

PERTH AND KINROSS COUNCIL

CORPORATE PLAN

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

CONSULTATION DRAFT– 17.04.2009

FOREWORD

Welcome to Perth & Kinross Council's Corporate Plan.

Perth and Kinross is renowned for its outstanding quality of life, exhilarating scenery, rich heritage, the hospitality and creativity of its people and as a fantastic place to live, work and visit.

The Corporate Plan sets out how the Council will develop and enhance these assets and how, through working with other public agencies, the private and voluntary sector and local communities, achieve its vision and objectives for the area.

The ultimate ambition of the Council is to achieve a significant, measurable improvement in the quality of life of every citizen of Perth and Kinross by delivering or facilitating excellent, customer focused services.

Over recent years the Council has made significant progress in responding to the needs of the citizens and communities of Perth and Kinross and in delivering on the priorities identified in the 2007 to 2010 Corporate Plan. This progress is reported through our Annual Performance Report. In the years ahead Perth and Kinross will face many new challenges and opportunities and there is much to look forward to. The Council, as a community leader, has a key role to play in ensuring that our area continues to thrive. Perth 800, the celebration of the 800th anniversary of Perth being granted Royal Burgh status and Perth's application for city status lie ahead as opportunities to celebrate our rich heritage and growing reputation as a vibrant area.

If the Council is to address successfully these new challenges and opportunities it must strive continually for excellence in the decisions it makes and in the services it delivers - as a community leader, as a partner and as an employer.

The Audit Scotland 2008 Review of Best Value and Community Planning identified that Perth & Kinross Council demonstrates a strong commitment to Best Value and continuous improvement and an appetite for better services for the area. The review found that the Council and its Partners share a clear and ambitious vision for Perth and Kinross.

In June 2009 the Council and its Community Planning partners agreed with the Scottish Government the second Single Outcome Agreement (SOA) for Perth and Kinross that sets out the key local outcomes and targets that these organisations are committed to achieving. The SOA approach has built on the many excellent partnerships which already exist with other public agencies, the private and voluntary sectors and local communities to ensure that services are flexible, responsive and built around the needs of customers.

This Corporate Plan outlines the Council's commitment to deliver the SOA and lays out what the Council intends to do to ensure the ambitious outcomes in the SOA are achieved. The Corporate Plan will help inform and improve decision-making, ensure the effective allocation of resources, promote partnership and support organisational development and improvement.

The Corporate Plan identifies how the Council will be held to account. It contains meaningful indicators and ambitious targets for each key objective that will be reported and reviewed annually to make sure they remain relevant.

Signed:

Councillor Ian Miller, Leader of Perth and Kinross Council

Signed:

Councillor George Hayton, Depute Leader of Perth and Kinross Council

Signed:

Councillor Alexander Stewart, Leader of the Conservative Group

Signed:

Councillor Archie MacLellan, Leader of the Labour Group

Signed:

Bernadette Malone, Chief Executive, Perth and Kinross Council

Signed:

Jim Irons, Depute Chief Executive and Executive Director, (Environment)

Signed:

Gavin Stevenson, Executive Director (Corporate Services)

Signed:

John Fyffe, Executive Director (Education & Children's Services)

Signed:

David Burke, Executive Director (Housing and Community Care)

PERTH AND KINROSS COUNCIL

Perth and Kinross Council is a large, diverse organisation which works for the benefit of all the citizens and communities of the area.

As the only democratically elected and accountable body within the area, the Council has a unique role to play in providing community leadership across public services; promoting partnership and supporting community engagement.

The Council delivers or facilitates a wide range of services which impact enormously on those living in the area. It is responsible for education, roads, housing, care for the elderly and vulnerable people, parks, street cleansing, economic development, refuse collection and many other vital services on which communities and individuals rely daily.

The Council's annual budget is around £380m (2008/09) which comes from government grants, income from Council Tax and charges for services.

Our Vision

This Corporate Plan clearly sets out the vision for our area, our communities and our people.

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

The vision has three overall aims:

- building a vibrant and successful area;
- providing a safe, secure and healthy environment; and
- ensuring individuals and communities are nurtured and supported.

Our Objectives for 2009-2012

From the vision and these three aims, we have built five objectives which help us to make decisions about policy direction and budget spending. The objectives are to:

1. provide a Safe, Secure and Welcoming Environment
2. promote Healthy, Caring Communities
3. build a Prosperous, Sustainable and Inclusive Economy
4. develop Educated, Responsible and Informed Citizens
5. support Confident, Active and Inclusive Communities

Later in this document, we explain the priorities we have in respect of each of these five objectives and some of the measures which will help us know if we are making progress.

Together, the vision, aims and objectives will support delivery of the Community Planning Partnership's Single Outcome Agreement for 2009-2011 by helping us to focus on the Local Outcomes that will achieve meaningful improvements for the area, our local communities and our citizens.

Our Values

To deliver this vision and objectives the council will operate to a clear set of values:

- Integrity
- Openness and transparency
- Promotion of social equality and justice
- Diligence and effectiveness

The Council demonstrates these values through strong community leadership; being organised to deliver this vision and objectives; meeting and clearly demonstrating that it is meeting the community's needs; maintaining a commitment to excellence; driving continuous improvement in all its activities; promoting equality; promoting sustainability; and importantly, working with our partners to identify a clear set of priorities that respond to the needs of the community in both the short and the longer term.

Our Ambition for Excellence

We believe that to achieve this vision for Perth and Kinross, the Council must be dynamic, innovative and committed to delivering and facilitating excellent local services.

Our ambition is to be an excellent Council ensuring delivery of high performing, quality services that meet the needs of users and communities. Delivering best value means achieving continuous improvement in outcomes for communities and service delivery.

The Council is committed to **improving services; enhancing the quality of life** of our citizens and making **best use of public resources**. This will be achieved by continuing on our journey towards being an excellent Council and delivering high performing, quality services that meet the needs of users and communities. We deliver excellence through developing our people, modernising our organisation and working constructively in partnership with other bodies to deliver high quality services to our Local Communities.

It is recognised that our employees are the Council's greatest asset and we shall continue to invest in their development; to engage with them to inform service delivery; and to celebrate their successes. We shall explore ambitious new ways of **improving services** taking into account the needs and aspirations of our communities.

Enhancing quality of life lies at the heart of the Council's drive towards excellence. This means improving health outcomes, focussing help for the most vulnerable, growing our economy, providing lifelong learning, making communities safer and protecting the environment.

The Council recognises that inequalities resulting from life circumstances, such as poverty, poor health and social isolation, exist in our communities. We are committed to improving access to services for individuals, families and communities experiencing inequality, and closing the gap between the most disadvantaged and the most prosperous communities.

The Council will make the **best use of public resources** by seeking out the most efficient ways of delivering, commissioning and facilitating services whilst maintaining quality. Together with other local authorities and our Community Planning partners, we shall pursue opportunities to modernise our practices, embracing innovation while continuing to demonstrate prudent financial management.

OBJECTIVE 1 - A SAFE, SECURE AND WELCOMING ENVIRONMENT

Why is this objective important?

All of us, and particularly those who are more vulnerable, should be protected and supported. Individuals and families have the right to live in good quality housing that is suited to their needs and promotes wellbeing. Residents and visitors should also be able to go about their daily business being and feeling safe and secure.

Our diverse environment is one of Perth & Kinross Council's most significant assets, both in terms of its outstanding natural beauty and in contributing to the quality of life we enjoy. The provision of clean, green and accessible public spaces enhances the quality of life of all residents and attracts many visitors to our area. The promotion, development and maintenance of our natural and built environment adds to the vibrancy of communities, increases leisure, sporting and cultural opportunities and supports social inclusion and participation.

What are the challenges and opportunities?

The protection of children and vulnerable adults is our most important responsibility. As public awareness of this issue has grown in recent years, an increasing number of child protection concerns have been reported to services. The Council is committed to providing strong strategic leadership and to working closely with other public agencies to ensure that effective measures are in place to address the concerns raised, and to ensure the safety and well-being of children and other vulnerable groups.

Perth and Kinross is fortunate in that it has low levels of crime but sometimes, despite this, some people still worry about crime and their own safety. We are working with our Community Planning Partners to provide services that enable all communities and groups to feel safe.

The attractiveness of Perth and Kinross as a place to live has resulted in population growth and inward migration. There has been a healthy history of housing land supply in the area. The rising population combined with the national trend towards a falling average household size, house price inflation of 59.8% over the period from March 2004 to March 2008 and a significant reduction in private house building since October 2008, has led to increased housing demand.

Although current economic conditions have reduced house prices in the area there is still an affordability gap and a continuing need for more affordable housing. Innovative ways of increasing the supply of affordable houses are being explored to meet these challenges. This includes a resumption of Council house building.

The Council is committed to reducing the local and global environmental impact of our consumption and production. Environmental challenges, including climate change and the ongoing depletion of natural resources, have driven significant improvements in the Council's recycling/composting of municipal waste. The Council has also been successful in encouraging local households reduce and recycle their domestic waste.

Our Key Priorities

We will provide a Safe, Secure Welcoming Environment by:

- keeping children and vulnerable adults safe and protected
- increasing the supply of affordable housing
- managing municipal waste and increase recycling levels

How shall we know we are making progress?

The following indicators will be measured and progress reported regularly

Relevant Indicators	Baseline (2007/08)	Milestones/Targets		
		2009/10	2010/2011	2011/12
% of children on the child protection register over 18 months	13.5%	Targets not appropriate	Targets not appropriate	Targets not appropriate
Breaches of unsuitable accommodation orders (families in B&B 14+ days)	32	15	10	7
Number of persistent young offenders	20	19	18	17
Number of affordable houses	155	180	180	180
Emissions from Perth & Kinross Council Buildings	15,393 tonnes CO2	5% reduction from baseline year	10% reduction from baseline year	15% reduction from baseline year
% municipal solid waste collected during the year that was recycled or composted	35.9%	42%	42%	45%

Strategies that help deliver:

- Local Housing Strategy
- Environment Strategy
- Structure and Local Plans
- Joint Health Improvement Plan
- Social Inclusion Strategy
- Community Safety Strategy
- Anti-Social Behaviour Strategy
- Integrated Children's Services Plan
- Tayside Community Justice Authority Area Plan

OBJECTIVE 2 - HEALTHY, CARING COMMUNITIES

Why is this objective important?

The maintenance of good health underpins the quality of life and opportunity experienced by children, young people and adults of all ages. It has a major impact on learning and on the ability of adults to participate in the labour market and to be economically independent. Significant health inequalities continue to exist between the most affluent communities and the most disadvantaged. Substance misuse can adversely affect the safety and health of individuals and families across our communities.

Many older or vulnerable people continue to live in the community with the support of their families, friends and neighbours. However the number of informal carers available to support them is likely to reduce as those who are currently caring grow older and have increasing needs themselves. This will increase demands on services.

What are the challenges and opportunities?

Latest figures available state that life expectancy at birth for females and males was higher in Perth and Kinross than in Scotland as a whole. However, inequalities in health have resulted in life expectancy in some areas of deprivation being as low as 69.7 years for males and 77.0 years for females compared with 83.1 years for males and 88.6 years for females in other areas.

Coronary heart disease continues to be the main cause of death in Perth and Kinross. Over the next ten years it is anticipated that there will be an increase in the incidence of cancer by 30%, but a reduction in the number of people dying of cancer as treatment improves.

As in many areas of Scotland, health problems as a result of alcohol consumption are also evident in Perth and Kinross. Between 1997/98 and 2006/07 the number of people in hospital with an alcohol related diagnosis increased from 494 to 862. Problems in areas of deprivation were increased with 115 alcohol related discharges per 10,000 population in the most deprived areas compared with only 21 per 10,000 in the most affluent areas.

Demographic changes in Perth and Kinross are resulting in an increasing number of older people within the population. The demographic projections for 2031 estimate increases of 74% in the number of those aged over 65 and 129% in those aged over 80 years. These increases exceed projections for Scotland as a whole. The number of people with dementia will also grow, with a projected increase of 58% between 2007 and 2024.

The 2001 Census identified that there has already been a significant increase in the proportion of people with a long term medical condition which may be life threatening, affecting people physically, mentally, emotionally and/or financially. Potentially a greater number of people will require to be supported by care at home services, with tele-care featuring as a means of maintaining independence. There may also be a greater requirement for housing which has been appropriately adapted to meet individual needs.

Although the number of people presenting as homeless has risen, considerable progress has been made in responding to, and where possible preventing, homelessness. This means that rough sleeping is no longer a feature in our area. Given the pressure on the local housing market and the impact of the current economic down-turn, homelessness and its associated health problems will continue to impact on individuals, their families and on service providers.

Every child deserves to have the best possible start in life. Good parental care is essential both before and after birth. Although a range of mainstream services are in place to support parents through pregnancy and the early stages of parenting we face challenges in engaging some key groups of parents including those with multiple or complex needs or living on a low income.

Our Key Priorities

We will promote Healthy, Caring Communities by:

- addressing social and health inequalities
- tackling substance misuse
- promoting active and healthy lifestyles

How will we know we are making progress?

The following indicators will be measured and progress reported regularly

Relevant Indicators	Baseline (2007/08)	Milestones/Targets		
		2009/10	2010/11	2011/12
% older people aged 65+ with intensive care needs receiving care at home as a % of all receiving long-term care	20.1%	22%	23%	24%
% households experiencing extreme fuel poverty	27%	25%	23%	21%
% of women smoking in pregnancy a) Perth and Kinross b) Areas of regeneration	a) 18.6% b) 34.8% (2005/07)	a)18.1% b) narrow the gap with the Perth & Kinross average	a) 17.6 % b) narrow the gap with the Perth & Kinross average	a) 17% b) narrow the gap with the Perth & Kinross average
Alcohol related hospital admissions	a) 517 per 100,000 (Perth & Kinross) b) 1,949 per 100,000 (areas of regeneration)	a)Reduce by 1% from baseline year b) Reduce by 2% from baseline year	a) Reduce by 2% from baseline year b) Reduce by 4% from baseline year	a) Reduce by 4% from baseline year b) Reduce by 6% from baseline year
Prevalence of problem drug users (<i>national</i>)	1.76% population (2002)	Reduce by 1.5% from baseline year	Reduce by 3% from baseline year	Reduce by 5% from baseline year
Number of attendances at sport and active recreation activities	921,482	930,696	940,002	949,402

Strategies that help deliver:

- Partnership for Older Peoples Services
- Social Inclusion Strategy
- Homelessness Local Outcome Agreement
- Local Housing Strategy
- Joint Health Improvement Plan
- Integrated Children's Services Plan
- Sports & Active Recreation Strategy
- Carers Strategy

OBJECTIVE 3 - A PROSPEROUS, SUSTAINABLE AND INCLUSIVE ECONOMY

Why is this objective important?

The Council plays a fundamental role in developing and strengthening the local economy by fulfilling a number of important functions, not only being the largest employer; but also by: working with our Community Planning Partners to advise and support new and existing businesses, improving business and transport infrastructure; leading in the marketing of the area; and providing education and training opportunities.

A strong, sustainable local economy provides a catalyst for physical and social regeneration by: encouraging new business growth; providing a broad range of employment opportunities; ensuring that the level of household incomes increase; and stimulating the property market. However, in the early months of 2009, we find ourselves in a global recession that will impact upon all the communities of Perth and Kinross. The number of people unemployed has increased significantly since September 2008 and there is a reduction in the number of new businesses.

What are the challenges and opportunities?

Our central location within Scotland attracts businesses but options are limited for developers and companies looking to invest in new sites and premises particularly in Perth itself. We need to ensure that further serviced business land is available to support future development.

Transport links to other areas and the road infrastructure need to be improved to allow businesses to function effectively. Transport priorities identified to support future economic growth include: improvements to the A9; enhanced road links to Perth Harbour; continued development of rail links to provide faster trains and better freight links; improved Park and Ride facilities; and the development of a transport interchange at Perth railway station.

Perth and Kinross has a working age population of 84,800 (2007) of which 71,600 are economically active, 69,500 are in employment (including 9300 self-employed) with the remainder claiming unemployment (2007). Both the working age population and the numbers in employment rose quite significantly in the period from 2000 to 2007. Employee jobs also rose significantly over the same period, fulltime positions have stabilised since 2005 at around 40,000 with part-time positions increasing significantly in the period from 2000-2005 from 14,000 to approximately 21,000.

Although across Perth and Kinross, unemployment is lower than the Scottish average, there remain communities where unemployment levels are higher than the Scottish average.

Tourism is a major driver in the area and accounts for around 13% of all employee jobs. It was worth £417million to the local economy in 2007/08; this was an increase on the previous year although the number of visitors had fallen. Development of the tourism sector underpins our ambition to be Scotland's most beautiful, vibrant and successful area.

The stock of VAT registered businesses grew from 4900 to 5400 between 1994 and 2007. However, latest figures from the Scottish Clearing Banks have identified that the number of new business bank accounts have been in decline since the second quarter in 2008.

Vacancies notified to the Job Centre have also reduced from over 2000 in 2006 to the current level of 405 (December 2008). The current economic recession is starting to have an impact on unemployment levels within Perth and Kinross, and while there have been 243 notified redundancies since November 2008 anecdotal evidence would suggest the levels are much higher.

Our Key Priorities

We will build a Prosperous, Sustainable and Inclusive Economy by:

- supporting people and businesses through the economic downturn
- improving employability
- promoting our tourism sector including events and culture

How will we know we are making progress?

The following indicators will be measured and progress reported regularly

Relevant Indicators	Baseline (2007/08)	Milestones/Targets		
		2009/10	2010/11	2011/12
Area of serviced business land	7.6ha	9.0ha	10.5ha	12.0ha
% working age people on benefits	11.1%	14%	12%	11%
Unemployment rate	1.6%	3.5%	3%	2.5%
Average monthly earnings for those people whose workplace is within Perth and Kinross	£1,773	£1,773	£1,700	£1,700
Tourism revenues	£417m	£433m	£450m	£468m

Strategies that help deliver:

- Economic Development Strategy
- Tourism Strategy
- Events Strategy
- Cultural Strategy
- Environment Strategy
- Lifelong Learning Strategy
- Integrated Children's Services Plan
- Employability Strategy
- Structure and Local Plans
- Social Inclusion Strategy
- Regional Transport Plan

OBJECTIVE 4 - EDUCATED, RESPONSIBLE AND INFORMED CITIZENS

Why is this objective important?

The provision of educational opportunities that support our children, young people and adults to be successful learners, confident individuals, responsible citizens and effective contributors is fundamental to achieving a strong civic society. Delivering the services and culture needed to achieve this represents a significant investment in the future social development and economic success of Perth and Kinross.

What are the challenges and opportunities?

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. We have established a wide range of projects, including vocational and employability opportunities, with partners that have had a positive impact on achievement and have commissioned work that will impact on the employability of some of our school leavers.

From 2003 to 2008, there has been a steady and continued improvement in the proportion of 5-14 year olds achieving or exceeding the appropriate national levels in reading, writing and mathematics. Yet there is scope to improve and, in particular, transition arrangements for learners between primary and secondary schools can be enhanced and levels of attainment raised further, particularly in writing and for the lowest achievers.

Significant progress has been made in improving the curriculum and the recent development of a five part strategy 'Creating a Curriculum for Excellence' will raise levels of attainment and achievement for all, along with improvements to the quality of the curriculum, learning and teaching. In 2007, the overall proportion of S4, S5 and S6 pupils achieving success in national qualifications was above national averages for most measures of performance. However these proportions were below the results of comparator authorities on almost all key measures. In addition, attainment levels were below or in line with national averages on a number of measures of performance for lower attaining pupils. Therefore further work is required to ensure all young people are supported to continue to increase their attainment levels.

We need to continue to celebrate the wider achievements gained by our children, young people and adults through their involvement in volunteering and a range of sporting, cultural and community activities. We are investing in six new Community Campuses to provide modern, exciting, vibrant learning environments for our communities.

The proportion of Perth and Kinross school leavers entering a positive destination, including seeking further qualifications by moving on to education or training has steadily increased in recent years to above Scottish average levels. Between 2007 and 2008 there was a 1% decrease in the number of young people moving from school into employment, this mirrored the Scottish trend.

Young people with Additional Support Needs (ASN) have particular challenges when leaving school and require ongoing support to ensure effective transitions into the

world of work, education or training. We will continue to work closely with partners and other services to ensure that this experience is a positive one for those concerned.

During 2006/07 279 adults were engaged in Perth & Kinross Council's literacy and numeracy programmes. This number is increasing and should continue to do so as the new Investment in Learning community campuses open.

Our Key Priorities

We will develop Educated, Responsible and Informed Citizens by:

- raising levels of achievement and attainment
- investing in creating modern learning environments
- promoting Lifelong Learning

How will we know we are making progress?

The following indicators will be measured and progress reported regularly

Relevant Indicators	Baseline (2007/08)	Milestones/Targets		
		2009/10	2010/11	2011/12
% pupils achieving level E or beyond in writing at S2	63%	65%	67%	69%
Attainment tariff scores (S4) within local regeneration partnership areas	111	Narrow the gap between average tariff score for S4 pupils in regeneration areas and Perth and Kinross average (178)	Narrow the gap between average tariff score for S4 pupils in regeneration areas and Perth and Kinross average (178)	Narrow the gap between average tariff score for S4 pupils in regeneration areas and Perth and Kinross average (178)
% children leaving care who attained				
a) at least one subject at Standard Grade foundation level or equivalent	a) 69%	a) 80%	80%	100%
b) English and Maths at foundation level or equivalent	b) 37%	b) 80%	80%	100%
% school leavers moving onto positive & sustained destinations	90%	91%	92%	93%
Number of young people achieving awards				
a) Youth Achievement	a) 7	a)8	a)9	a)10
b) Duke of Edinburgh	b) 251	b)225	b)260	b)265
c) ASDAN accredited	a) 33	c)35	c)37	c)39
% local workforce with formal qualification	87.9%	88.9%	89.9%	90.5%
% of adult learners who have achieved almost all their learning outcome goals	Baseline to be established	90%	100%	100%

Strategies that help deliver:

- Lifelong Learning Strategy
- Raising Achievement Strategy
- Social Inclusion Strategy
- Cultural Strategy
- Community Learning & Development Plan
- Integrated Children's Services Plan

OBJECTIVE 5 - CONFIDENT, ACTIVE AND INCLUSIVE COMMUNITIES

Why is this objective important?

The Council is committed to working in partnership with other public agencies, the voluntary sector and local communities to build the capacity of our communities and to improve the quality of life of all citizens of Perth and Kinross, particularly those who are excluded or unable, for whatever reason, to access services.

The outstanding strength of community spirit and identity that exists in many parts of Perth and Kinross is sustained by confident, active and inclusive communities. The informal support provided by many community members to their fellow residents and family members is also invaluable. However, we know that some individuals and communities feel excluded from mainstream activities and services.

What are the challenges and opportunities?

To build sustainable communities, everyone must have an opportunity, collectively or individually, to participate to the best of their ability in the social, economic and cultural development of their community.

Without the many active voluntary and community groups within our neighbourhoods, including 54 Community Councils, 33 Bloom committees, 189 Neighbourhood Watch groups, over 15 tenants groups and a wide range of sport and active recreation groups for all ages, our communities would lack their current vibrancy and strength. Young people have the opportunity to be involved in local youth fora and pupil councils and are increasingly undertaking social and community projects within their communities. The challenge exists as to how best to tap into the knowledge and experience of the older people in our communities. This aim will be supported by the development of locally based community planning.

While there are many examples of confident, thriving communities in our area, it is recognised that some communities need additional support to improve their quality of life and access to services. There are ten data zones (small areas within communities) that are within the 20% worst affected. A survey completed in 2006 identified that the vast majority of Perth and Kinross residents are satisfied with their neighbourhood as a place to live in and feel safe there after dark. However, the results also indicated that despite low levels of crime and general satisfaction with the area, a number of residents, particularly young women and older people, do not always feel safe in their communities. There was a correlation between the neighbourhoods where people experience lower levels of feeling safe and areas experiencing deprivation.

Cultural activity is vibrant in Perth and Kinross. A consultation undertaken as part of the Perth and Kinross Cultural Strategy development interviewed one thousand residents and identified that citizens valued the variety and quality of provision within the area. Young people in the area have a strong tradition of excelling in music, arts and drama. As a result, our orchestras and youth theatre activities are growing, including events within local communities.

Our area benefits from strong international links through twinning and other arrangements which provide exciting opportunities to share with communities around the world our cultural and social heritage. These opportunities to benefit from cultural activities and experiences are available both in Perth and in local communities and promote equality of access for all.

Perth Museum has achieved national significance and recently won a national award for conservation. The museum is much loved by the people of Perth and Kinross and our city archives are much in demand from home and abroad as people try to re-discover their roots.

The six new Investment in Learning Community Campuses to open during the period 2009–2011 will provide excellent facilities that can become a focal point for local communities. They will provide a range of Council services including library, and leisure facilities and partner services.

Our Key Priorities

We will support Confident, Active and Inclusive Communities by:

- promoting social inclusion
- providing equality of opportunity and access
- supporting community engagement

How will we know we are making progress?

The following indicators will be measured and progress reported regularly

Relevant Indicators	Baseline (2007/08)	Milestones/Targets		
		2009/10	2010/11	2011/12
% of residents surveyed who are satisfied with the area they live in	90%	92%	93%	94%
Number of schools with a pupil council	90%	92%	95%	98%
% of customer satisfaction of all Council services	72%	75%	78%	80%
Reduce number of people living in Perth & Kinross data zones within 20% worst affected 'data zones' in Scotland	6815	Reduce by 2% from baseline year	Data only available bi-annually	Reduce by 5% from baseline year
Number of participants in cultural activities	New indicator baseline and target to be set	To be informed by baseline	To be informed by baseline	To be informed by baseline

Strategies that help deliver:

- Local Housing Strategy
- Environment Strategy
- Economic Development Strategy
- Joint Health Improvement Plan
- Equalities Strategy
- Equally Well
- Lifelong Learning Strategy
- Community Safety Strategy
- Integrated Children's Services Plan
- Social Inclusion Strategy
- Community Learning & Development Strategy

Delivering the Council's Objectives

This section of our Corporate Plan outlines how the Council is structured politically and organisationally to deliver on the objectives identified for 2009-2012.

The Community Planning Partnership Single Outcome Agreement is the key driver for our planning framework since it provides the rationale for decision making and prioritisation of resources above and beyond the Council's core statutory responsibilities. The Corporate Plan sets out how the Council proposes to meet its responsibility to deliver against the outcomes in the Single Outcome Agreement.

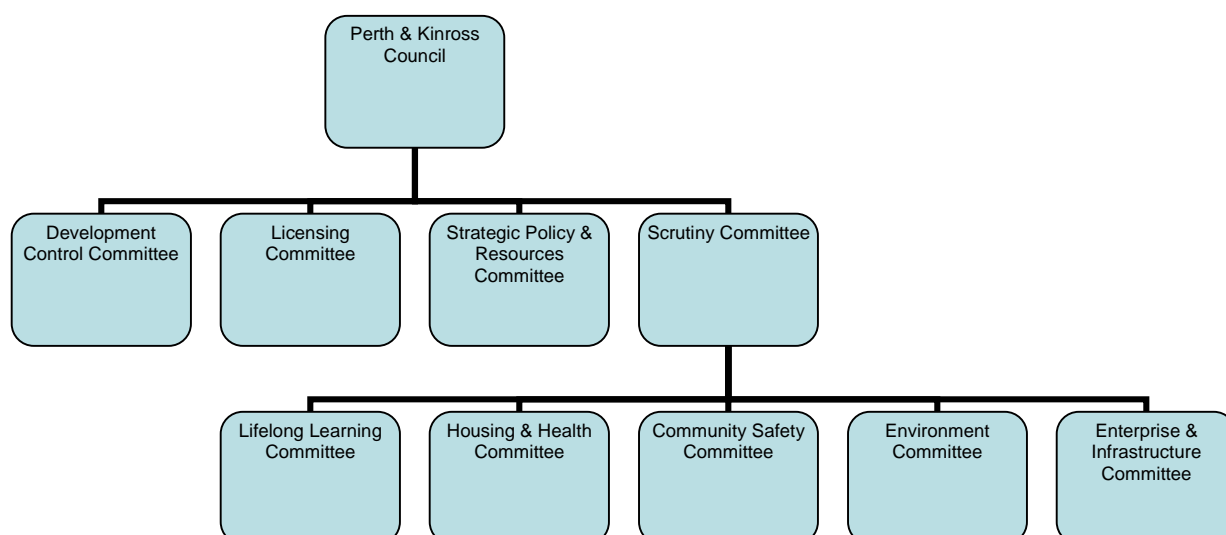
Community Leadership

Perth & Kinross Council has 41 councillors representing 12 wards with each ward having three or four councillors depending on the size of the electorate in each ward.

Councillors are responsible for providing community leadership, setting the strategic direction, priorities and policies of the Council; scrutinising the performance of services; representing the interests of local communities; and promoting effective partnerships with other public agencies, the private and voluntary sectors, and employees.

Councillors fulfil these roles through the decision-making processes of the Council and its Committees. The Council and the Strategic Policy and Resources Committee both deal with strategic and corporate issues that impact across the whole Council. Then there are five major Committees based on the five themes of the Perth and Kinross Community Plan and linked to the Single Outcome Agreement which provide opportunity for debate and decision making. The Scrutiny Committee supports all of the Committees in examining performance.

The committee structure



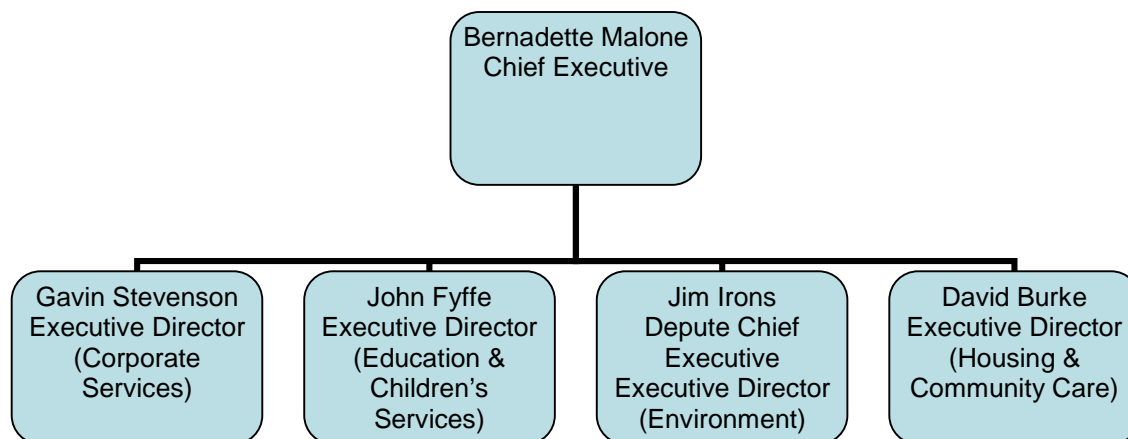
There is an effective working relationship between political group leaders which is a key factor in strong leadership of the Council.

In addition, the Development Control Committee, Licensing Committee and the Licensing Board determine applications for a range of permissions and licenses.

Management Structure of the Council

The Chief Executive and the four Executive Directors are responsible for leading and managing the Council in the execution of its provision of services as well as representing and negotiating on behalf of the Council at a national level.

The Council is organised into five services.



How the Corporate Plan Should be Used

The Corporate Plan is one of a suite of documents which make up our Strategic Planning and Improvement Framework. The Single Outcome Agreement (SOA) outlines the Perth & Kinross Community Planning Partnership's priorities for our area. The Corporate Plan sets out the Council's organisational vision and corporate priorities. These are embedded into our working arrangements and define our working culture.

Importantly, the Corporate Plan identifies the outcomes we must achieve.

The Corporate Plan provides the rationale for decision making and prioritisation of resources above and beyond the Council's core statutory responsibilities. Individual Business Management and Improvement Plans translate these outcomes into operational objectives and detailed actions.

The Local Government in Scotland Act 2003 introduced a power of well-being and a statutory duty of Best Value and Community Planning on all councils. To show that we are complying with the duty of Best Value, we are required to demonstrate continuous improvement. We also have a duty to make arrangements for reporting to the public on performance through our Strategic Planning and Improvement Framework.

The Corporate Plan plays a key role in this process. It is a mechanism by which the Council can be held to account in terms of where it has focused its activities and how well it has achieved its aims. In this respect, this is a new type of Corporate Plan, one which defines the overarching outcomes against which we will report performance and against which compliance with the duty of Best Value will be audited.

Reporting Progress

How will we know that we have made progress towards the outcomes we have defined for our corporate priorities and how can we account for our performance?

In order to demonstrate progress key performance indicators have been identified for each corporate objective.

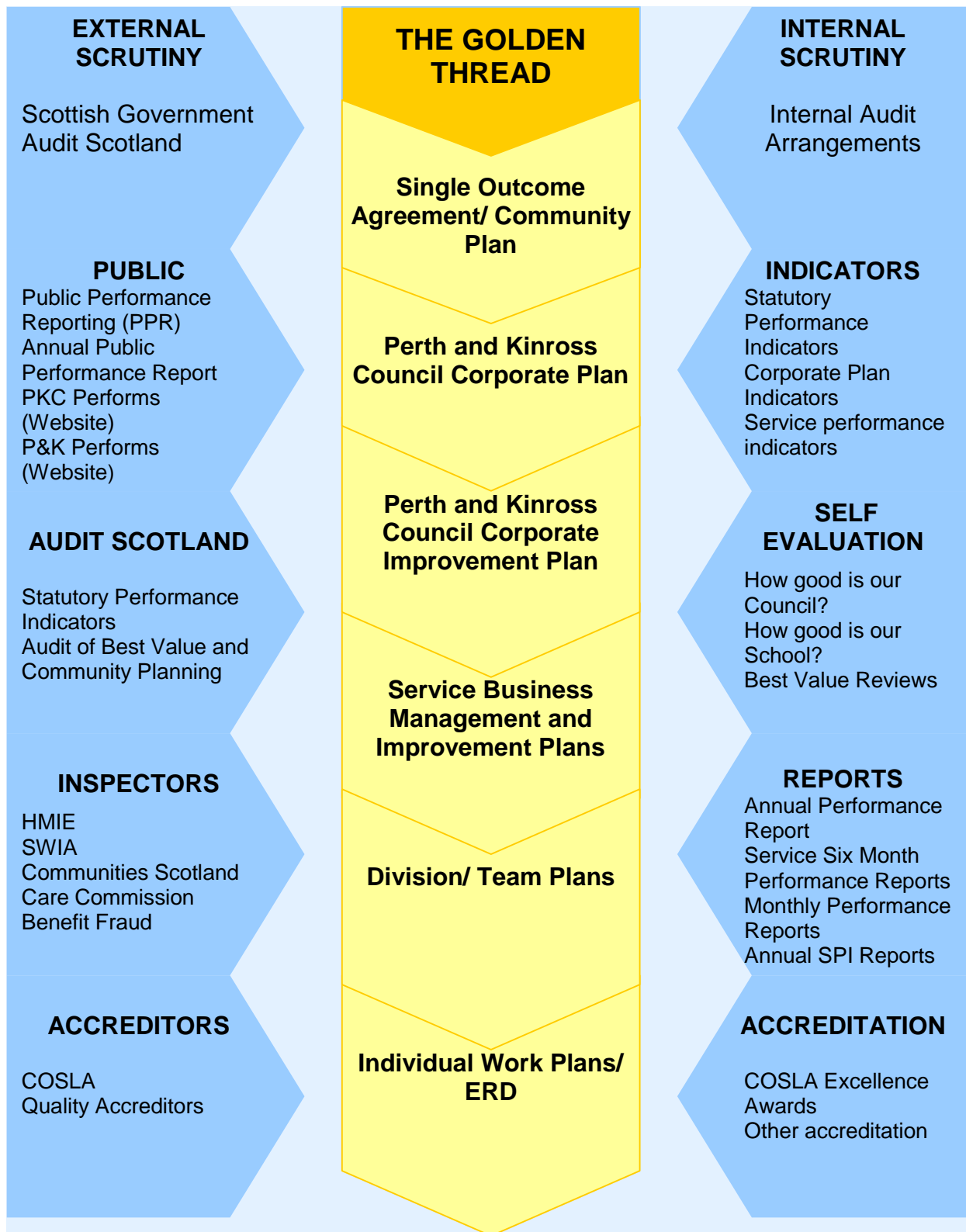
Each year we will report on progress and achievements as part of our Strategic Planning and Improvement Framework. We will also regularly review the suitability of the indicators we use to ensure that they remain relevant and meaningful.

Perth & Kinross Council strives to ensure delivery of high performing, quality services that meet the needs of users and communities. Over the past year a number of inspections of local services have identified many areas of strength.

In 2008 the Audit Scotland Audit of Best Value and Community Planning stated that Perth and Kinross demonstrates a strong commitment to Best Value and continuous improvement and an appetite for better services for the area. These inspections are informed by a range of factors including service user feedback. HMIE inspections have found that parents, staff and pupils are generally very positive about all aspects of education in primary and secondary schools. Over 90% of parents feel their children enjoy school and find school work stimulating and challenging and the same proportion of staff enjoy working in their schools. Almost all pupils in primary and almost 90% of pupils in secondary education enjoy being at their school. Tenants Surveys have also found high levels of satisfaction with the housing services they receive.

The Council uses an ongoing evaluation tool – How Good is Our Council? – which is used by all services to determine key strengths and areas for improvement. How Good is Our Council? Informs our Corporate Improvement Plan which guides our improvement journey ensuring our services are effective and efficient.

The following diagram demonstrates how our plans and processes come together.



For further information, copies of the Corporate Plan, or to discuss any queries, please contact:

Fiona O'Neill
Chief Executive's Service
Perth & Kinross Council
2 High Street
PERTH
PH1 5PH

Tel 01738 475046
Email foneill@pkc.gov.uk