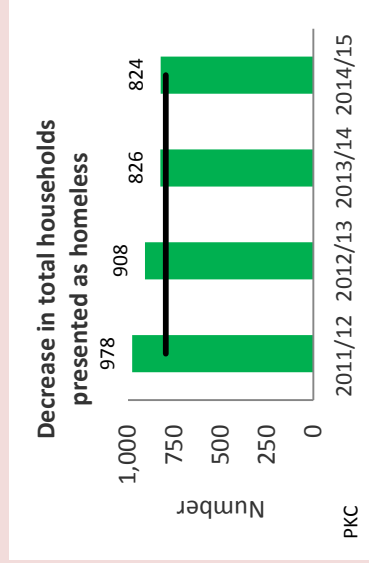
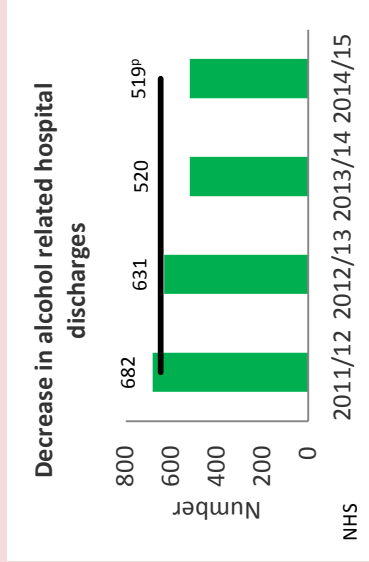
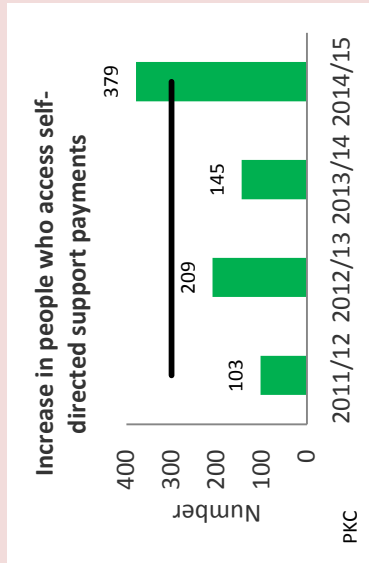


Improving

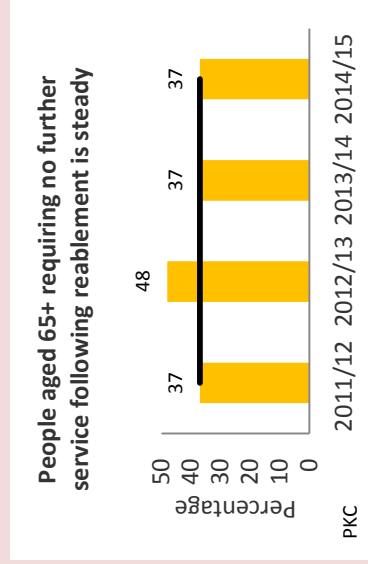
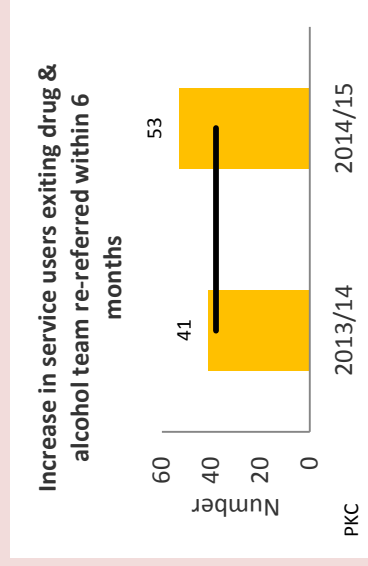
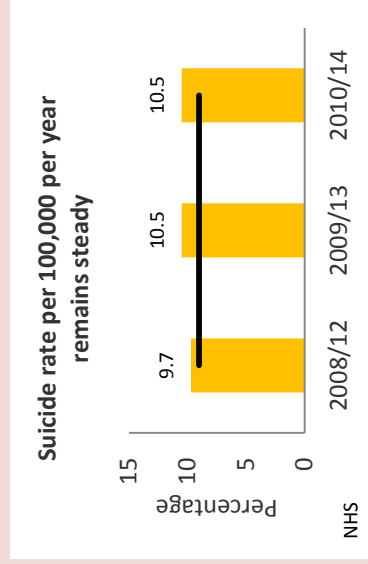
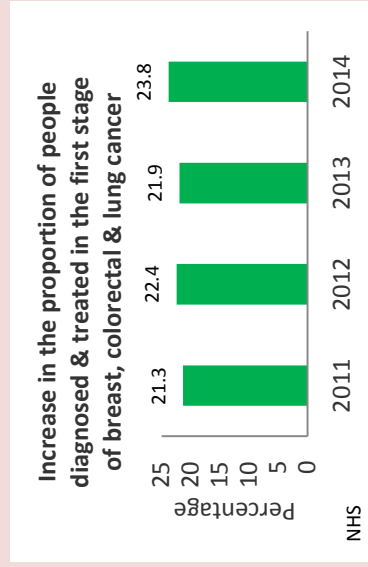
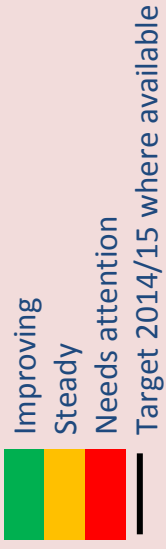
Steady

Needs attention

Target 2014/15 where available



RAGs are based on the time period presented for each PI.



Repeat referrals are not necessarily signs of failure of the service provided. The clients at times are encouraged by relatives to attend but are in reality not ready to engage. Also, individuals may think they can manage their recovery after one or two sessions but realise they need more help further down the line.

The intervention provided is a form of ongoing support at times, rather than a one-off 'treatment' and recovery from addiction is a journey for many clients, with periods where they need to return for support.

Case Study: Saints Football Memories Project



The Saints Football Memory Project links into the National Football Memories Project which uses memories of football, to improve the lives of people with dementia and memory problems. The project was established to target in particular, those who may not otherwise engage with mainstream services by using a subject close to their heart.

The key objectives were to: train local volunteers and staff in the delivery of reminiscence training for people with a diagnosis of dementia and other memory problems through the medium of football; and to support the establishment of local football memories groups under the national Football Memories Project.

The project takes place at McDiarmid Park using the many resources and club archive materials available but also gives the participants the equivalent of a match day experience whilst they attend.

Positive feedback has been received from carers of the participants and attendance rates are achieving target. As a result funding has been approved to roll this project out to Day Centres and existing community groups across Perth & Kinross.



Case Study: Perth College UHI Fitness, Health and Exercise students working with older adults

Older adults in the UK experience an increased incidence of falls for which impairments in balance and failing strength are key contributing factors. Perth College UHI HND Fitness, Health and Exercise students became involved in a pilot project, teaching a once a week physical activity programme for **12 weeks to up to 75 residents in 5 care homes located across Perth.**

The physical activity programme was set up in partnership with Live Active and the NHS as a meaningful activity to benefit resident's physical and mental well-being and improve their quality of life. The students were trained to teach seated and standing strength and balance exercises, specifically designed to reduce falls and improve strength in older adults, as well as fun adapted games.

Positive outcomes included the development of intergenerational relationships; significant improvements in the results of the pre and post fitness tests for most of the residents taking part; and students also gained added value industry recognised qualifications to enhance their employability. As frail older adults account for the highest health care costs nationwide, increased physical activities can have a positive impact on this. The project is being continued by care home staff and extended by Perth College UHI/NHS Tayside in 2015-16.

We are very happy with the support provided

What are our customers saying?

- Our Residents Survey (2014/15) told us 71% of respondents agreed that the Council employs staff who are polite, helpful and caring. 47% of respondents also stated they were satisfied with adult social care although, a large proportion (37%) gave a neutral view. However, in our local survey for community care services in July 2015 much higher satisfaction rates were reported. 93% of services users were satisfied with social care or social work services.
- The latest Care Inspection of the Older People Housing Support Service in 2014, found that 97% of tenants were very happy with the support provided.
- Latest inspections carried out in several of our Care homes during 2014/15 highlighted positive feedback from service users and their relatives/carers. The Care Inspectorate found that service users spoke highly about the staff who supported them and were, overall happy with the care provided.

Staff are polite, helpful and caring

Improvement priorities 2015/16
Enhance provision for looked after young people to provide them with continuing care for as long as they need it and after care support up to the age of 26
Embed personalisation so we offer choice
Develop the care market at a local level to support new commissioning approaches
Introduce a model of integrated health and social care residential provision at Dalweem Care Home
Shift our focus and activity to early intervention across all areas of the Housing Service
Implement key actions of the Joint Welfare Reform Steering Group
Increase overall participation in physical activity and reduce health inequalities through targeted programmes

Links to further information

[Housing and Community Care Business Management and Improvement Plan 2015/16 and Annual Performance Report 2014/15](#)

[Supporting people to lead independent, healthy and active lives – PK Performs](#)

[Perth and Kinross Council Evidence Portal](#)

[Community Planning - Working in Partnership](#)



Safe and sustainable place for future generations

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

Our indicators show that we are making progress to protect the natural environment. Last year we reduced emissions from Council buildings and we increased our recycling rate. Almost 48k tonnes were recycled. This also provided a financial saving as each tonne diverted from landfill saves £80 on landfill tax. We have reduced the number of vacant buildings in Perth and overall performance remains steady. However, the number of buildings deemed at risk has increased.

The total number of houses built is steady with 2010/11 levels. The number of affordable houses has declined over the past 5 years. However, over the past 2 years housing land supply has sustainably increased which will result in further growth in future years.

2014/15 Performance highlights

- One of the top performing Councils for recycling, rate of 53.1%, average for semi-rural Councils is 50.1%
- Secured £5.8m which allowed 1,250 homes to improve insulation which has helped reduce fuel poverty
- Our Empty Homes Initiative brought back 52 private bed spaces into use and 17 former Council houses and won the Camelot Empty Homes Award
- Fifth lowest re-conviction rates in Scotland for offenders across all categories
- No fire fatalities in over 3 years, longest period on record and in contrast to the national trend
- Overall reduction of 23.5% in drug supply, production and cultivation since last year

There has been a steady decrease in crime levels since 2006/07. At the same time, detection rates in hate crime and domestic abuse have also increased. Road safety has also improved with a 17.5% reduction in people being seriously injured compared to last year. The number of children killed or seriously injured has decreased over the past 3 years and in line with 2011/12.

Although home safety visits have reduced, they are now more targeted and the scope had been widened which has resulted in a significant reduction in fire related injuries from 44 to 28 in the past year. We also have the lowest recorded number of secondary fires (typically associated with anti-social behaviour). Fire related injuries with alcohol have remained steady.

Adult protection is improving as evidenced through our key performance indicators. Of those people involved in Adult Support and Protection Case Conferences 100% were assessed as safer as a result of protective action taken.

In partnership with a number of agencies our OWLS project for women at risk of offending has expanded to offer more frequent support at a dedicated space for women only. The project has seen a reduction in reoffending of 65% and high levels of positive engagement with services with those women involved.

We have also provided 10 Scam Awareness Training Sessions to 218 carers of vulnerable adults, with a further 18 presentations to 484 members of the community. COSLA has approached us with a view of forming a “task group” in which we will review best practice across Scotland.

Case Study: Community Resilience



The Perth and Kinross Community and Business Resilience Group works with communities across Perth and Kinross to help build stronger resilient communities through engagement. The group provides support, information and advice to better enable individuals, businesses and communities in Perth and Kinross to plan for, respond to and recover from emergencies and significant disruption to routine life.

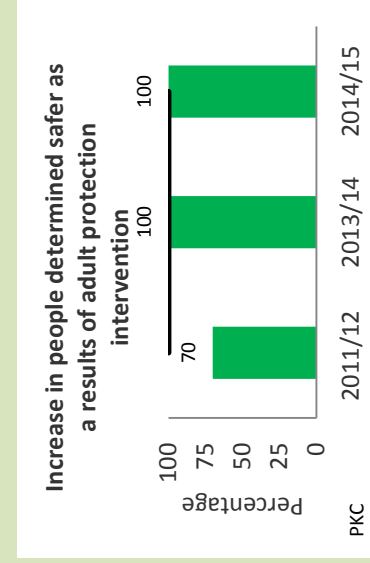
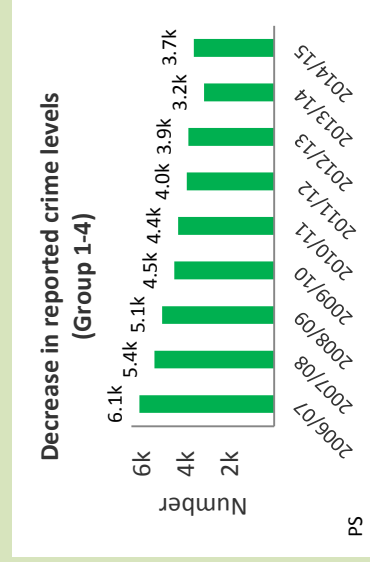
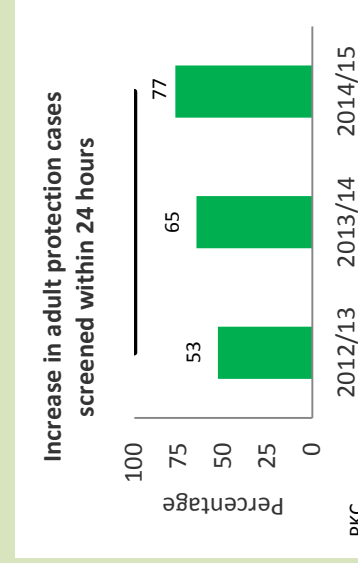
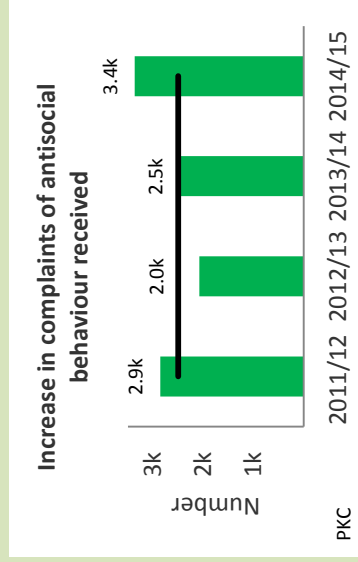
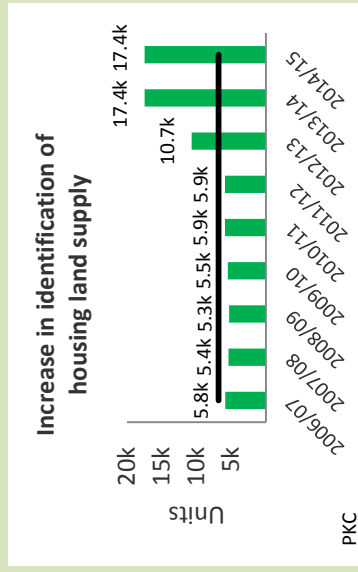
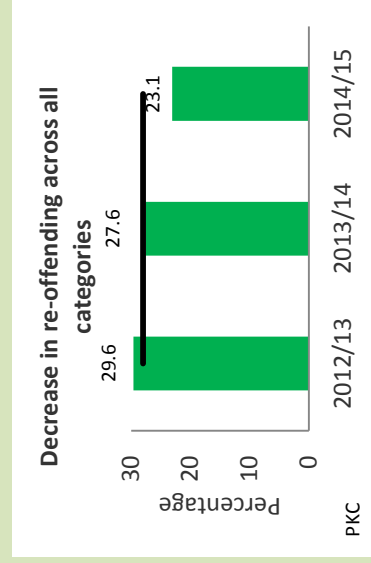
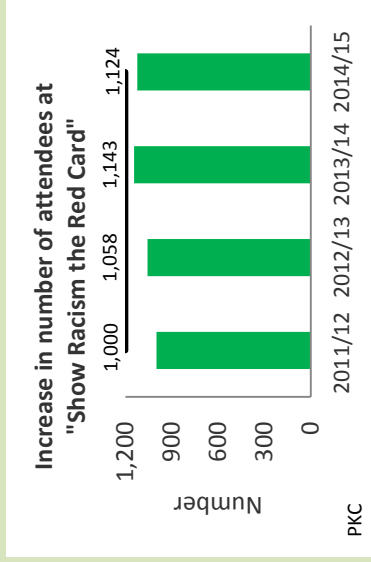
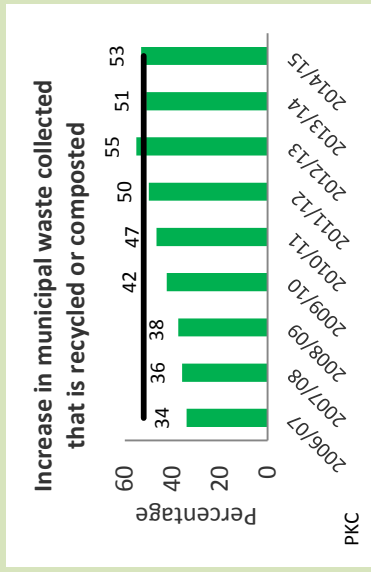
This includes severe weather, power loss, flooding and fire, as well as caring for people evacuated from their homes. Community emergency plans were designed to ensure that the most vulnerable people in the community and those who become vulnerable during an emergency are identified and cared for in the community in the first instance as a priority.

There are currently nine communities developing community emergency plans and there is the potential to roll this out further to any community in Perth and Kinross.

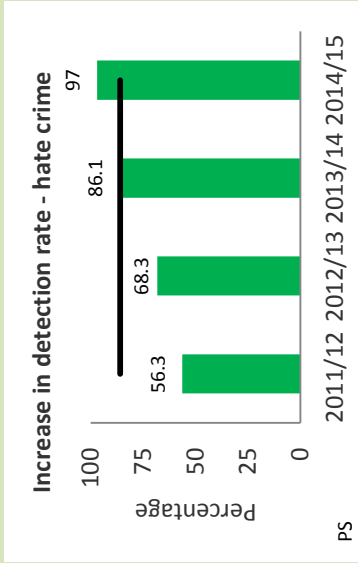
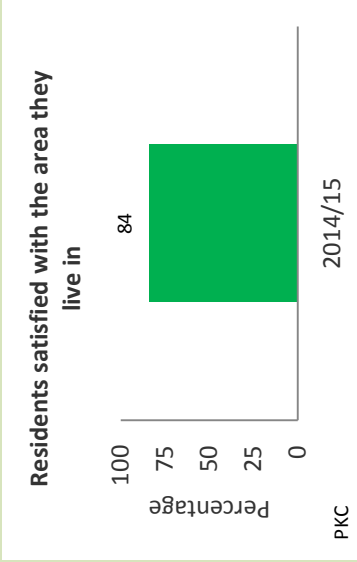
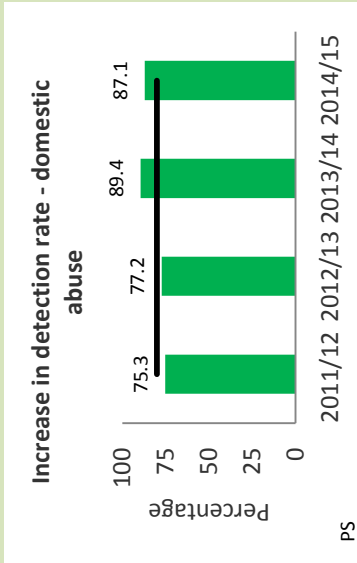


2014/15 key performance indicators

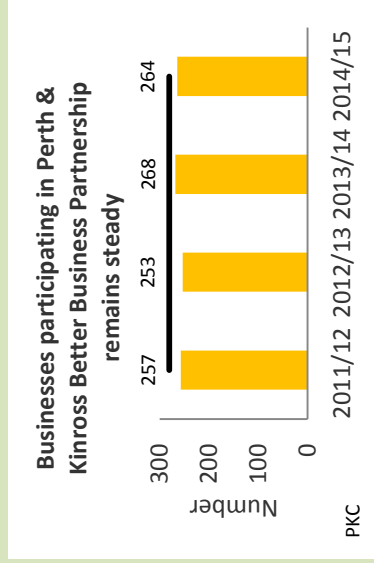
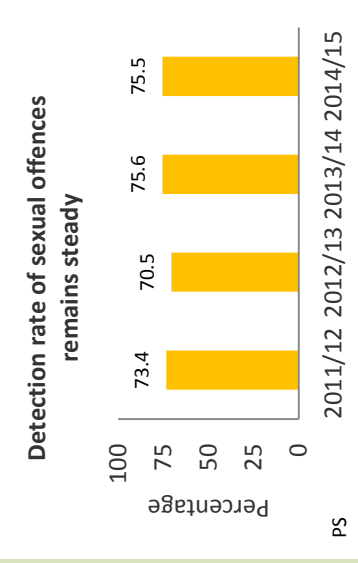
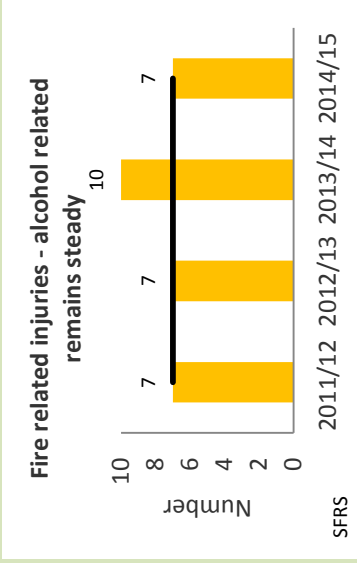
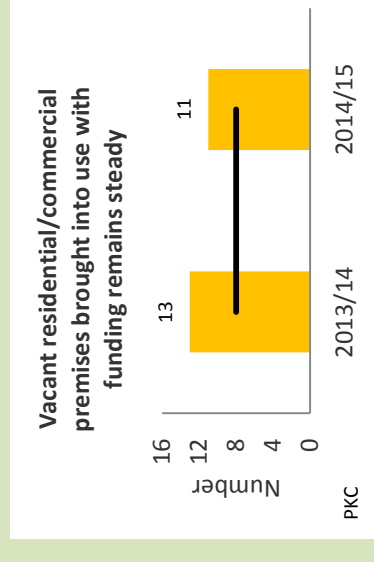
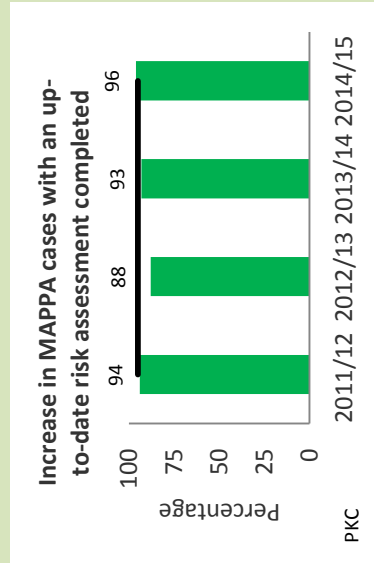
Data available for 2014/15 has been included in the charts below. Data will be published for all other key performance indicators as it becomes available via [pkperforms](#). RAGs are based on the time period presented for each PI.



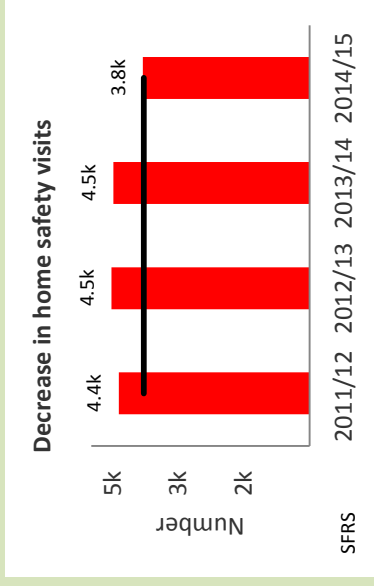
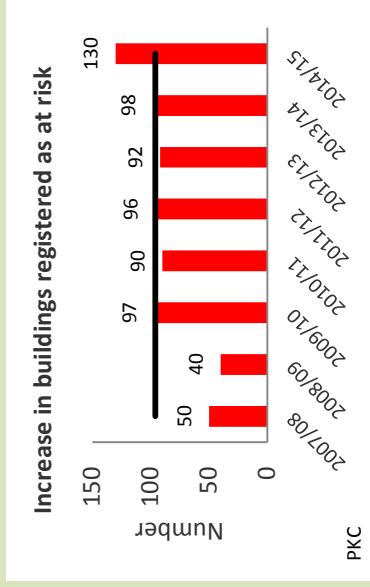
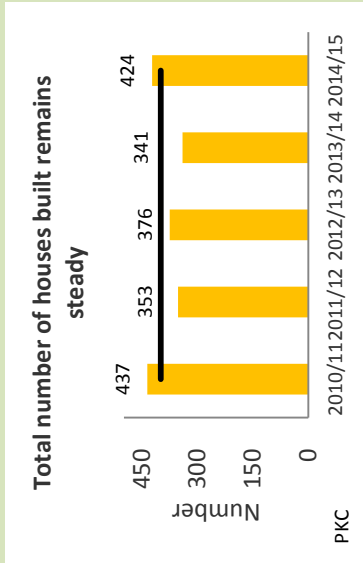
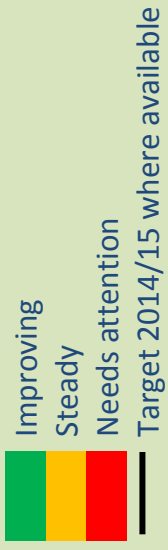
RAGs are based on the time period presented for each PI.



The Residents Survey was completed in late 2014/early 2015. The collection method has been changed from the previous Viewfinder panel to a specific biennial residents survey. Comparison with previous years is not possible.

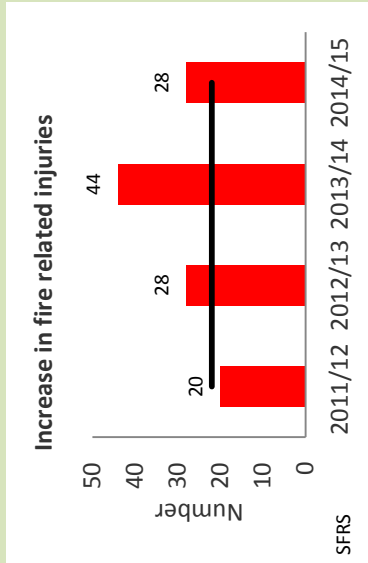


RAGs are based on the time period presented for each PI.

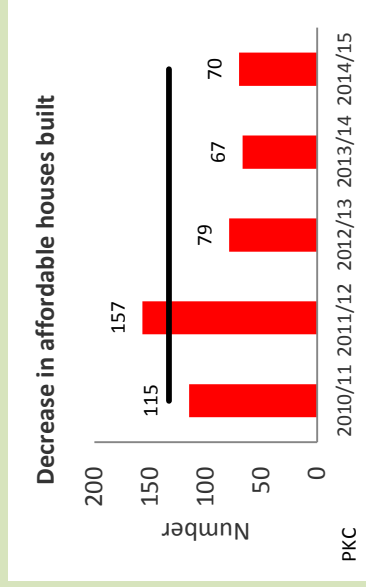


We are in discussion with Historic Environment Scotland to discuss the revised Buildings at Risk methodology now in use and its impact on this performance indicator.

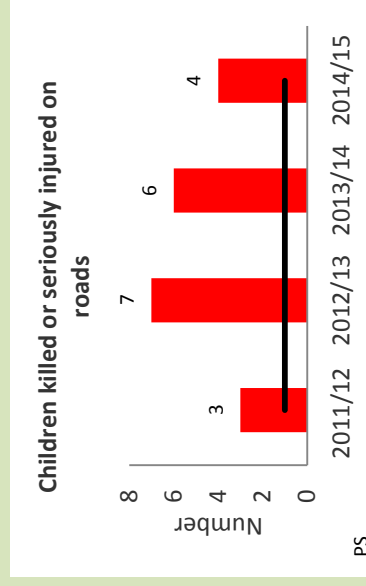
Whilst there has been an overall reduction in the number of Home Safety Visits undertaken, we have seen a significant step change in the way these are delivered, who is targeted and a subsequent reduction in fire related injuries in the home (see case study).



After successive increases in preceding years there has been a sharp reduction in fire related casualties in 2014/15. The main contributory factor has been an increased focus on people deemed to be most at risk of unintentional injury in the home for directing partnership activities including home safety visits.



There were some issues regarding companies going into liquidation during 2014/15 and together with inclement weather this resulted in delays. A further 64 have since been completed.



Police within Perth & Kinross have continued to actively participate and support initiatives such as Safe Drive Stay Alive and this will continue. We will strive to increase road safety even further and continue to reduce the numbers of those injured on our roads.

Case Study: Partnership Home Safety Visits

Over 22,000 Home Fire Safety Visits were carried out by local Firefighters over the last 5 years, with a large number of smoke detectors fitted free of charge. Despite this, there has been a continuing year-on-year increase in the number of fire related casualties. There was also recognition that there were a number of other risks within the home that would be referred onto other agencies that could be addressed during these visits.

A partnership approach was developed to deliver joint Home Safety Visits to cover a wider range of risks including: a basic falls assessment; fire; electrical and gas safety; financial harm awareness; flood protection advice and home security information. All intended to support healthy independent living and keep people safe.

375 visits were jointly undertaken. Improved outcomes have been demonstrated, through effective joint working and information sharing. This ensured the correct services were accessed and delivered to those that would benefit most. This also included a reversal in the increasing trend of fire related injuries. Interest has been expressed from other parts of Scotland in this initiative due to its success.



Coupar Angus Time Bank- Social Return on Investment (SROI)

[Time Banks](#) allow local people to exchange their time and skills to benefit the community as a whole. Time Banks sign up members who exchange one hour of their time to gain one hour of time credits that can be exchanged for services from other time bank members. Membership can include individuals, businesses, public services and voluntary organisations.

Time Banks have been in development across Perth and Kinross since 2011. The objectives of Time Banks are to increase community well-being, capacity and skills within the communities and provide additional volunteering opportunities.

A social return on investment study of the Coupar Angus Time Bank in 2014 found these objectives were being met and in addition they gave members a purpose in life and increased their social networks.

When members were asked:

- 41% said their access to new contacts had increased;
- 60% have increased their friendships;
- 35% experienced an increase in their trust of others;
- 58% feel more valued by their community/neighbours; and
- 41% feel they are making a useful contribution.

The Social Return on Investment was £6.29 for every £1

££££££ for every £ invested

We want to be consulted more on roads and lighting

What are our customers saying?

- Our monthly random sample of customers for The Environment Service currently shows satisfaction rates of 87%. Our Residents Survey (2014/15) provides additional insight into these results and shows that satisfaction is particularly high (80%) for waste and recycling services, parks, playgrounds and open spaces. Areas which require attention include roads and pavement maintenance, parking, planning and winter gritting where satisfaction was below 50%.
- 80% of respondents to the Residents Survey (2014/15) also agreed they lived in a pleasant and clean neighbourhood. Respondents also indicated they would like to receive more information and be consulted on roads, pavements, street lighting and traffic issues.
- 80% of respondents to the National Building Standards Customer Satisfaction Survey (July 2014) agreed they received sufficient advice and guidance, which was above the Scottish average of 73%. Overall satisfaction was high (8.1 out of 10) and again above the national average (7.5 out of 10).

We get the advice and guidance we need

Improvement priorities 2015/16
Implement and enforce the revised planning policy
Roll out 140 litre general waste bins to a further 50k household
Implement an estate based programme which enables tenants to identify and prioritise improvements
Enhance proactive measures that reduce domestic abuse and fatal casualties on our roads
Enhance data and intelligence sharing to target shared prevention services in areas of highest risk and demand
Improve financial sustainability of time banks to remain operational and increase the number of active members
Strengthen the joint planning and delivery of services on a locality basis and implement new ways of engaging with communities on public service delivery
Investigate underlying reasons for satisfaction levels with roads and parking issues

Links to further information

[Housing and Community Care Business Management and](#)

[Improvement Plan 2015/16 and Annual Performance Report 2014/15](#)

[The Environment Service Business Management and Improvement Plan 2015/16 and Annual Performance Report 2014/15](#)

[Creating a safe and sustainable place for future generations – PK Performs](#)

[Perth and Kinross Council Evidence Portal](#)

[Community Planning – Working in Partnership](#)

How the Council is delivering Best Value

The Local Government in Scotland Act 2003 places a statutory duty of Best Value on local authorities. The Council is required to demonstrate fulfilment of this duty against a number of BV characteristics. This section provides a headline update of Council progress over the last year in delivering this duty. The duty includes a requirement to work in partnership, which is demonstrated by the success in achieving our shared strategic objectives, as reported in previous sections of this report.

Strategic leadership and direction

- Changes to the senior management arrangements have been made to reinforce strategic leadership capacity
- A new Organisational Development Framework was approved by Council to ensure we continue to harness the talents of our people
- Progress towards health and social care integration has continued, including preparations to establish an Integrated Joint Board
- Outcome Delivery Plans put in place across all CPP Outcome Delivery Groups
- Community Empowerment Working Group Programme developed in response to the Community Empowerment (Scotland) Act 2015

Performance management and risk

- Audit Scotland has identified us as the second highest performing Council in Scotland for public performance reporting (PPR)
- Highlighted by Audit Scotland as best practice in structured approach to PPR and innovative use of social media
- Improvement Service using Perth and Kinross Council as a case study example of using the Local Government Benchmarking Framework (LGBF) to learn and improve
- Culture and Community Services model best practice approach to using How Good is Our Council
- We developed a two year Risk Strategy for Perth and Kinross Council

WHAT'S NEW?

Case Study: How Good are our Culture and Community Services?

The Council's approach to self-evaluation is well embedded as part of the Council's improvement framework. This year Cultural and Community Services took a fresh approach to the assessment process by involving a wide range of staff from across all Council services. The Service arranged site visits, during which staff were presented with information about the Services including performance data, customer feedback and staff opinion. This ensured that judgements made about performance were robust and evidence based.

Equalities and diversity

- We have been chosen by the Scottish Human Rights Commission (SHRC) and Scottish Government to pilot an Innovation Forum to help build a better human rights culture
- We revised our equality outcomes following a community consultation exercise and work with the Equality & Human Rights Commission
- We approved an additional £50,000 funding during 2014/15 to support a range of equality initiatives.

Managing people

- We have increased the offer of a wide range of learning to staff through the 'Learn, Innovate, Grow' programme
- We have established an employer branding project to support cultural change and employee engagement
- 107 young people were employed on our MA, Professional Trainees and Graduate Programmes, 86% of MAs obtained their qualification, found employment or went on to FE
- Awarded with the Healthy Working Lives Bronze Award
- We reduced sickness absence by a further 4%

Customer focus and responsiveness

- A biennial resident's survey was undertaken to gather views from residents across the area on the Council services they receive
- We have been working on a national pilot of a place based scrutiny approach to improve the way we use feedback to improve our communities
- The Community Empowerment Working Group has been working with communities to develop evidence based "Stories of Place" to help shape locality service delivery
- An interactive consultation toolkit has been launched to support staff in engaging with communities

Finance and efficiency

- The Council's Transformation Programme 'Building Ambition' 2015-2020 approved by Council on 1 July
- Community Empowerment Group introducing pilots of Participatory Budgeting
- Delivering a joint resourcing pilot to re-shape services in Blairgowrie and Rattray
- Identified cash efficiency savings totalling £15.019 million in 2014/15
- The medium financial term plan has been approved which includes a proposal to set a 3 year revenue budget

Case Study: Perth and Kinross Residents Survey 2014/15

In February 2015 we received 710 responses to our resident's survey, representing a response rate of 46% from our existing contact database. Headline results are:

- 84% of respondents are satisfied with the area where they live;
- 88% of respondents are satisfied with living in Perth and Kinross;
- Majority of comments about what things would improve the quality of life in their area and Perth and Kinross generally centred around transport and public realm;
- 71% of respondents are satisfied overall with Council services, however only 8% stated they were dissatisfied;
- 66% of respondents are satisfied with how their last enquiry to the Council was dealt with, customers found staff helpful and informative;
- Respondents agreed that the Council works effectively with other Public Service organisations as well as the voluntary and private sectors; and
- Being kept informed about Council services is very important to residents and many would like to hear more about how the Council spends its budget.

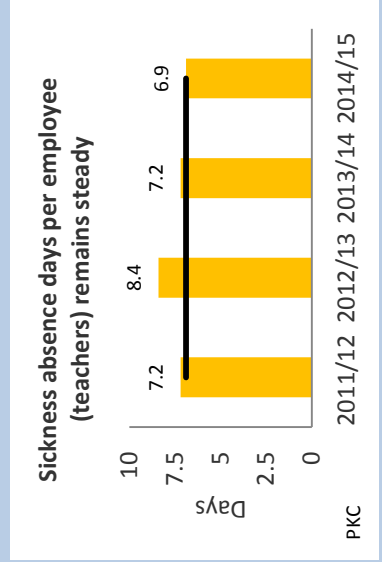
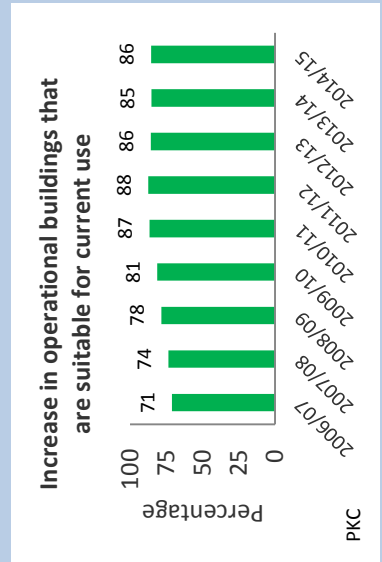
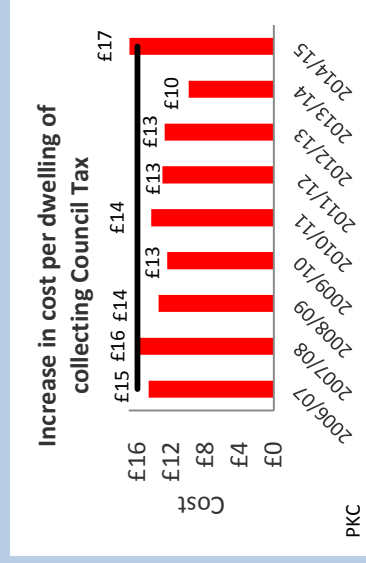
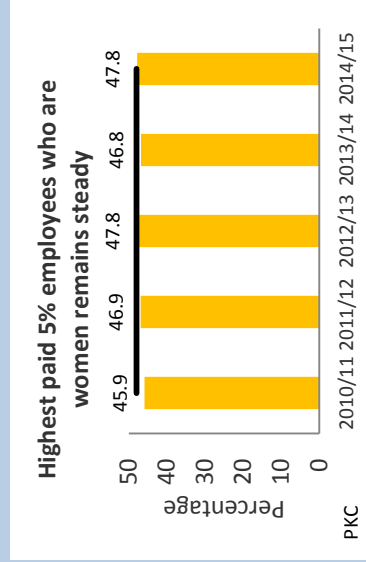
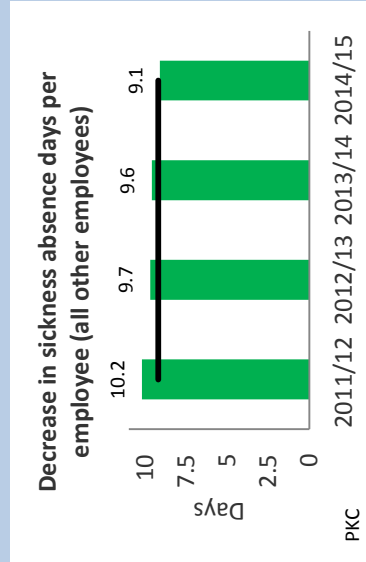
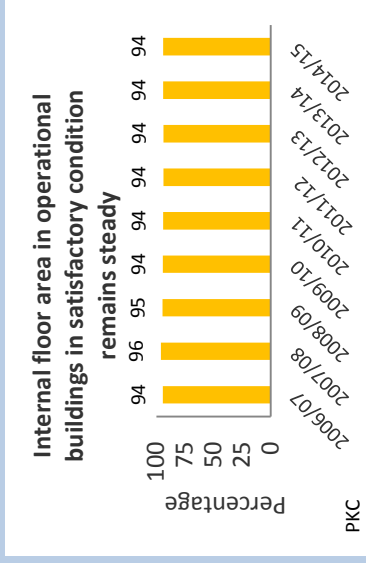
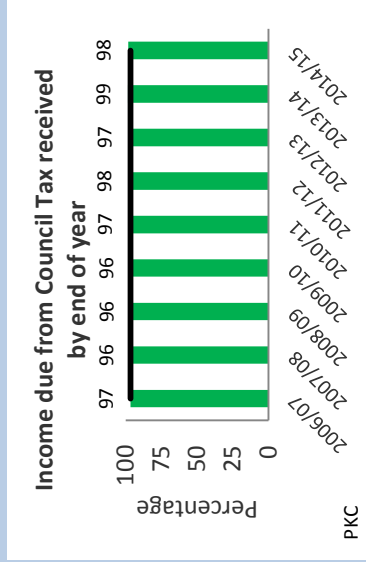
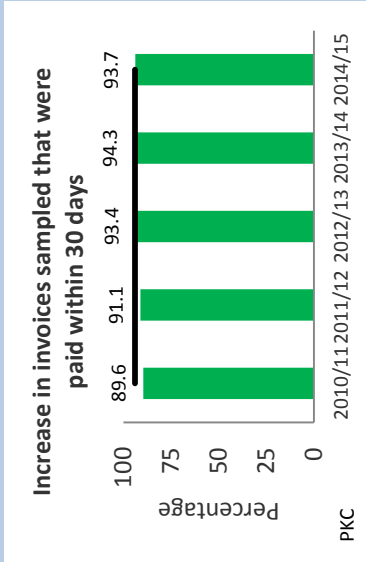
Asset management	ICT	Procurement
<ul style="list-style-type: none"> Nominated as finalists for the “most improved roads maintenance service” at the annual APSE Performance Networks Awards Procured a new Property Management Information System which will allow us to manage our estate more efficiently Delivered Asset Management Plans for Roads and for Fleet and Mechanical Equipment which were approved by the Strategic Policy and Resources Committee 	<ul style="list-style-type: none"> Benchmarking by independent experts placed our IT Service in the top quartile of its national cohort for performance against service targets, resolution of incidents at first point of contact and service availability Rolled out a modernised Council desktop, including Windows 7 and Office 2010 and thin client devices and 1,250 iPads for curriculum use An upgraded ICT data centre was delivered as part of Council’s accommodation review 	<ul style="list-style-type: none"> Undertaken planning work to prepare the Council for the introduction of new procurement legislation Accelerated our implementation of the Scottish Government’s electronic tendering platform, with 21 projects conducted on the system Engaged with over 180 business representatives in the local business community through events and developments sessions Delivered training on the skills required to ensure the Council achieve value for money as well as training on the systems to manage the spend
	<p>Sustainable development</p> <ul style="list-style-type: none"> Produced supplementary guidance to support sustainable development through the Local Development Plan. Launched the WARP it resource redistribution system for staff and partners to redistribute and reuse spare or unwanted office consumables. This has saved over £20k and over 6,000Kg of associated CO2 emissions. Have identified energy demand and energy sources which will be used to assess the potential for delivery of decentralised energy networks. 	<p>Scrutiny</p> <ul style="list-style-type: none"> The Scrutiny Committee updated their scrutiny handbook to reflect learning from last five reviews Scrutiny Committee completed the 5th Scrutiny of Charging for Services with 10 recommendations approved by Council The Sixth Scrutiny Review is currently underway

Case Study: Perth Office Programme
The Perth Office Programme has succeeded in reducing the Council’s property portfolio by adopting modern, flexible working styles and reinventing the Council’s use of property assets. The introduction of modern and flexible ways of working means savings are generated through allowing more employees to operate flexibly from the Council’s office accommodation.



2014/15 key performance indicators

Data available for 2014/15 has been included in the charts below. Data will be published for all other key performance indicators as it becomes available via [pkperforms](#). RAGs are based on the time period presented for each PI.



The methodology underpinning the Central Support Services model was updated in response to the Scottish Social Housing Charter and Housing Revenues Account guidance from the Scottish Government. This resulted in a significant reallocation of costs. The area impacting most on Local Taxes was the Customer Service Centre where, based on activity levels, 32% of their costs are now charged to Local Taxes.

Data Release Timescales

Data for all performance indicators will be published on pkperforms when it becomes available. The table below provides an indication of timescales for the remaining 2014/15 data.

Best Start in Life

Pregnant smokers referred (NHS)	Oct 15
Stillbirths (NHS)	Oct 15
Obesity levels in P1 children (NHS)	Dec 15
Nurture provision (PKC)	Oct 15

Educated, responsible and informed citizens

Attainment (PKC)	Feb 16
Positive and sustained destinations (PKC)	Nov 15
More choices, more chances (PKC)	Dec 15
Adults qualifications (PKC)	Oct 15

Prosperous, sustainable and inclusive economy

Tourism (PKC)	Oct 15
Vacant city centre space (PKC)	2016
Key sector employment (PKC)	Oct 15
Deprivation data (PKC)	2016

Independent, healthy and active lives

Carer's satisfaction (PKC)	Jan 16
Delayed discharge (PKC/ NHS)	Nov 15
Emergency inpatient bed days (NHS)	Oct 15
Dementia (NHS)	Dec 15
Smoking cessation (NHS)	Oct 15
Life expectancy (NHS)	Oct 15
Keep-Well health checks (NHS)	Dec 15
Fuel poverty (PKC)	Dec 15

Environment

Volunteering (PKAVS)	Feb 16
Unintentional injury hospital admissions (NHS)	Oct 15

Local Government Benchmarking Framework	Jan 16
--	--------

Key Contacts

For further information on any area of this report please contact: Michelle Cochlan, Acting Partnership & Improvement Manager on 01738 475071 or email mcochlan@pkc.gov.uk or Louisa Dott, Acting Strategic Planning and Improvement Team Leader, on 01738 475070 or email ljdott@pkc.gov.uk