

2009/10

Perth and Kinross
**Annual Performance
Report**



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1 Introduction

Welcome to our Annual Performance Report 2009/10

Our Annual Performance Report is designed to provide an overview of how well the Council and Community Planning Partnership performed during 2009/10. This includes progress towards delivering on all five of the Corporate Objectives outlined in the [Council Corporate Plan](#), on our Local Outcomes agreed in the [Single Outcome Agreement](#) and on leading and managing the business of the Council.

Perth and Kinross Council is a Council that demonstrates a strong commitment to Best Value and has a proven record of continuous improvement that is delivering better outcomes for people and communities across Perth and Kinross. In 2009/10 we agreed a revised Corporate Plan and updated the [Single Outcome Agreement](#) we share with our [Community Planning Partners](#) and the [Scottish Government](#). The Council also implemented a [Corporate Improvement Plan](#) that ensures that its activities are focused on customers, leadership and improving efficiency.

Our Services are continuing to effectively deliver and meet the needs of our residents and communities. During 2009 [Her Majesty's Inspectorate for Education \(HMIE\)](#) published a report on an inspection of multi-agency services to protect children which identified that high quality services were found in Perth and Kinross.

A proactive approach has been taken to address the impact of the national economic downturn on the local economy. The [annual Overview Report](#) by Audit Scotland on the findings from audits of all 32 local authorities noted Perth and Kinross has demonstrated good examples of supporting the local economy. In 2009/10 this included activity by an Economic Leadership Board, the development of an Economic Action Resilience Network (EARN) with local partners and commissioning of an economic impact study.

This report also highlights improvements and good practice in many of our other frontline services such as the supply of affordable housing; tackling substance misuse, promoting the tourism sector, managing municipal waste and increasing our recycling levels and promoting social inclusion.

We are proud of all the achievements we have made over the past year. However we recognise that our services need to continue to adapt to meet the changing needs of our communities and the economic environment. To help us do this we have developed a regular process of self-evaluation to identify our achievements and the areas for improvement. We were supported this year by [HM Inspectorate of Education \(HMIE\)](#) in conducting a validated self-evaluation of our education services and received positive feedback about our approaches to self evaluation. HMIE found senior managers, elected members and staff demonstrated strong commitment to improvement through self-evaluation and our approaches to self-evaluation of important areas, including attainment and achievement, were systematic, rigorous and suitably challenging.

Our self-evaluation has helped us to identify some of the key improvements we aim to deliver in the future; this includes increasing support to reduce homelessness, extending ways of joining up business support, developing approaches to ensure that all children develop skills for learning, life and work and increasing the range of cultural services available.

In addition to this Annual Performance Report we have an [evidence portal](#) on the Council's website, which is an online directory of further information, reports, plans and [online performance scorecards](#) ([PKC Performs](#) and [PK Performs](#)). This provides members of the public, elected members, officers of the Council and all scrutiny and professional bodies with more information about how the Council has performed in 2009/10.

Although we know we have challenging times ahead our priority remains to provide high quality services. We, in collaboration with our [Community Planning Partners](#), will continue to focus on delivering efficient and effective public services which meet the needs of our customers.

2 Context

2.1 Geography and Demography

Perth and Kinross is a large area of approximately 5,286 km, the 5th largest local authority area in Scotland. Perth and Kinross has a population of 145,910 which makes Perth and Kinross the 13th largest local authority in Scotland in terms of population. Currently children aged 0-15 years make up 17.06% of the overall population and older people aged 65 and over make up 19.53% of the population. There has been an increase of 13.85% in older people aged 65 and over between 2001 and 2009 from 25,030 to 28,499¹. In contrast there has been a decrease in young people aged 0-15 years and primary school rolls dropped below 10,000 in 2008 and declined further in 2009². However, The [General Register Office for Scotland \(GROS\)](#) currently projects the numbers of children aged (0-15 year olds) will increase by 24% and the number of people aged 65 and above will increase by 73% between 2008 and 2033³. In recent years we have experienced the highest population growth in Scotland (8.1%) between 2001 and 2009 which is more than three times the national population increase of 2.6%, placing increasing demands on our services and infrastructure⁴.

Overall population density is low at 28 people per km². Perth is the main centre of population with around a third of the population and faces many of the issues of other cities. At the other extreme, remote communities like Kinloch Rannoch pose many challenges in terms of access to, and delivery of, essential services. There are five towns which have a population of between 3,000 and 9,000 (Blairgowrie, Crieff, Kinross, Scone and Auchterarder) and the remainder of the population is located within numerous villages and in the rural areas⁵.

Perth and Kinross is one of the least deprived local authorities in Scotland. However there are local pockets of deprivation within Perth and Kinross which can be masked by general statistics. The [Scottish Index of Multiple Deprivation 2009](#) indicates that 3% of the population of Perth and Kinross (4,336 people) live in areas defined as being in the most deprived 20% in Scotland⁶. This index is composed of 38 indicators relating to current income, employment, health, education skills and training, geographic access to services, housing and crime.

Our communities are changing rapidly and becoming increasingly diverse. There is a projected growth of almost 27% from 2008 to 2033, which is the second highest in Scotland (the estimated population for the area in 2033 is 182,903). Nationally the population increase is only 7%. We face real challenges with regard to demographic change with an ongoing increase in people moving into the area, a growing elderly population as well as growing numbers of children⁷.

¹ Source: 2001 Census and 2009 Mid Year Estimates, GROS 2010

² Source: Perth and Kinross Council - Education and Children's Services

³ Source: 2008 Based Population Projections, GROS 2009

⁴ Source: 2001 Census and 2009 Mid Year Estimates, GROS 2010

⁵ Source: 2001 Census

⁶ Source: The Scottish Index of Multiple Deprivation 2009

⁷ Source: 2008 Based Population Projections, GROS 2009

2.2 Economy

Perth and Kinross occupies a strategic location in the centre of Scotland with the main trunk roads and rail networks linking us to all parts of Scotland. Tourism in particular is worth over £400 million a year to the local economy and is a key economic driver for Perth and Kinross, supporting 13% of all employment in the area. Over 2 million visitors each year are attracted by the unsurpassed natural environment and the historic heritage⁸.

Our economy is dominated by small businesses. However, although only a small percentage of businesses employ more than 50 people they employ approximately half our workforce. Some of the largest employees in the area in addition to Perth & Kinross Council include: [NHS Tayside](#); [Perth College](#); [Scottish and Southern Energy](#); [Aviva](#); and [Vion](#).⁹ The impact of national and international economic activity and of remote decision making particularly on the latter three of these large businesses can therefore have a significant impact on our local economy.

The unemployment rate for Perth and Kinross rose to a 2.3% average for 2009. However, this was below the national average of 4.1% for Scotland. The claimant count for unemployed benefits in March 2010 was 2.6% which again was lower than the Scottish average of 4.5%. However, the average monthly earnings for those people whose workplace is within Perth and Kinross during 2009/10 was £1,816 which was below the Scottish average of £ 2,052¹⁰. A key challenge is therefore to improve local wage levels and employment in Perth and Kinross based businesses.

In 2009 Perth and Kinross had the fourth highest migrant worker population in Scotland¹¹. At the last measurement there were 7,825 migrant workers in Perth and Kinross and of these 1,940 were non-UK nationals and 930 were from Poland the largest group of migrant workers¹². The arrival of a skilled labour base has had a significant impact on the local economy in terms of both tourism and agriculture.

2.3 Social

The protection of children and vulnerable adults is our most important responsibility and we work closely with other public agencies to ensure that effective measures are in place. We had responsibility for 134 Looked After and Accommodated Children in March 2010. Perth & Kinross Council has a pupil population of approximately 17,500 pupils and has responsibility for 10 secondary schools, 76 primary schools, one special school (including nursery, primary and secondary), one pre-school centre and 45 nursery classes. We also supported over one thousand adults to engage in literacy and numeracy and English for Speakers of Other Languages (ESOL) programmes during 2009/10¹³.

Life expectancy is better than the Scottish average for both males and females in Perth and Kinross and alcohol and drug related hospital admissions are below the Scottish average. However, health inequalities exist in areas of deprivation such as

⁸ Source: Perth and Kinross Council - The Environment Service

⁹ Source: Perth and Kinross Council - The Environment Service

¹⁰ Source: NOMIS 2010

¹¹ Source: 2008 Based Population Projections, GROS 2009

¹² Source: Tayside Area Migration Report, GROS 2009

¹³ Source: Perth and Kinross Council - Education and Children's Services

higher than average levels of drug and alcohol hospital admission, coronary heart disease, cancer and lower than average life expectancy. Deprivation and disadvantage is concentrated in areas of North Perth such as Letham/Hillyland, Fairfield and Muirton and in Rattray in Eastern Perthshire¹⁴. Reducing the inequality gap is a major challenge for the Council and our partners.

Last year 1,265 people were provided with home care that allowed more people to live at home¹⁵. The continued projected growth in the number of older people and their increasingly complex needs creates additional pressure for Services and has major implications for the management and delivery of care related services to local communities.

The continued rise in population and the reduction in average household size has increased the demand for affordable housing in the area. The average household size in 2001 was 2.24. This is estimated to have decreased to 2.18 in 2008 and is predicted to decrease further to 1.99 by 2033. In 2001 there were 58,323 households and in 2009 there are 64,654, while it is predicted that there will be 89,030 by 2033¹⁶.

The Council's recycling and composting performance has improved from 34% to 43% between 2006/07 and 2008/09 and we have exceeded the [Scottish Government's](#) recycling and composting target of 40% by 2010. As a result the Council has maintained its position as one of the leading local authorities in Scotland for waste management¹⁷.

Statistically there are low levels of crime in Perth and Kinross, with the number of crimes recorded by the police in 2008/09 being only 1.80% of the national total. The proportion of crimes cleared up in Perth and Kinross is 62%, ranking the fifth highest local authority in Scotland and exceeds the Scottish average of 49%¹⁸.

¹⁴ Source: Scottish Neighbourhood Statistic

¹⁵ Source: Perth and Kinross s Council - Housing and Community Care

¹⁶ Source: 2001 Census and 2008 Household Projections for Scotland, GROS 2010

¹⁷ Source: Perth and Kinross s Council - The Environment Service

¹⁸ Source: Statistical Bulletin on Recorded Crime in Scotland, Scottish Government 2008/09

3 Strategic leadership and direction

Progress made in 2009/10

This section provides an overview of progress against the [How Good is Our Council's](#) high level question 'How good is our leadership?' Copies of our strategic plans and documents, as well as other background information to this section, are available by linking to our evidence portal which is an online library of documents and sources of information.

3.1 Our vision for Perth and Kinross

We worked with our [Community Planning partners](#) to deliver our shared vision and key outcomes for Perth and Kinross. Despite the challenging times ahead our priorities remain the same. We developed and implemented Perth and Kinross Council's strategic planning and improvement framework which incorporates the [Single Outcome Agreement \(SOA\)](#), [Corporate Plan](#) and [Corporate Improvement Plan](#). We also introduced [Joint Business Management & Improvement Plans and Annual Performance Reports](#). Considerable effort has been made to cascade our joint priorities for Perth and Kinross to staff to ensure that a 'golden thread' exists from vision through to individual's objectives.

3.2 Leadership of people and partnerships

The shared assessment of the Council's risk conducted by the Local Area Network of Audit and Scrutiny Bodies¹⁹ at the beginning of 2010 states that the Council's vision and strategic direction, leadership and culture are very closely linked. It also confirms that the local priorities are clearly articulated, communicated and promoted throughout the organisation by a cohesive [Executive Officer Team \(EOT\)](#). The [EOT](#) is noted as being active in facilitating an inclusive improvement culture amongst staff through the enthusiastic promotion of customer focus, improvement, outcomes and best use of resources. The Council is commended for having a clear agenda for change that has moved from managing performance to now managing improvement and transformation.

Since May 2007 the Chief Executive and Depute Chief Executive has met senior managers across all Council Services on a regular basis via a series of Business Breakfasts. The third series of Business Breakfasts took place between September 2009 and March 2010. These initially focused on the cascade of Perth & Kinross Council's [Single Outcome Agreement](#), [Corporate Plan](#) and [Corporate Improvement Plan](#); the emerging economic context has naturally engaged managers in discussions

¹⁹ The network includes: Audit Scotland; Care Commission; HM Inspectorate of Education; Scottish Housing Regulator; Social Work Inspection Agency; Henderson Loggie (local appointed auditors) NHS, Quality Improvement Scotland.

around the Council's plans for transformation. In total 107 Managers from across all Council Services contributed to the meetings during 2009/10. Executive Directors have also held Business Breakfasts with managers within their service. Due to their success, further business breakfast meetings are being organised for 2010/11. In addition to the Business Breakfasts, four senior management briefing events on the budget and longer term strategies to secure the future were held during 2009/10.

We completed the 2009/10 Elected Member Development Programme. Feedback from elected members on their specific development needs was used to programme individual and group learning and development activities. In March 2010, to help identify further improvements, a survey was carried out to gather the views and preferences of elected members regarding the Elected Member Development Programme and the Personal Development Plan (PDP) process. Elected members have found the PDP process to be a useful way of identifying suitable skills and development requirements; however the development programme will continue to be extended to investigate additional ways to deliver skills based development opportunities that more fully meet the needs of elected members.

We revised the Council's Senior Management Leadership Development Programme and introduced management competencies to the Employee Review and Development (ERD) process for managers. This is designed to provide managers with the range and level of skills and competencies appropriate for their role in managing and developing people, as well as promoting a culture of continuous improvement. These skills and competencies are providing the necessary leadership to enable services to deliver effective and efficient services.

3.3 Direction and pace of change

The Council is facing unprecedented financial constraints over the coming years. Therefore we require to embark on a wide ranging review of existing service delivery arrangements, with a greater focus and pace placed on service modernisation and cost reduction.

The Council's Strategy to Secure the Future sets out a path to 2015 and beyond which will allow the organisation to achieve the required modernisation and efficiencies to meet the financial challenge and future service demand. The programme will be supported by the [Corporate Improvement Plan \(CIP\)](#). This aims to modernise practice and deliver organisational improvement. The report on the Council's shared risk assessment conducted in 2010 recognises that the strategy aims to make best use of resources, deliver outcomes and focus on citizens; it is a wide ranging and important piece of work building on the Council's strong improvement culture.

The Securing the Future Strategy will deliver a series of major front-line reviews resulting in significant budget savings and new service delivery models. The programme will: ensure relevance and focus of service for our citizens and communities throughout the transformation period; pursue a series of efficiency and improvement programmes to drive out further savings; maintain a focus on managing change and continuous improvement within the Council ensuring we have the capacity to implement key supporting approaches; and engage our citizens, communities and staff in our transformation process.

Key areas for improvement 2010/11

- Establishment of additional ways to deliver skills based development opportunities to elected members.
- Beginning a process of business transformation of the Council, ensuring that managers and staff and citizens are engaged throughout the period.

4 Improving outcomes

Progress made in 2009/10

This section provides an overview of progress against [How Good is Our Council's](#) high level questions 'What key outcomes have we achieved?' and 'How well do we meet the needs of our stakeholders?' It also allows us to examine how we are delivering better services and our progress is illustrated by a scorecard view of our performance indicators as well as descriptive case studies. Further detail is available by linking to our [online evidence portal](#) and website [performance pages](#).

4.1 Provide a safe secure and welcoming environment

Keeping children and vulnerable adults safe and protected

Over the last year, we have received a positive inspection for our [Child Protection Services](#). Our guidelines for working with children and families affected by substance misuse have successfully resulted in early identification of vulnerable children and more joint intervention. Our new policy for unborn babies has also seen a number of mothers and babies receive additional support from health visitors and social workers and risk has been reduced.

As a result of our public awareness campaign on child protection, members of the public are increasingly reporting their concerns about children, enabling services to respond quickly and protect our vulnerable children. In addition we have introduced online training '[Thinkuknow](#)' as online safety for children is a growing area of concern (see [Case Study 1](#)).

In recognition of the need to provide more suitable temporary accommodation for families, we designed and opened new premises in August 2009. [Rio House](#) provides temporary homeless accommodation with support for up to eight families with children. This facility offers a safe environment with support for those most in need and at risk. During 2009 eight families had been supported through this project. This has contributed to us having no breaches of unsuitable accommodation orders (families placed in bed and breakfast for more than 14 days) for the whole year.

We continue to meet our targets for adults in need of support and protection through risk assessments and case conferences. Our adult support and protection procedures are embedded and partnership working with [NHS Tayside](#), [Tayside Police](#), private and voluntary sector is well established. We have recently updated our multi-agency guidance and procedures and we hosted a national conference exploring the human rights of adults at risk of harm to support the sharing of knowledge and good practice.

We continue to perform well nationally with a consistently low number of persistent offenders and we have experienced a significant reduction in youth disturbance calls. During 2009/10 we have supported a range of developmental and preventative work which include: martial arts/physical fitness courses for young people in Aberfeldy;

support for vulnerable families through [Goodlyburn New Community School](#); an activity programme organised by young people in Muirton; a film workshop for young people across North Perth; the Logos Centre in Crieff which offers young people the chance to develop an array of skills and develop and build new relationships and experiences; and the Friday Night Drop In at Letham which provides diversionary activity for around thirty to forty young people each week and Police have reported a reduction in nuisance calls on a Friday evening.

Case Study 1 [Online Safety Training – Thinkuknow](#)

Child Protection is a major priority for the Council and on-line safety is an important and growing area of concern. We have sought to educate people who work and live in Perth and Kinross about internet safety, through the introduction of an education programme developed by the [Child Exploitation and On-line Protection Centre \(CEOP\)](#). Over three hundred employees across differing sectors were provided with 'Thinkuknow' training which allowed them to deliver internet safety education to parents, carers, children and young people. Additional in-depth training also took place with 80 employees which focused on young people's use of the internet and how offenders use the on-line environment. All schools in Perth and Kinross have included [internet safety/Thinkuknow](#) within their development plans. This project is sector leading and has been recognised as a model of good practice. One of our teachers was selected by CEOP, from thousands of teachers across the UK, to represent the UK as their sole teacher delegate at the [European Safer Internet Forum](#) organised by the [European Commission](#) in Luxembourg during 2009. This project also won the Provost's Award at the Council's annual 'Securing the Future' awards ceremony in May 2010.

Increasing the supply of affordable housing

The current economic situation is fundamentally impacting on the development industry's ability to bring forward housing sites. However, the number of affordable houses constructed in 2009/10 by [Registered Social Landlords \(RSL\)](#) was high (350) despite the recession. This was a considerable increase on previous years from 184 in 2008/09 and 155 in 2007/08, but future cutbacks to [RSL](#) funding may impact on the number of affordable houses built in the future.

The Council is now beginning to build new houses for the first time since 1985. A contract was awarded in March 2010 to build 26 new council houses in Methven and Letham, these houses are expected to be completed in 2010/11.

We have developed the '[Rent Bond Guarantee Scheme](#)' which aims to help people who urgently need accommodation to access housing opportunities in the private rented sector. The scheme has been developed to assist prospective tenants who may have difficulty accessing private rented accommodation. The 'Bond' is a guarantee underwritten by the Council which is issued as an alternative to a cash deposit. We have assisted 60 households to access private rented accommodation through the scheme, which was launched in September 2009.

Managing municipal waste and increase recycling levels

The [new kerbside recycling collection service](#) which allows residents to recycle up to 50% of their waste has been rolled out to 52,000 residents across Perth and Kinross in the past two years. As a result the Council has maintained its position as one of the leading local authorities in Scotland for waste management. We also re-developed seven recycling centres throughout the local authority, resulting in: improved opening hours; acceptance of a greater range of recyclable materials; introduction of meet and greet staff; and the development of sites using sustainable materials and construction practices. This has allowed the Council to recycle 43% of municipal waste in 2009/10 which is in excess of the [Scottish Government](#) target of 40%. We have also changed our waste management operations to increase vehicle and plant utilisation and improve work life balance for employees. The change has had no impact on the level of service to residents but has managed to generate a saving of £400,000 in total to date.

We developed and introduced '[Community Grant Waste Schemes](#)' as we identified that funding could be targeted in ways that would encourage greater community involvement in the drive to reduce the amount of waste sent to landfill. Through the scheme, community groups can apply for funding directly from the Council to assist them in waste related initiatives. The scheme encourages and supports the development of community initiatives which promote waste prevention and recycling bringing real social and economic benefits to local communities.

4.2 Promote healthy caring communities

Addressing social and health inequalities

We have made considerable progress in responding to and, where possible, preventing homelessness. People who identify themselves as homeless are dealt with more quickly. As of October 2009, 65% of people received a decision about their application within 28 days compared to 48% in April 2009. In addition, our [Welfare Rights Service](#) is continuing to deliver services to those people who need help and advice including those faced with homelessness, carers, those affected by life limiting illness and those with mental health problems. They enable people to claim for all benefits they are entitled to and we have increased the percentage in benefit gains for people to 4.9%, a 1.8% rise on last year's figure.

It continues to be a challenge to reduce the number of families experiencing fuel poverty, however the Council's [Energy Advice Project](#) provides advice and assistance to residents throughout Perth and Kinross. A total of 923 individual cases were handled during 2009/10 resulting in 822 energy efficiency measures being installed. We have almost doubled the amount of energy saving advice home visits, achieving 431 in 2009/10 compared with 217 in 2008/09 and we also dealt with 148 enquires about renewable energy. We have also begun work on the 'Ferguson Park Affordable Warmth Project' to install 195 efficient new heating systems, with 70 houses being fitted with them to date. This project was delivered in conjunction with the [Scottish Gas Network](#) through the [Fuel Poverty Scheme](#) and delivered a heating solution that was previously unavailable as there was previous no gas in the area.

The [Letham Residents Association](#) has been supported by the Council to successfully secure funding from the [Scottish Government Climate Challenge fund](#) to set up a project which carried out street by street Home Energy checks in 700 homes. Currently 43 residents have been referred for insulation work and 12 residents have been referred on to the [Scottish Government Energy Assistance Package](#). The Residents Association have now applied for further funding of £71K to set up a community food project which comprises of a garden share scheme and training allotment site.

We developed a [garden project](#) for adults with mental health needs as a healthy activity within a therapeutic environment (see [Case Study 2](#)). We now hold a Dementia Café once a month in Perth for anyone who suffers from dementia, their carers or anyone seeking information about the condition. For some the Café is simply a place to enjoy a coffee in a comfortable environment; for others there is the opportunity to share experiences with one another; for some it is the first point of contact with professionals as they want to know about dementia and what services might be available; whilst for others there is a need to talk and be listened to, by volunteers, professionals and other carers or people with dementia.

We offer a range of flexible breaks for people with learning disabilities and their carers, including social events, concerts, short breaks and activity holidays. The service plans to expand and deliver these experiences to more people who need respite from their caring role as well as extend it to other client groups.

The award winning multi-disciplinary [North Perth Community School Team](#) has worked with schools and communities in North Perth over the last 10 years to address barriers to inclusion of mainstream services. Particular success recently has been a partnership project to increase access to the countryside for families by encouraging the use of nearby open spaces and promoting physical activities and family learning.

Case Study 2 [Springwell Garden Project](#)

[Springwell](#) is a mental health service that provides support to adults living in Crieff, Auchterarder, Kinross and surrounding areas. A number of service users from [Springwell](#) proposed setting up a local gardening project after undertaking work experience in the local Walled Garden at [Murray Royal hospital](#). The garden project provides benefits for the service users and the local community and is an enjoyable, productive, healthy activity within a relaxing and therapeutic environment. It encourages and develops new skills and knowledge, links to other opportunities and enables individuals to move on to new activities. The project also provides positive PR for those with mental health needs and has won the support of the local community.

Tackling substance misuse

The [Drug and Alcohol Team](#) recently moved to new premises which are more easily accessible to service users and their carers. This has supported better co-ordination of treatment between agencies. The team are continuing to maintain significant improvements to the services as well as achieving the [National Quality Standards for Drug and Alcohol Services](#). An example of this is a specialist assessment process that has been specifically developed to take place over an 8 week period in order to support effective relationships and to enable the service user to reflect on factors and triggers for their substance misuse. There is increased support for carers of people who misuse substances including therapeutic treatments from the Norwell Clinic. Carers have reported that having the opportunity to receive these treatments decreases the stress of caring and enables them to carry on caring.

The Licensing (Scotland) Act 2005 introduced the most significant changes to alcohol licensing in Scotland for 30 years. Due to these changes, a completely new [framework](#) for regulating the sale of alcohol which focused on licensing objectives geared towards public protection had to be introduced. We have successfully implemented the new [framework](#) in a way which supported licensees while ensuring licensing objectives are complied with. We have been recognised at a national level for the work done with licensees to prepare them for the changes.

Promoting active and healthy lifestyles

We have made significant progress in relation to physical education and sport. Our work on developing physical education has been highlighted nationally as best practice. Specific programmes have been developed including: the 'Thinking Out of the Box' programme for learners requiring additional support; the provision of outdoor residential experiences for young people in foster care; the implementation of the Fit for Girls programme across secondary schools; and partnership programmes to develop interventions to tackle childhood obesity. A programme of opportunities is also provided for young people with a disability. The Future Coaches programme has been successful in identifying new coaches and assisting them in furthering their qualifications. Very good progress is being made with Improving Health, Improving Learning with almost all schools on target to meet the standard by December 2010.

We have a range of projects focussed on improving the confidence, health, wellbeing and skills of service users which are having a positive impact on developing healthier lifestyles. Examples include: 'Zest for Life' in Letham which provides opportunities for adults to meet together and work towards adopting a healthier lifestyle; and the 'Peers Early Education Partnership Learning Together' programme which supports parents and carers in their role as the first educators of their children.

4.3 A prosperous sustainable and inclusive economy

Supporting people and business through the economic downturn

The economic outlook remains a challenging one for Perth and Kinross and a number of indicators highlight the impact of the current recession on the local economy, businesses and individuals. In 2009 the Council convened an economic summit and it agreed the establishment of an Economic Leadership Board to take an active lead in developing and monitoring the Economic Recovery Programme. This was developed as a key feature of the revised [Economic Strategy](#). A second economic summit was held in spring 2010 to review the programme and agree priorities for 2010/11.

During 2009/10 '[The Perth & Kinross Business Advisory Scheme](#)' was set up to address a gap in the local enterprise network. Businesses can now receive personal and tailored advice and access local and national sources of funding, through the Perth & Kinross Business Advisory Service and Enterprise Grant and Loan Schemes. We have also successfully encouraged new business start ups and the growth of existing business. Our business advisors provided one to one advice to 257 start up or existing businesses, well in excess of our target of 218 for 2009/10. We have provided grant and loan support to 100 businesses and leveraged £864k of private investment into the Perth and Kinross economy. Through our activities, 235 jobs were created and safeguarded.

We commissioned a study to determine the baseline of the social economy/enterprise. The study was completed last year and a baseline of £61m in 2007/08 has now been established.

Improving employability

In 2009, job vacancies saw a marked decline however, this trend was reversed in January and vacancies have been rising since. While the unemployment level rose sharply to a 2.3% average for 2009, this is well below the national average of 4.1% for Scotland. The largest rise has been in youth (18-24) unemployment and in those Not in Education, Employment or Training (NEET). To address this, we developed a number of mitigating actions with partners including a Tourism Academy pilot. Eight out of the 10 participants in the Tourism Academy pilot secured employment or further training following the programme. We were also involved in a supported employment project with [St Johnstone Football Club](#). Twelve of the 16 unemployed participants entered employment following the course.

We have put in place a number of measures to help increase employment opportunities especially for benefits claimants. '[The Health and Social Care Academy](#)' provides a pre-employment introduction to health and social care work for people who are experiencing long term unemployment and would consider working in this field (see [case Study 3](#)). Working in partnership with a number of local voluntary sector organisations, we successfully bid and were awarded a contract to deliver the Department for Work and Pensions employability initiative, '[Future Jobs Fund](#)'. At the end of the financial year, the partnership had successfully placed 15 individuals into employment and have subsequently obtained a further award to continue this initiative into 2010/11. We also offer intensive one to one job search and interview preparation support which will further enhance the employment prospects of all the candidates.

We offer support to vulnerable and disadvantaged groups and individuals across Perth and Kinross by assisting people with learning disabilities/autistic spectrum conditions to prepare for, find and maintain paid employment. We aim to support individuals by improving access to employment services and opportunities for sustained employment and ultimately reduce unemployment.

Case Study 3 [The Health and Social Care Academy](#)

Scotland's changing demographics presents a picture of an increasing older population and suggests a high level of need for future health and social care workers. The [Health and Social Care Academy](#) provides clients of [Job Centre Plus](#) who are long term unemployed with a pre-employment introduction to health and social care work. The programme delivers training relevant to health and social care and experiential work placement opportunities for students. It is a collaborative partnership which involves: the Council; [NHS Tayside](#); [Perth College](#); [Job Centre Plus](#); and [Skills Development Scotland](#). People who came to the academy have reported that they have gained work related skills, confidence, enhanced self image and motivation. To date 66% of students taking part have achieved and sustained employment.

Promoting our tourism sector including events and culture

During 2009/10 we provided financial support for events and conferences which brought additional net revenue to Perth and Kinross of £16m; this was three times the additional revenue generated in 2008/09. We also developed the Perth [800 events programme and marketing plan](#) which is closely linked with the promotion of Perth City as a retail and visitor destination.

4.4 Develop educated responsible and informed citizens

Raising levels of achievement and attainment

Our [Raising Achievement Strategy](#) focuses on high quality universal entitlement for all learners combined with effective targeted support for vulnerable learners and those at risk of missing out. Levels of attainment in reading, writing and mathematics in primary have been improving in the last five years, particularly at P7.

Overall there has been an increase in the percentage of S2 learners achieving or exceeding national levels from 2004/05 to 2008/09 across: reading (68%-76%), writing (56%-64%) and mathematics (66%-70%). By the end of S4, there has been a significant increase in the proportion of learners achieving level 3 awards (Access 3 or Standard Grade - Foundation) in English and mathematics. Overall, learners in S5 achieved the best results at level 6 (Higher) in the last 5 years. The proportion of learners achieving Highers exceeded both the national and the comparator averages.

However, this year there was a reduction in the proportion of S4 learners achieving 5 or more awards at level 5 (Standard Grade - Credit or Intermediate 2) and the results for S6 learners reflect lower attainment in previous years for this cohort. We are taking a number of steps to help raise attainment in our schools, which include developing opportunities for all based on their entitlement to a broad education based on personalisation and choice and the opportunity to study in depth; continuing to

develop innovative ICT approaches to support learning and teaching; extending and embedding Enterprise and Vocational Opportunities for all; and improving the quality of learning and teaching by increasing the proportion across all schools of teachers trained in the latest approaches to cooperative learning. We are also working to ensure that there are robust arrangements for performance management at school and authority level. This includes arrangements for monitoring and tracking learners' progress systematically.

We were worked with [HM Inspectorate of Education \(HMIe\)](#) in conducting a validated self-evaluation of our education services and received positive feedback about our approaches to self evaluation. They found our approaches to self-evaluation of important areas, including attainment and achievement, was systematic, rigorous and suitably challenging. [HMIe](#) also reported that: we had very effective and purposeful leadership, with a clear sense of direction and robust and comprehensive approaches to self-evaluation; clear commitment to integrated working and sustainable improvement; strong partnership working at strategic and operational levels to support vulnerable children and their families; the overall quality of attainment and achievement in reading and mathematics in primary schools and S1/S2 continues to improve; and that we offer a range and quality of opportunities to enhance the wider achievements of young people in a variety of settings.

We have received very good school inspection reports which evidence high standards across looked after services for children. Our [Raising Achievement Strategy](#) has encouraged innovative approaches to support Looked after Children. Last year there was an overall improvement in the percentage of learners leaving care attaining at least one subject at level 3 award and in the number of learners attaining at least level 3 in English and mathematics. We also continue to make very good progress with the implementation of [Curriculum for Excellence](#). Over the past three years, significant developments have taken place to ensure that all children and young people are provided with the highest quality learning experiences, allowing them to achieve their full potential. Fundamental to our approach is encouraging teachers to transform the learning environment and develop innovative approaches.

We have introduced '[Nurture Group](#)' projects in several primary schools which provide a bridge between home and classroom learning environments for vulnerable children with social, emotional and behavioural development needs. It provides the youngsters with a safe base within the school and builds trusting relationships with reliable adults. We are currently supporting '[Bounce Back](#)' as a major initiative in over 60% of primary schools. The programme is aimed at teaching children personal coping skills and creating school environments that improve pupils' wellbeing (see [Case Study 4](#)).

We continue to celebrate the wider achievements gained by our children and young people through their involvement in volunteering and a range of sporting, cultural and community activities. Participation rates in the [Dynamic Youth](#), [Youth Achievement](#) and [John Muir Awards](#) (environmental awards) are increasing steadily and the range of opportunities available to the volunteers in the [Youth Services City Base](#) is increasing and becoming more diverse. Over 1,500 pupils participated in music tuition and during 2009/10 one of the participants progressed to the [Young Musician of the Year](#) final. Over a hundred young people are undertaking the [Community Sports Leader Award](#) this academic year. This involves young people developing their leadership and training skills alongside contributing to the community through 10 hours of voluntary work.

Despite the economic downturn, Perth and Kinross has maintained a steady level of positive destinations for school leavers during 2009. This exceeds both national and comparator authority averages and means that 1,170 out of 1,320 leavers achieved a positive destination. We have also been involved in a partnership project which provides first step activity for those young people leaving school who are not yet ready to go into training or work. To date there have been 44 young people attending with 39 moving on to a positive destination at the end of the course, with a further 21 young people attending the current course.

Case Study 4 [Bounceback](#)

The Educational Psychology Service has introduced the '[Bounce Back](#)' initiative into a large number of primary schools. Research literature demonstrates that resilient people are healthier, live longer, are more successful at school and at work and are happier in relationships. The aims of the initiative have been to: introduce a whole school approach to resilience; to build up the children's resilience by directly teaching personal coping skills; provide resources to enable staff to help their pupils develop resilient attitudes and behaviour; and by creating school environments that are conducive to pupils' wellbeing. Initial feedback from participating schools has been very positive and [HMIE](#) commented on the effective work being undertaken by the Council in the area of promoting emotional health and wellbeing within schools.

Promoting lifelong learning

We continue to support adults to engage in literacy and numeracy and English for Speakers of Other Languages (ESOL) programmes and during 2009/10 1,145 people engaged in programmes run by the Council and our [Adult Literacy and Numeracy \(ALN\) partners](#). The [Perth and Kinross Adult Literacy and Numeracy Partnership's](#) aim is to support learners in their self-development with reading, writing and use of numbers to enable them to participate fully in their work, family, personal and community lives.

We have supported a 'Men and Children Matter' project which aims to offer support and learning opportunities for children and the significant male in their lives. To date 38 men and 60 children have taken part in a variety of activities including: participating in the [John Muir Award](#); digital photography; ice skating; and cooking.

Investing in creating modern learning environments

Our capital investment reflects an innovative approach to supporting communities through the provision of high quality community and education facilities. The [Investment in Learning \(IIL\) programme](#) delivered five community campuses in 2009/10 at [Blairgowrie](#), [Glenearn](#), [Loch Leven](#), [Strathearn](#) and [North Inch](#). Teaching areas benefit from high quality interactive whiteboards, projectors and speakers. New language lab software has been introduced into campus secondary departments, providing an exciting and innovative tool to motivate learners and deliver language learning and teaching. All schools now also have access to Glow (The [Scottish Schools Digital Network](#)) giving both teachers and learners access to the national schools' intranet.

Alongside the modern high quality educational provision, the campuses provide a wide range of community amenities including sport and leisure facilities, meeting rooms and music and drama spaces. [Loch Leven](#), [Strathearn](#) and [North Inch](#) Community campuses also have new public libraries which offer community users and school pupils tailored access to People's Network computers and a significant increase in flexible library information and communication technology resources.

Whilst [IIL](#) will result in bespoke modern learning environments for over 25% of Perth and Kinross pupils, improvements continue across the remaining school estate. Pupils moved to the newly refurbished and extended [Errol Primary School](#) in August 2009. Additional space at [Kinnoull](#), [Abernethy](#) and [St Dominic's](#) Primary Schools was created to accommodate the primary one intakes. Improvements were also undertaken in secondary schools resulting in a range of improvements including refurbished science rooms, toilets and changing facilities at [Perth High](#), [Perth Academy](#), [Perth Grammar](#), [Blairgowrie](#) and [Pitlochry High School](#).

4.5 Support confident active and inclusive communities

Promoting social inclusion

The national anti-racist charity '[Show Racism the Red Card](#)' aims to combat racism by producing anti-racist educational resources and using the high profile of professional footballers. We recently funded a partnership between the charity and [St. Johnstone F.C.](#) to deliver the anti-racism message to a wide audience across council services and schools and raise awareness of cultural diversity.

The residents of Double Dykes travellers' site with the assistance of the Adult Literacy Team, recently published '[Stoats, Weasels and Burkers](#)' a book of travellers' tales. The book marked the opening of the upgraded site and celebrates Perth's local traveller community and their culture through traditional stories (see [Case Study 5](#)).

Case Study 5 [Stoats, Weasels and Burkers – Traveller Tales](#)

Gypsy travellers living at the Double Dykes site are supported by a range of agencies. As part of our adult literacy provision we deliver on site support to resident adults. This is usually centred around a particular issue such as learning to drive or on an aspect of the travellers' culture. Through a storytelling and writing project, a book of Travellers tales, '[Stoats, Weasels and Burkers](#)' was written by the residents of Double Dykes site. The Adult Literacy team responded to the residents desire to mark the opening of the upgraded site at Double Dykes with an exhibition in 2008. The working relationships that were developed while putting on the exhibitions led to the idea for the publication, which was made possible in September 2009 with external funding from [Learning Connections](#). Stories from the book have been read by members of the literacy group at a number of local and national events.

Over the last year the 'ESOL in the Care Sector' project worked with 55 learners. The project aims to lowering language barriers and to ease communication between the learners and the clients, colleagues, visitors and professionals they meet in their workplace.

[St John's Academy](#) has helped Polish young people and their families integrate into the community by holding information evenings, translating key school documents into Polish, offering Polish language classes for staff and pupils and by developing relationships with a school in Bydgoszcz, Perth's twin city.

Providing equality of opportunity and access

Over one million people participated in cultural activities during 2009/10 which was supported by the '[Culture Matters](#)' promotion and marketing campaign. Three new community campus libraries were opened as part of the [IIL programme](#). [Libraries](#) continue to develop a range of services promoting reading and literacy, with an ever-more popular range of authors visits leading to some sell-out appearances by a wide range of writers – including Neil Oliver, Cameron McNeish, Janice Galloway and Ian Rankin. Other developments include a Simply Burns programme, 'Open Mic' nights and events celebrating Chinese New Year. [Community Libraries](#) now support over 50 book groups, promoting reading and literacy work throughout the area.

We have also helped communities develop their own arts and cultural activities locally. Building on the successful partnership with the stART Festival Group, we have continued to work with these partnerships to empower local people to participate in and influence the delivery of a variety of arts and community activities. StART 2009 attracted over 1,400 people. We also supported a voluntary group to successfully complete their second [Perthshire Open Studios season](#). The project involved 79 venues across Perth and Kinross, with over 100 artists showing work for 10 days in September 2009. Artists recorded 4,281 visits to studios, not only strengthening the profile of their work but also contributing to economic development and tourist visits.

We have extended full time nursery provision in rural areas through the development of five hub nurseries as part of the development of the Early Years framework. We have made good progress in developing the innovative use of Information Technology in supporting young people at risk of missing out. In 2009, we took the first steps in the development of the Perth and Kinross Virtual School. As a result, learners are now supported in their use of the on-line service in locations suited to their needs. A key challenge for us is the co-ordination of access to parenting and family support services ensuring equality of access to services for all families in need. In response, the [Perth and Kinross Parenting Strategy](#) was developed. Six parenting sub-groups have been established across the area, with parenting and family support practitioners working with representatives from health, schools, social work and the voluntary sector. The Community Libraries service has developed a range of services to help improve access to services. They include a micro library in Fairfield and a Reader in Residence has been appointed to work with inmates in Perth Prison.

Supporting community engagement

We have continued to support [Placecheck](#), recently completing a further scheme in [Dunning](#), in which key environmental improvements for their community have been progressed and a celebration will take place in June 2010. Following a period of [community engagement](#) activities in Kinross including focus groups and a world café event last year progress has been made on a range of issues. This included a funding event and a new community worker in post. Lessons from this Kinross engagement exercise will inform future approaches and strategies.

Last summer we undertook an ambitious programme of events to engage with council tenants and other Perth and Kinross residents on a range of topics using the Visioning Outcomes in Community Engagement (VOICE) Toolkit. In total 770 people participated in a number of local events which were arranged in housing offices, sheltered housing units and at stalls at summer galas. After the events we gained a better understanding about what issues local people faced and the makeup of the neighbourhoods.

A range of approaches are used to include parent and pupil views into the work of our schools. [HMIE](#) last year reported that the Council was good at seeking the views of children and families and involving them in policy development. This year's Pupil Council conference included a discussion on a wide range of topics which also included, 'Pupil Councils - are they working?' Through youth services 2,500 young people took part in the 'Black Box' consultation on issues which affect them. The results from this exercise will be used to inform the next Youth Strategy.

Key areas for improvement 2010/11

- We will continue to improve our levels of attainment for all learners, and specifically for looked after children.
- [Child protection](#) continues to be a priority for the Council and over the next year we will implement our improvement plan arising from the joint inspection of services to protect children and young people in Perth and Kinross.
- Support to young homeless people will be improved through the introduction of the Foyer Project, a one stop shop for people aged 16 – 25 in need of accommodation.
- Implementation of the Common Eligibility Criteria across our Community Care Services which helps us target our resources at people who are most in need of them.
- The launch of our innovative social letting agency '[PKC Lets](#)' will offer professional letting, property and tenancy management services to private landlords. For prospective tenants, this means that we will be able to offer a range of quality, affordable private sector properties for rent.
- The next phase of our central heating upgrade programme will include approximately 1,800 houses. This project is aimed at renewing our older and least efficient heating systems.
- Implementation of a new strategic framework, currently being developed with partners, will further improve sport and active recreation services within Perth and Kinross.
- Our [Business Advisory Scheme](#) is an important and integral part of the local enterprise network and we will continue to explore ways of joining up business advisory services across the activities of partner organisations.
- Following the additional award to continue the [Future Jobs Fund](#) initiative into 2010/11 we will work with partners to source an additional 60 opportunities and widen the variety of opportunities on offer.

- We will aim to increase revenue to Perth and Kinross from annual major events and conferences, by exploiting the opportunities for local business engagement and using [Perth 800](#) to promote the area as a whole in 2010.
- We will continue to implement clear curriculum pathways for all children aged 3-18 to ensure every child is able to develop their skills for learning, life and work and we also continue to progress the work on curriculum for excellence. We are improving the quality of learning and teaching by ensuring our teachers are trained in the latest approaches.
- We will open [Breadalbane Community Campus](#) in 2010/11 and have an ambitious programme of [primary school upgrades](#) for Invergowrie and Abernethy Primary Schools. Secondary school upgrades will also be progressed for Blairgowrie and Perth High School to address the priority needs of each school.
- Through the [Parenting Strategy](#) sub groups across Perth and Kinross, the Council and its partners will continue to offer a range of support to parents and carers and develop further family learning activities as a way of reaching those most in need.
- While involvement with key service users and stakeholders in planning, developing and delivering services takes place at all levels, we recognise that there is an opportunity to develop a more systematic and strategic approach to stakeholder engagement. To achieve this we will improve the recording of community engagement/consultations onto the web database including impacts that have been made; roll out the VOiCE toolkit across the Council as the tool for use in recording [community engagement](#) activity; and collate community/customer feedback on a regular basis to inform future delivery of services and planning of events.

5 Organised to deliver

Progress made in 2009/10

This section provides an overview of progress against [How Good is Our Council's](#) high level questions 'How good is our delivery of key processes?' and 'How good is our management?' The section links to our evidence portal which is a bank of useful evidence and further information on these areas.

5.1 Performance management and scrutiny

The Council has been identified as having 'robust performance management arrangements based on measuring progress against agreed outcomes' (Shared Risk Assessment Assurance and Improvement Plan 2010-13). Over the past year we have continued to work with our strategic partners to develop further our performance management and reporting arrangements to support the delivery of the [Single Outcome Agreement](#). We established the Joint Performance and Planning Group with [Community Planning partners](#) which has enabled us to develop a joint performance reporting calendar and establish a process for regular data collection. The Council is also represented on the NHS Perthstat operational group, which allows more effective joint monitoring of performance with our partners in health. Work continues to improve and refine our arrangements.

We also introduced [Joint Business Management & Improvement Plans and Annual Performance Reports](#) (See [case study 6](#)).

Case study 6 [Joint BMIPs and Annual Performance Reports](#)

On an annual basis each Service produces a Business Management and Improvement Plan (BMIP) and a separate Annual Performance Report against the previous year's BMIP. In response to feedback from elected members, this year we integrated Service BMIPs with the Annual Performance Reports to produce a single, clear, concise and streamlined document which incorporates all of the high level information that a Service needs to plan and manage its business effectively. The integrated approach gives elected members a better opportunity to consider service planning based on performance to improve the ability of members to scrutinise performance effectively. The joint documents make it easier to see progress against past targets and how the Service plans to deal with this. Elected members can also track which indicators have been changed or deleted and the reasons for this, again enabling better scrutiny.

We have continued to provide support and guidance to elected members of the [Scrutiny Committee](#) to ensure clarity of their role in scrutinising policy and service performance effectively. This enabled the [Scrutiny Committee](#) to undertake a review of the Grounds Maintenance Service, this was completed and reported in September 2009. A review of policy integration to increase the number of young people moving on to positive destinations following school will take place during 2010. The [Scrutiny Committee](#) also produced a [Guide to Scrutiny at Perth and Kinross Council](#).

5.2 Managing people

We continued to implement the Council's Human Resources Strategy, 'Securing The Future Together With Our Employees', across the Council and at the end of 2009 we used the [How Good Is Our Council](#) self assessment to determine key priorities for managing and developing our people. This will inform the review of the strategy which is currently in progress.

Workforce Management is a key area within the Council's Corporate and Service Workforce Plans. In light of ongoing financial pressures facing local government, the Council has developed workforce management measures and has set out of a strategy for reshaping its workforce in a positive and proactive way. Launched by the Chief Executive to senior managers in November 2009, the workforce management measures identify priority areas for immediate attention:

- Vacancy Management
- Short Term Resourcing Requirements
- Managing existing flexible arrangements
- Enhancing capacity and improving performance

The approach to the workforce management measures recognises the need to engage employees and managers throughout the Council in reshaping the workforce to meet the challenges we face. Developing our workforce management measures will continue in light of emerging financial information and Council priorities.

We completed the Strategic Review of Human Resources & Payroll and are now in the implementation phase of the project. The review identified improvements in respect of organisational structure, communication and stakeholder engagement, technology, accommodation, staff development and training and how to provide effective support to managers through this major change process. The new HR and Payroll Service will deliver a significant level of efficiency savings, maximise potential of the new Resource Link system and create the capacity to support the Council's transformation agenda.

Case study 7 Council's Integrated HR and Payroll System (IHRP)

We have rolled out Resourcelink, the Council's new integrated human resources and payroll system. The project has facilitated the successful move of all staff onto the new system. To augment this move, a suite of management information reports are being developed to enhance current provision. Resourcelink provides a self service portal called MyView and this functionality will be rolled out in a phased approach commencing in April 2010, the first phase will allow some employees to view payslips and change personal information such as bank, address and contact details. Increased functionality will be rolled out over the coming months which will include online forms such as travel and overtime. In addition the Council has also procured a corporate time and attendance module that will replace the multiple flexitime systems currently in use throughout the Council.

This year the Council participated in the [COSLA Excellence Awards](#), culminating in the achievement of two bronze awards and the Council's first ever gold award in March 2010. The Council also held a number of awards ceremonies to recognise the achievement of staff and their commitment to the Council with the third Securing the Future Awards ceremony taking place in May 2010.

Following the successful pilot of a revised approach to employee survey within each Council Service, a council-wide survey was carried out in September 2009. The survey, using a combination of online and paper questionnaires, focuses on 18 key questions asking employees about their satisfaction in terms of a range of issues around their employment. The survey is designed with a short turnaround period to give quick feedback at team level. The overall response rate for 2009/10 was 52% which is high in comparison to other such employee surveys across all sectors and overall satisfaction rates of over 70% reflect positively upon the Council as an employer. Each Council Service ensures that actions arising from the employee engagement staff survey are implemented effectively and key areas are monitored through the Business Management and Improvement Planning process.

5.3 Customer focus and responsiveness

The Council is committed to improving stakeholder consultation and engagement to develop a more systematic and strategic approach to involving stakeholders in service planning and delivery. During the last year we have: continued to promote our [community engagement](#) standards; improved recording of [community engagement](#) activity; rolled out our community engagement toolkit 'VOICE'; and reviewed the Council's approach to collecting and using customer satisfaction information to enhance performance management. Customer performance standards and satisfaction measures have been incorporated in the Council's performance management framework via the Service BMIPs and processes are being put in place for a more systematic approach to collecting information.

Placecheck has been further developed as a tool for engaging communities on environmental improvements to their area. The community of Dunning have played a huge part in developing [Placecheck](#) for their area with the support of the Community Council. They have been actively involved in distributing information, talking to community members and working in partnership with the Council. [Dunning Placecheck](#) received the Gold Award in the category 'Working with Communities' at the Securing the Future Awards. A celebration of the work will be held by the Council and the community on 18 June 2010.

We have focused on customer satisfaction and last year we contributed to the national customer satisfaction project being taken forward by the [Improvement Service](#). The project aims to develop a consistent approach to how councils measure customer satisfaction and customer experience of local government services. During September and October 2009 the Council piloted a new standard, the Customer Service Question Bank, which is a set of questions based around five key drivers of customer satisfaction. The new standard is designed to be cost effective and simple to implement; offer robustness, consistency and comparability; and provide clearer indications of areas for improvement and; enable tracking of year on year changes. The Customer Satisfaction toolkit will be launched across Scotland in June 2010.

In the last year we have continued to develop our technology to improve service delivery and support customer focus. Completion of phase 2 of the Customer Relationship Management System (CRM) project has improved consistency of approach by extending CRM to the face to face and online environments. The [website](#) has been redeveloped to enable easy access to a wide range of [online services](#) and allows customers to enter a [postcode](#) to find information relevant to their area. This includes school catchment area, recycling collection dates and electoral information.

Case study 8 Online Customer Consultation

The Council is committed to engaging efficiently and effectively with residents and service users across the area. Online consultation via our [website](#) is an ideal medium for encouraging participation because of its outreach and interactive nature. It complements traditional methods such as focus groups and paper surveys and is an opportunity to engage those who would not participate using traditional methods. To enable online consultation in a planned and consistent way, the Council subscribed to online software. User training was based on best practice guidance for the design and creation of successful online surveys for the most advanced of requirements. An online consultation was developed to support the four week consultation on the future of [Perth City Hall](#). Residents, businesses and market operators were consulted and could either respond online via the Council website or by completing paper copies of the survey. Over 800 online responses were received within the first three weeks of the consultation.

5.4 Working with partners

The agreement by the [Community Planning Partnership](#) of the [SOA](#) for Perth and Kinross 2009-2011 has been a significant move forward for the public sector delivery in Perth and Kinross. Delivery of the priorities and ambitious targets set in the SOA requires implementation of a range of actions by all [Community Planning Partners](#). This necessitated a review of current CPP governance arrangements to ensure that they are robust and appropriate and can provide assurance to the community planning partner bodies that progress is being made in delivering the SOA.

The proposed enhanced governance arrangements will establish clearer lines of accountability between the CPP and the individual partners' organisations, including the Council, and will ensure that the community planning structure is robust and appropriate for effective delivery of the SOA. Implementation of the enhanced arrangements is essential to support the management of future business and effective delivery of the Single Outcome Agreement (SOA) for Perth and Kinross.

Much of the impact of our partnership working is reflected in section 4 'Improving Outcomes'. This demonstrates the benefits for citizens and communities we are delivering through our joint planning and delivery of services.

5.5 Equalities and diversity

We have continued to embed equalities within the work of the Council through implementation of the Council's [Equalities Strategy](#). Plans are in place to review this Equality Strategy and action plan in light of new Equality Act. The revised document will help deliver further positive outcomes in relation to increasing engagement and participation levels, increasing job applications and improved opportunities for support and work experience across all equalities categories. To support delivery of the strategy we have developed further our performance management arrangements by developing clear targets to assess the overall effectiveness of the equalities strategy. Performance measures and relevant targets have been identified and included within each Service's BMIP to be monitored and reported to elected members on a six monthly basis.

A further development has been the introduction of the Council's revised Equality Impact Assessment (EqIA) process. An equality impact assessment needs to be carried out for functions, policies, procedures or strategies in relation to race, gender and disability and other relevant protected characteristics. This supports the Council's legal requirement to comply with the duty to assess and consult on relevant new and existing policies. Reports to Committee detail the outcome of the EqIA and relevant actions to be taken.

The Council, in partnership with the Police, has also organised a further four Community Equality Advisory Group meetings. These meetings bring together a wide range of community groups to exchange information and raise awareness across all equality characteristics. The meetings have seen increasing participation throughout the year.

5.6 Sustainable development

Sustainable development is a key issue for the Council and our partners, which has led to a cooperative local contribution to sustainable development in Perth and Kinross. This commitment is articulated in the Council's [Corporate Plan](#) and Perth and Kinross [Single Outcome Agreement](#). Sustainable development principles are also used in developing all Council Service's [Business Management and Improvement Plans](#) to ensure that our strategic plans set out a blueprint for taking action in a sustainable way. Through the implementation of these plans there is a very good selection of activities underway which benefit the economy, society and the environment at the same time. For example we continue to make progress on all seven declaration commitments in [Scotland's Climate Change Declaration](#); our risk management processes have been strengthened to effectively improve performance towards long-term sustainable development; and there is a strong and effective multi-agency approach to engaging stakeholders in service planning and delivery.

Last year the Council made a first attempt to judge the overall quality of life for residents in Perth and Kinross by monitoring and reporting on the Council's Quality of Life Indicators. The indicators were assessed against the 2007/08 baseline position and gave a 'snapshot' of the quality of life across Perth and Kinross at that moment in time. The report, produced in December 2009, finds that overall the quality of life for residents in Perth and Kinross is good. Of the indicators for which updated data was available, 36% showed an improvement, 47.5% remained the same and 16.5% showed a decline. Performance was classified as 'good or fair' for 86% of the indicators measured, with 14% classified as 'poor'. It is important to note that a number of the indicators are long term and therefore yearly fluctuations are not as important as the trend. The report will be produced again in 2010.

Case study 9 SEA Toolkit

We have developed the [SEA Survival Toolkit](#) to help PKC employees with [Strategic Environmental Assessment \(SEA\)](#). The project is part of a wider ambition to mainstream SEA within Perth & Kinross Council and contribute to sustainable development. The [SEA Survival Toolkit](#) is designed to help those involved with policy-making, plan development, or reviewing strategies or programmes for the Council. The Toolkit consists of five sections including – a basic introduction to SEA, SEA templates & guidance, opportunities for training, the SEA tracking system and further resources for environmental assessment including the [State of the Environment Report](#).

5.7 Managing finance

The Council is not isolated from the difficulties currently being experienced in both the national and local economy. There is a risk that both the Council's capacity to generate income, and the expenditure it incurs in meeting demand for its Services, may be less predictable in the current economic climate. In terms of income generation, there is a continued risk that, commercial rental income and other areas of income generated by the Council may be affected. The current economic climate may also increase demand for and expenditure on Council Services, potentially most immediately in areas such as [Housing and Council Tax Benefits](#) Administration and support for homeless clients.

The [Shared Risk Assessment](#) completed at the start of the year recognised that the Council has strong financial management and is well equipped to plan and manage the tighter financial constraints likely in the future years. To contribute to meeting these challenges the Council has developed strategies on Workforce Management and Asset Management. In addition we have identified a strategy to Secure the Future towards 2015 and beyond.

We have also begun implementation of an integrated HR and payroll system which will enable the future development of a centralised model of service delivery bringing together expertise from across the Council whilst delivering future efficiencies. We have also updated the Council's Integra financial information system with a view to both improving management information and creating a platform for realising future efficiencies in transaction processing.

5.8 Managing assets

Good asset management is the key to the provision of sustainable and affordable customer focussed services. It is a framework that helps the Council to target its physical resources to the achievement of its corporate objectives by the appropriate allocation of budgets to develop, maintain and improve its assets - or in some circumstances to decide that assets should be disposed of.

To this end, we have developed the Council's first strategic Corporate Asset Management Plan (compliant with the [Chartered Institute of Public Finance and Accountancy \(CIPFA\)](#) best practice guidance). This overarching plan covers the five asset strands of property; roads; greenspace; IST and fleet. It examines, from a corporate perspective, the environment we are operating in; the current position; where we are going; and how we plan to get there. The Council is committed to making best use of public resources and the plan sets out how we aim to do it.

A Corporate Asset Management Member/Officer Working Group has been established to oversee and champion the strategy and asset management processes across all services. The Corporate Asset Management Member/Officer Working Group's role is to support the development of Asset Management strategies, processes and procedures across all Council Services for all the Council's infrastructure assets.

5.9 Managing procurement

We have continued to develop and improve our procurement practices through implementation of the [Tayside Procurement Strategy 2008-2011](#) which sets out 5 key operational objectives. The Council has increased the momentum in implementing this strategy and a central procurement team has been established in offices in Tayside House in Dundee. This team works in partnership with procurement teams located in [Angus](#), [Dundee City](#) and Perth & Kinross Council's and [Tayside Contracts](#). Key personnel have been identified and implementation groups have been established to deliver the programme within their respective areas.

The [Scottish Government](#) has initiated a formal assessment to measuring procurement capability; the Council was assessed in October 2009. Auditors assessed our capability in key areas against common criteria and standards, enabling us to identify where best practice already exists, where there are gaps, and where continuous improvements and efficiencies can be implemented. The score itself for the Council was, as expected in the early years of this type of programme, towards the lower end of the scoring matrix. However, the Council compares well with other local authorities assessed to date. The opportunities for improvement highlighted by the audit have been incorporated into a set of objectives and an action plan for delivery across the Council over the next 2 financial years.

5.10 Managing risk

The Council faces significant challenges over the next five years as it will have fewer staff and less money to spend on services. This will mean the Council must reshape and redesign services and functions. However the Council is dynamic, innovative and ambitious and will rise to the challenge ahead. To gain the greatest possible benefits from these changes we must proactively manage the related risks and uncertainties these changes will bring. By putting in place actions that reduce the likelihood and/or impact of any risk we will be more effective in delivering our ambition.

The Council has a risk management framework in place that includes a strategy and a clear, comprehensive process for identifying, managing, monitoring and reporting risks. This ensures there is an effective and systematic approach to risk management to deliver better strategic, operational and financial management that supports delivery of the [Single Outcome Agreement](#) and [Corporate Plan](#) priorities.

Work is ongoing to further embed proactive risk management in Service, corporate and budget planning and in the transformational approach of the Council.

5.11 Managing ICT

In order to provide effective support to Council Services we needed to embed a culture of change management within IT. A key challenge is to ensure effective configuration and asset management. This includes the control and management of all authorised assets from receipt to disposal, introduces accounting and reporting on all current and historical data for audit purposes as well as assisting with the coordination of improved capacity planning and disaster recovery exercises. Information about all PCs, laptops, printers etc is stored in the Council's ICT Helpdesk.

Council Services use the asset management information held on the Helpdesk as their main source of ICT asset information. Seventy five per cent of the communications infrastructure assets are now contained in the Helpdesk inventory with mature change management principles embedded to assist with maintaining the accuracy of the asset inventory. A program of work is in place to complete this inventory by summer 2010.

Case study 10 Investment in Learning ICT

We have developed and delivered a fit for purpose 21 century ICT infrastructure for the new [community campuses](#), providing new, innovative and integrated solutions for a wide range of services and stakeholders. Campus libraries offer community users and school pupils tailored access to People's Network computers and a significant increase in flexible library ICT resources. User based filtering is in place within campus libraries to provide flexible and appropriate access to Internet content. Teaching areas benefit from standard teaching walls which encompass high quality interactive whiteboards, projectors and speakers. New language lab software has been introduced into campus secondary departments, providing an exciting and innovative tool to motivate learners and deliver language learning and teaching. Smartcard technology underpins secure campus door entry systems and can also be used to provide access to catering, library and sports and leisure facilities. Networked electronic display systems are sited around campuses to broadcast dynamic local and central multimedia content, including service announcements, web pages and streamed TV. The [ILL programme](#) continues to develop integrated centres for the delivery a range of services and a new IT support service model has been formed to support the campus environment.

5.12 Efficient government

Perth and Kinross Council is committed to making the best use of public resources and to implement efficiency gains. Council Services have identified cash releasing efficiency gains totalling £5.688 million in 2008/09.

A number of services have progressed under shared services including procurement and IHRP. Further opportunities for shared services are being explored as part of the Transformation Programme.

Efficiency gains 2008/09

Theme	Cash Releasing £'000	Time Releasing £'000
Asset Management	2,362	
Procurement	869	
Workforce Planning	622	
Other	1,681	
Shared Services	154	
Streamlining Bureaucracy	0	38
Total	5,688	38

Note: Information on efficiency gains achieved in 2009/10 will be available December 2010.

Key areas for improvement 2010/11

- Further improve our performance management arrangements by embedding risk management, statutory performance indicators and the use of benchmarking and comparative information to ensure decision makers are fully informed.
- Develop and empower our staff through the Review of the HR Strategy.
- Continue to develop a systematic approach to gathering customer information, including satisfaction, in order to inform decision making.
- Continue to develop effective methods of engaging communities to inform decision making.
- Develop and implement a new approach to locality planning with partners, drawing on existing structures and initiatives.
- Implement enhanced governance arrangements for the [Community Planning Partnership](#) to support the delivery of the [Single Outcome Agreement](#).
- 'How Good Is Our Partnership' Draft tool to be piloted by Strategic Health Partnership in 2010.
- Ensure the Council is in a state of readiness for implementation of the new Equalities Bill.
- Develop and implement a sustainable development training programme to increase awareness or assist staff in understanding how it can be integrated within their work.
- Promote the use of the Integrated Assessment Toolkit to assess the potential impact of particular policy options on sustainable development across the Council.
- Forge stronger links between our workforce planning arrangements and medium term financial plan and corporate asset management plan.
- Work towards an improved score in the [Procurement Capability Assessment](#).
- Deliver the corporate asset management improvement plan and the action plan from the [Best Value 2](#) self-evaluation assessment.
- Implementation of the new service delivery model for HR and Payroll Services.
- Strengthen our risk management processes to continue to improve the identification and monitoring processes to manage risks faced by the Council.
- Ensure effective risk management processes are in place to support transformational change and continuous improvement.
- Develop a business case for an ICT support model for providing 'out of hours' cover to Services.

6 Further information

6.1 PKC evidence portal

Decision makers need research evidence to underpin practice and policy making. Because evidence is so widely dispersed and many people have limited time to look for it, we have created a central point of access to enable interested people to find relevant information fast.

[PKC Evidence Portal](#) is an online hyperlinked directory of information, reports, plans and other documents which support the results of Perth and Kinross Council's annual self evaluation process and public performance report. It is designed for both members of the public and professional bodies interested in learning more about how the Council is performing.

6.2 Online performance scorecards

[PKC Performs](#) provides an easy to understand view of how Perth and Kinross Council is delivering on the priorities within the PKC Corporate Plan. It is possible to select to view the Council's performance scorecard by [Corporate Objective](#), [Service](#) or [Best Value area](#).

[PK Performs](#) provides a scorecard view of how the Perth and Kinross Community Planning Partnership is delivering on the outcomes within the SOA.

6.3 Key contacts

For further information on any area of this report please contact the Strategic Planning and Improvement team, Chief Executive's Service in the first instance:

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