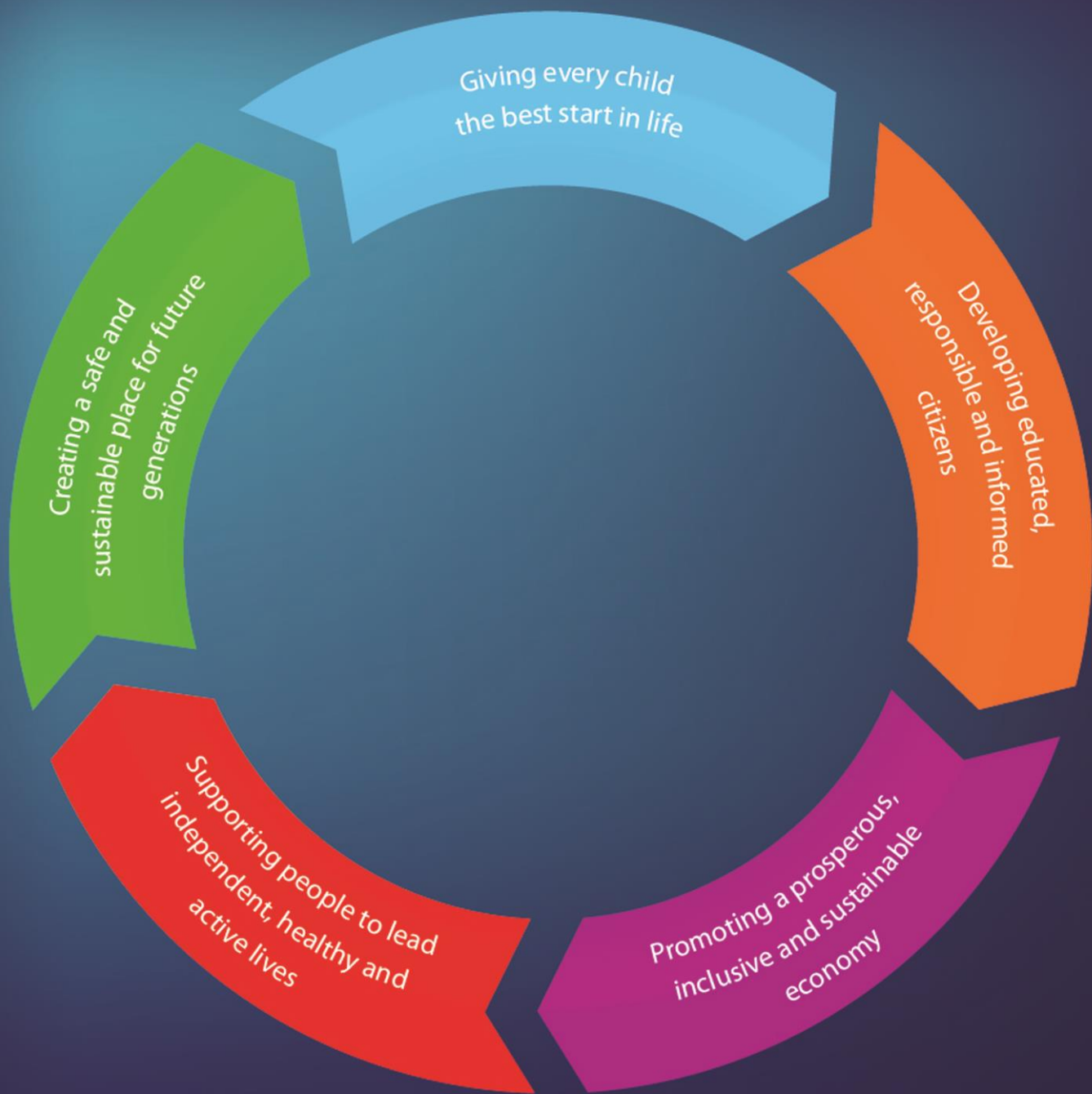




Corporate Plan 2013-2018



Securing the future... • *Improving services*

• *Enhancing quality of life* • *Making the best use of public resources*

CONTENTS

| | Page |
|--|-------------|
| Introduction | 2 |
| Our vision, strategic objectives and local outcomes | 3 |
| Our golden thread | 4 |
| Giving every child the best start in life | 5 |
| Children have the best start in life | 6 |
| Nurtured and supported families | 7 |
| Developing educated, responsible and informed citizens | 8 |
| Young people reach their potential | 9 |
| People are ready for life and work | 11 |
| Promoting a prosperous, inclusive and sustainable economy | 12 |
| Thriving, expanding economy | 13 |
| Employment opportunities for all | 15 |
| Supporting people to lead independent, healthy and active lives | 16 |
| High quality personalised care | 17 |
| Older people are independent for longer | 18 |
| Longer, healthier lives for all | 19 |
| Creating a safe and sustainable place for future generations | 21 |
| Attractive, welcoming environment | 22 |
| Resilient, responsible and safe communities | 24 |
| People in vulnerable circumstances are protected | 25 |
| How we are going to lead and improve | 26 |
| Organised to deliver | |
| Political structure of the council | 31 |
| Management structure of the council | 31 |
| Our delivery principles | 31 |
| Performance Management | 32 |
| Self Evaluation | 32 |

INTRODUCTION

Welcome to Perth and Kinross Council's Corporate Plan 2013-18.

This plan sets out the steps that the Council will take to achieve better outcomes for our communities at a time of unprecedented pressure on public finances. Challenges prompt us to think afresh, to regroup and embark on a new and often better course of action and that is where we are now.

Our revised Corporate Plan provides a detailed framework for improving outcomes. Throughout the plan the Council sets out practically the specific action we will take to ensure a greater focus on prevention and early intervention.

Perth and Kinross is situated within a central location in Scotland. It covers a geographical area of around 5,286 km², and has an estimated population of 149,520. Over the past 10 years, the area has experienced the second highest population growth in Scotland (9.5%) which is more than 3 times the national average.

As a driving force for our communities, our ambition is to support the achievement of better outcomes for all, at every life stage. People are at the heart of everything we do. Our communities are unique, and their sense of place will define our work and our legacy, as a Council and collectively with our partners. With a focus on improvement, we will listen to communities, understand what is important, recognise and mobilise strengths and work together to deliver what matters. Together, we will help people achieve the aspirations of our communities.

Our focus on prevention will deliver early action which protects and promotes positive outcomes. We will raise awareness of the causes, outcomes and consequences of inequality. We will reinforce our connectedness and secure a fairer and more equitable society. We will value all activity which contributes to this aim.

Perth and Kinross Council is recognised as sector-leading in many areas. Building on our success, we will continue to evolve our approach to innovation and improvement. We will continue to strive to deliver excellence.

We will measure what is valued, to check our progress, and to inform what needs to improve. The performance information we collect will support our focus on place and outcomes. Evidence will drive our priorities, plans, practices and spend. We will continue to be the best Council we can be, for the people of Perth and Kinross, now and in the future.



Ian Miller
Leader of the Council



Bernadette Malone
Chief Executive

VISION, STRATEGIC OBJECTIVES AND LOCAL OUTCOMES

OUR VISION

Our vision is of a confident and ambitious Perth and Kinross, to which everyone can contribute and in which all can share. Through our strategic objectives we aim to maximise the opportunities available to our citizens to achieve their potential.

OUR STRATEGIC OBJECTIVES

The strategic objectives are:

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

OUR LOCAL OUTCOMES: A WHOLE LIFE APPROACH



It is during our very earliest years and even pre-birth that a large part of the pattern for our future adult life is set. Giving every child the best start in life is a key opportunity to improve their chances of enjoying a positive future, regardless of their family circumstances.

At the heart of our approach is a focus on enabling all children and young people to develop the skills and attributes required to be successful, take responsibility, make effective contributions to society and demonstrate a well placed confidence about the things they do and say.

It is unacceptable that, because of a lack of income, families can be dragged into a cycle of deprivation or that older people can be deprived of the right to live in dignity. By removing barriers to employment, encouraging investment in business, skills and infrastructure and attracting new investment and employment into the area we are determined to address the root causes of poverty once and for all.

Reducing health inequalities is vital to achieving sustainable economic growth. If Perth and Kinross is to live up to its potential in terms of economic success, healthy life expectancy must increase – particularly among those whose lives are currently cut short due to deprivation or other inequalities.

Ensuring that Perth and Kinross is a place where everyone enjoys a pleasant and safe environment is important to the health and wellbeing of all our communities. We are committed to focusing our energies on tackling the issues which may negatively impact on communities and their environment to ensure they remain safe, strong and sustainable in the future.

At the heart of this plan is a desire to see investment in early intervention and prevention focused on building success and reducing the costs of failure.

OUR GOLDEN THREAD

The following diagram demonstrates how our plans translate into delivery of our strategic objectives.



GIVING EVERY CHILD THE BEST START IN LIFE

The well-being of all children and young people in Perth and Kinross is paramount. Improving outcomes for children and young people has always been a key priority for Perth and Kinross and our focus has been to ensure that children receive appropriate support to meet their needs. Getting it Right for Every Child (GIRFEC) is a national approach which we will continue to embed into our daily practice to improve outcomes for all our children and young people and their families.

Contributing to our children's well-being in a range of ways helps ensure the most positive outcomes for them later in life. A healthy start in life begins at conception, runs through pregnancy and is consolidated in the very early years of life. Such a positive start helps enable young people to grow up ready to flourish and succeed and to make important contributions to society.

With a focus on early intervention and prevention, a range of services are achieving positive outcomes for children, young people and their families. For example we have lower rates of children and young people who are supported through the child protection process compared with Scotland as a whole; we have almost 300 places available for children in need in our hub nurseries; and educational attainment of young people at S4 is above the national average.

However, although the overall picture for Perth and Kinross is good, there is some variation within our communities. Forty per cent of children and young people live in families reliant on 'out of work' benefits or child tax credit. Furthermore, although we have relatively low levels of 'looked after' children this number is increasing, as is the number of children living with kinship carers. The provision of appropriate family housing and a safe environment also impact on the wellbeing of children and young people. We recognise that in order to more effectively improve the lives of children, young people and families we must continue to focus on shifting the balance towards early intervention and prevention.

CHILDREN HAVE THE BEST START IN LIFE

COUNCIL CONTRIBUTION

There is increasing evidence which links a range of social, physical and mental health outcomes in later life to the experiences and opportunities of the earliest years, including pre-birth. The Council's Early Years Strategy was developed to enhance access to universal services for children and families most in need; including a focus on delivering prevention, early intervention and targeted support to the most vulnerable individuals. The strategy was developed in 2010 and the strategy action plan was revised in 2011 to ensure it continues to meet the needs of children and families in Perth and Kinross. We have entered into a partnership with the Dartington Social Research Unit to carry out a project which will help us evidence where our resources can be best placed to ensure our prevention and intervention activities are most effective for children within our area.

WHAT THE COUNCIL WILL DO

- Further develop enhanced support for children aged 0-3 years and their families across Perth and Kinross through the Early Years Strategy through universal and targeted provision
- Develop our provision for early learning and childcare to provide high quality play and learning experiences for children and young people
- Undertake the '[Evidence2Success](#)' project which will increase our use in evidence-based programmes and practices to better inform investment and allocation of resources in early intervention and prevention activities
- Provide a cohesive approach with partners to local service delivery for children and their families
- Deliver improvement in outcomes for children and young people through implementation of the Early Years Collaborative

CAPITAL INVESTMENT

- £2.450m capital budget to develop the Rattray Community Facilities project.

KEY PERFORMANCE INDICATORS

| Indicator Description | 2011/12 | 2013/14 | 2017/18 |
|---|-------------------|-------------------|-------------------|
| | Value | Target | Target |
| % of children meeting expected developmental milestones when entering primary school (Community Plan) | To be established | To be established | To be established |
| Number of childcare providers | 432 | To be established | To be established |

NURTURED AND SUPPORTED FAMILIES

COUNCIL CONTRIBUTION

The recent Child Protection Inspection carried out in Perth and Kinross rated our Child Protection Services as 'excellent'. In order to ensure we continue to keep children in Perth and Kinross safe and protected, we provide holistic support to families to cope with the challenges they may face in their daily lives. It is particularly important that we focus on the most vulnerable families and to do this we have developed an integrated assessment framework to identify the needs of children, young people and their families to ensure that their needs can be met. We deliver programmes which promote resilience and develop empathy in children and young people. This leads to a reduction in the impact of negative circumstances which undermine a child or young person's wellbeing.

WHAT THE COUNCIL WILL DO

- Continue to take a preventive approach to child protection
- Continue to develop the school curriculum with a clear focus on developing core skills in literacy, numeracy and health and wellbeing
- Deliver programmes such as Bounce Back and Roots of Empathy which promote resilience and develop empathy for others in children and young people
- Ensure all children and young people with additional support needs receive the appropriate support they require to meet their individual needs
- Continue to provide support for parents with young children to enable them to help themselves and their families

CAPITAL INVESTMENT

- £2.5m capital budget to fund the enhancement and extension of Specialist Education facilities in Perth & Kinross.

KEY PERFORMANCE INDICATORS

| Indicator Description | 2011/12 | 2013/14 | 2017/18 |
|---|-------------------|-------------------|-------------------|
| | Value | Target | Target |
| % of children successfully reintegrated full time into their mainstream class from a nurture provision (Community Plan) | To be established | To be established | To be established |
| Number of people involved in family learning, adult learning and parenting programmes (Community Plan) | 720 | 750 | 800 |

DEVELOPING EDUCATED, RESPONSIBLE AND INFORMED CITIZENS

Our vision in Perth and Kinross is for all learners to achieve to their fullest potential. We want all our children and young people to become responsible citizens, successful learners, effective contributors and confident individuals.

The Creating a Curriculum for Excellence Strategy provides the overarching framework within which schools plan curriculum pathways from 3 to 18 to develop children and young people's skills for life, work and learning and prepare all learners for post school transitions to the world of employment, education and training best matched to their needs and ambitions.

Attainment within Perth and Kinross schools continues to improve, the 2012 figures show that our schools are equal to, or above, the comparator average in 12 out of the 13 key measures of SQA attainment. There has also been an increase in the proportion of young people entering positive destinations.

To ensure we have a well-skilled and qualified workforce that can effectively contribute to the maintenance and growth of the economy, we need to improve skills at all levels within our current and potential workforce, from basic entry level skills, through to higher level skills.

Programmes such as 'Skills for Work' courses are designed to provide young people with links and insights into the world of work. Programmes such as 'School to Work' and 'Enhancing Employability' and Business Dynamics events, has resulted in young people having a greater awareness of future career opportunities.

YOUNG PEOPLE REACH THEIR POTENTIAL

COUNCIL CONTRIBUTION

The Council is responsible for 86 schools in Perth and Kinross and through these we support our young people to achieve their full potential. In the last three years we have embarked on a large scale school improvement programme and opened six new community campuses. All of our schools have a fully developed strategic plan in place covering all aspects of Curriculum for Excellence which will ensure we deliver a curriculum that meets the needs and aspirations of young people in Perth and Kinross. Our schools perform well in terms of Scottish Qualifications Authority Results and attainment is above national average.

WHAT THE COUNCIL WILL DO

- Support young people to reach their full potential by improving attainment and achievement for all
- Develop wider achievement opportunities for all children and young people through cultural, sporting, volunteering and community programmes
- Invest in our school estate to cope with an increase in the future population and improve opportunities for modern 21st century learning approaches
- Reduce youth offending with a focus on supporting vulnerable young people who have very high levels of risk taking behaviour
- Continue to support children with additional support needs and ensure they receive the levels of services in line with their assessed needs into adulthood

CAPITAL INVESTMENT

- £66.705m capital budget to progress and complete Primary School Upgrade projects, which includes schemes for Alyth, Crieff, Invergowrie, Oudenarde and Oakbank Primary Schools, and the upgrade of Consortium of Local Authorities Special Programme (CLASP) built Primary Schools.
- In addition, we have committed £7.667m to fund the Council contribution towards the Secondary School element of the £33.360m new all through school.

KEY PERFORMANCE INDICATORS

| Indicator Description | 2011/12 | 2013/14 | 2017/18 |
|---|---------|-------------------------------|---------------------------|
| | Value | Target | Target |
| % attainment of S4 pupils achieving - 5 or more subjects at level 3 | 96% | Exceed comparator authorities | Targets to be established |
| % attainment of S6 pupils achieving - 1 or more subjects at level 6 | 55% | Exceed comparator authorities | Targets to be established |
| % attainment of S6 pupils achieving - 3 or more subjects at level 6 | 40% | Exceed comparator authorities | Targets to be established |
| % attainment of S6 pupils achieving - 5+ subjects at level 6 | 29% | Exceed comparator authorities | Targets to be established |

| Indicator Description | 2011/12 | 2013/14 | 2017/18 |
|---|------------------|-------------------------------|---------------------------|
| | Value | Target | Target |
| % of S6 pupils attaining 1 or more subjects at level 7 or equivalent | 21% | Exceed comparator authorities | Targets to be established |
| Average educational tariff scores for S4 pupils within deprivation areas | 137 | Exceed comparator authorities | Targets to be established |
| Children, leaving care, who attained English and Maths at foundation level or equivalent (%) | 64% | 80% | Targets to be established |
| Children, leaving care, who attained at least one subject at standard Grade foundation level or equivalent (%) | 82% | 85% | Targets to be established |
| Number of young people gaining achievement awards (Community Plan) | 616 | 630 | 650 |
| % of school estate in suitability band A & B (Community Plan) | 82% | 90% | 95% |
| % of young people (aged up to 16) engaged in early intervention processes and do not re-offend within 1 year (Community Plan) | 36% (2010/11) | 40% | 43% |

PEOPLE ARE READY FOR LIFE AND WORK

COUNCIL CONTRIBUTION

The development of core skills for life, learning and work is key if young people are to become well-rounded, creative and responsible citizens. Further, in developing these core skills, we help to ensure we have a qualified and skilled workforce who can promote growth in the local and national economy. Curriculum for Excellence provides a focus and context to ensure we approach the development of core skills through a partnership approach. Our Perth and Kinross Skills Framework ensures that the development of higher order skills lies at the heart of learning from the earliest stages. We provide 'Skills for Work' courses to young people which provide links and insights into the world of work by participating in programmes such as 'School to Work' and 'Enhancing Employability' and through attending Business Dynamics events. This provides young people with a greater awareness of the skills needed for the world of work and future career opportunities which will inspire them to develop a vision for their future. We continue to see an increase in the proportion of young people moving on to positive destinations as a result of such programmes. Our focus is not just on young people but on maintaining a continuum of support across the working age population. Through the CPP the Council and key partners deliver a wide range of community learning and adult learning opportunities ranging from development of basic entry level skills, through to higher level skills. This includes a focus on volunteering.

WHAT THE COUNCIL WILL DO

- Offer the "Perth & Kinross Guarantee" to support young people to continue their education, training and secure employment
- Provide a relevant, demand-led curriculum which is suitable for students and meets employers' needs including work placement opportunities
- Provide expanded opportunities for Vocational Skills to ensure school leavers are well prepared for the world of work
- Develop more systematic collaborative links between colleges and universities to enhance our students' and communities' education and training opportunities
- Improve the skills profile of the adult population
- Support lifelong learning opportunities and life skills for adults through cultural, sporting, volunteering and community programmes

KEY PERFORMANCE INDICATORS

| Indicator Description | 2011/12 | 2013/14 | 2017/18 |
|--|---------------|-------------------------------|-------------------------------|
| | Value | Target | Target |
| % of school leavers moving onto positive and sustained destinations (Community Plan) | 92.8% | 92% | 93% |
| Number of young people in the 'More choices, more chances' category (Community Plan) | 490 (2011) | 450 | 430 |
| Proportion of adults 16-64 with qualifications above SCQF level 4 (%) (Community Plan) | 86% (2011) | Exceed comparator authorities | Exceed comparator authorities |

PROMOTING A PROSPEROUS, INCLUSIVE AND SUSTAINABLE ECONOMY

Residents of Perth and Kinross enjoy one of the highest qualities of life in Scotland. However, there are communities where this is not the case – often places where there is higher unemployment and fewer economic opportunities. We believe that a thriving local economy is central to wider social and physical regeneration in Perth and Kinross.

In order to tackle poverty and address the drivers of low income in our communities we need to encourage business growth and attract new businesses into the area, provide a broad range of employment opportunities, ensure that the level of household incomes increase, and stimulate the property market.

The pattern of unemployment across Perth & Kinross is complicated. While unemployment has risen sharply since 2008, we are fortunate that the area continues to have a relatively low unemployment rate at 2.1% (December 2012) which is lower than the Scottish average of 3.9% (December 2012). However, this masks significant differences between and within communities.

The built and natural environment and cultural assets within Perth and Kinross are important in sustaining local produce, attracting visitors to the area and contributing to the wellbeing of our communities. We have a clear responsibility to protect and enhance the natural and built environment to both support the economy and act locally to make a positive contribution.

THRIVING, EXPANDING ECONOMY

COUNCIL CONTRIBUTION

The current economic climate is challenging and it is clear that the impact of the financial crisis on our communities will resonate for a number of years to come. Our response to these new pressures is to tackle the obstacles to economic growth that exist within Perth and Kinross to accelerate recovery. The recent introduction of City Status for Perth has provided new opportunities to maximise the potential of Perth as a catalyst for the area's economic growth. As well as providing advice and support to local businesses to survive and grow in difficult economic circumstances, the Council will invest in improving transport, business and digital infrastructure to ensure Perth and Kinross remains a competitive business location. This includes investing in serviced industrial land and new small industrial units.

WHAT THE COUNCIL WILL DO

- Promote an iconic vision for Perth and Kinross and invest in the economic and physical regeneration of Perth City and our main towns
- Create the conditions for growth by promoting and welcoming new inward investment
- Work with existing and new businesses to help them grow, sustain and create jobs
- Invest in our current key business sectors, specifically developing an ambitious tourism events programme
- Improve our transport, education and business infrastructure including serviced industrial land
- Ensure all our communities benefit from improved digital connectivity
- Grow and sustain our investment in our culture and leisure provision
- Encourage and support community led economic development initiatives, to create more vibrant places

CAPITAL INVESTMENT

- £52.511m capital budget to improve road and bridge networks. The Council has also approved in principle, funding of £15m towards the A9/A85 Road Junction Improvements scheme, subject to confirmation of the level of external funding from Scottish Government and from other developer contributions. In addition, there is £7.521m capital budget for investment in commercial property infrastructure.
- £1.2m capital budget to fund the Council contribution towards roll-out of the Scottish Government Rural Broadband Step Change 2015 Programme.
- Funding to progress the £13.444m redevelopment of Perth Theatre, in conjunction with Horsecross Arts Ltd, is contained within the 5 year Composite Capital budget.
- £4.625m capital budget to complete road access improvements at Gleneagles Station prior to the 2014 Ryder Cup event taking place.
- £1.742m capital budget for environmental improvements to Mill Street, Perth and Kinross Town Centre.

KEY PERFORMANCE INDICATORS

| Indicator Description | 2011/12 | 2013/14 | 2017/18 |
|--|-------------------|---------|---------|
| | Value | Target | Target |
| Number of new business start-ups as a % of the business stock (Community Plan) | 4.5% | 4.7% | 6.0% |
| Tourism generated revenues (£) (Community Plan) | £448.2m (2011) | £466m | £504m |
| Area of available serviced business land (Ha) (Community Plan) | 5.4 | 11.9 | 14.9 |
| % of residential and business premises with access to Next Generation Broadband | 40% | 45% | 65% |
| Number of jobs created in small and medium enterprises per annum with support from PKC (including Business Gateway) (Community Plan) | 333 | 400 | 500 |
| Number of participants in cultural, sporting and active recreation sessions | 2,505,219 | +1% | +1% |

EMPLOYMENT OPPORTUNITIES FOR ALL

COUNCIL CONTRIBUTION

The pattern of unemployment across Perth & Kinross is complicated. While unemployment has risen sharply since 2008, we are fortunate that the area continues to have a relatively low unemployment rate at 2.1% which is lower than the Scottish average of 3.9%. However, this masks significant differences between and within communities.

The Council will target employability actions on a number of priority groups. Three specific groups have been identified, namely:

- Young people aged 14-24 currently unemployed or at risk of becoming unemployed;
- Individuals with significant disadvantages who want and need help to find sustainable employment; and
- The short-term unemployed who can be assisted to find sustainable employment, and make a more immediate contribution to local economic growth.

WHAT THE COUNCIL WILL DO

- Provide financial support to businesses to increase the number and range of jobs in our area
- Coordinate employer engagement to link available jobs with priority groups through the Hub employment advice centre
- Commit to provide opportunities for 250 young people to gain vital work experience and a recognised qualification through our Modern Apprenticeship and Graduate Trainee programmes
- Leverage employment benefits from our own investment programmes
- Support and assist those out of work for shorter periods, particularly young people, into work

KEY PERFORMANCE INDICATORS

| Indicator Description | 2011/12 | 2013/14 | 2017/18 |
|--|---------|---------|---------|
| | Value | Target | Target |
| % of Scottish average monthly earnings (Community Plan) | 92% | 93% | 96% |
| % of working age population unemployed (Community Plan) | 2.6% | 2.0% | 1.8% |
| Unemployed people participating in employability and skills programmes (as a % of those out of work) (Community Plan) | 32% | 35% | 50% |
| Number of unemployed people assisted into work annually as a result of Council funded employability and skills programmes (Community Plan) | 116 | 150 | 200 |
| Narrow the gap between unemployment levels in the best and worst data wards across Perth and Kinross (Community Plan) | 5.7% | 5.5% | 4.5% |

SUPPORTING PEOPLE TO LEAD INDEPENDENT, HEALTHY AND ACTIVE LIVES

In Perth and Kinross we are committed to helping people sustain and improve their health and wellbeing by providing high quality care to people when they need it. Supporting people to live longer, healthier lives is essential to deliver strong economic growth and achieve our overall vision for the area.

Adults living with physical disability, learning disability, mental health problems or another long-term condition consistently tell us they want to be independent and live their lives as fully participating members of the wider community. In Perth and Kinross we are committed to improving the lives of adults and helping them to meet their full potential.

The ageing population, often with long-term, multiple conditions and complex needs will result in considerable increases in the demand for the provision of care for older people. This is particularly relevant in Perth and Kinross where it is anticipated that the population aged 75+ is likely to continue to grow by 89% between now and 2035. Therefore, there is a need to develop new models of community-based care options to support people to remain safely at home for as long as possible.

We also know that whilst the overall picture of health and wellbeing in Perth and Kinross is positive, areas of deprivation, isolation and inequality still exist within our communities. Using early intervention and preventative approaches there is much we can do to promote healthier lifestyles and tackle the health inequalities.

HIGH QUALITY PERSONALISED CARE

COUNCIL CONTRIBUTION

In Perth and Kinross we are committed to improving the lives of older people and adults who have a physical disability, learning disability, mental health problem or long-term condition, help them maintain their independence and ensure they receive the care they require. In order to continue to do this we are working with communities to identify local services required to support the health and wellbeing of vulnerable people. We also support those who care for vulnerable people to ensure that their health and wellbeing is maintained.

WHAT THE COUNCIL WILL DO

- Work with individuals to help people manage their own care through the implementation of self directed support (SDS)
- Work with communities to extend the range of support options for people with community care needs
- Improve the level and quality of support for carers of all ages
- Ensure that our directly provided services meet the assessed needs and agreed outcomes of services users
- Make recovery the central objective for the delivery of all drug and alcohol services

KEY PERFORMANCE INDICATORS

| Indicator Description | 2011/12 | 2013/14 | 2017/18 |
|--|-------------------|-------------------|-------------------|
| | Value | Target | Target |
| Number of people who access self directed support payments (Community Plan) | 27 | 65 | To be established |
| Carers' satisfaction with support services received (%) (Community Plan) | To be established | 95% | 97% |
| % of adults satisfied with social care or social work services (Community Plan) | 71.4% (2010/11) | 72% | 75% |
| Service Users exiting Drug and Alcohol team re-referred within 6 months (Community Plan) | To be established | To be established | To be established |

OLDER PEOPLE ARE INDEPENDENT FOR LONGER

COUNCIL CONTRIBUTION

By 2035 the number of people aged over 75 is projected to rise by 89%. This will dramatically increase the demand for health and care services during a period of unprecedented financial constraint upon public sector spending. In order to ensure that we continue to deliver support for older people, we are working with communities to create new models of community-based care which will allow older people to live independently in their own homes for longer. We are working with care providers and partners to ensure our care packages are meeting the needs of individuals and our services and standards are efficient and effective.

WHAT THE COUNCIL WILL DO

- Provide an early intervention team approach to reducing hospital admissions
- Provide community based alternatives to admission to hospital or long-term residential care by increasing the options available for older people
- Redesign services to ensure people can get home from hospital as quickly as possible
- Work with communities to develop solutions and social networks to enable older people to remain healthy, active and sustain independent living
- Continue to develop an integrated care team model to support the planning of services for older people

CAPITAL INVESTMENT

- £1.750m capital budget to progress the Housing with Care programme.
- £1.099m capital budget to complete the Development of Day Care Services for Older People project at Shuna Court, Perth and upgrade facilities at Lewis Place Day Care Centre.

KEY PERFORMANCE INDICATORS

| Indicator Description | 2011/12 | 2013/14 | 2017/18 |
|---|-------------------|-------------------|-------------------|
| | Value | Target | Target |
| % of older people aged 65+ who live at home (Community Plan) | To be established | To be established | To be established |
| Number of people delayed more than 28 days in hospital (Community Plan) | To be established | 0 | 0 |
| % of older people reabled | 37% | 37% | 37% |
| Number of new community initiatives to support older people | To be established | 5 | 7 |

LONGER, HEALTHIER LIVES FOR ALL

COUNCIL CONTRIBUTION

The Council is committed to reducing health inequalities. Given the complex and long-term nature of health inequalities, no single organisation can address health inequalities on its own. Inequality in health is an outcome of a wide range of drivers of adversity in our society and we can say with some confidence that, if we tackle the issues which have been identified as the basic causes of inequality in health, we will also be improving the performance across society in a range of social and economic outcomes. The Council has a major role in tackling these causes through their social care, education, housing, leisure services. The economic downturn has seen a rise in homeless presentations across Scotland and the impact of the proposed welfare reform changes will impact upon how this provision can be delivered. We are working closely with our partners to ensure we can identify the needs of vulnerable homeless people and support them to change their lives.

Reducing health inequalities will help increase life expectancy and improve the health of people in disadvantaged groups.

WHAT THE COUNCIL WILL DO

- Provide high quality housing in a secure and pleasant environment through our housing investment programmes
- Reduce homelessness through prevention and meeting those in priority need
- Reduce overcrowding within households
- Reduce fuel poverty amongst social and private sector households by maximising income and through measures to reduce energy consumption
- Take a multi agency approach to reduce health inequalities by introducing targeted programmes in deprived communities
- Promote active and healthy lifestyles for all through sport and active recreation programmes to reduce obesity and in-activity

CAPITAL INVESTMENT

- £38.602m capital budget included within Housing Investment Programme (HIP) for the upgrade of Council housing to meet Scottish Quality Housing Standards. In addition, a further £6m capital budget is contained within HIP for the purchase of property to increase Council housing stock.
- £3.070m capital budget to upgrade and install new sports facilities at Perth Academy and Perth High Schools.

KEY PERFORMANCE INDICATORS

| Indicator Description | 2011/12 | 2013/14 | 2017/18 |
|---|--------------------|-------------------------|---------|
| | Value | Target | Target |
| Percentage of dwellings meeting SHQS | 59.0% | 70% | 100% |
| Percentage of council dwellings that are energy efficient | 76.7% | 83.2% | 100% |
| Deliver the Muirton Regeneration Project | Phase 1-3 complete | Phase 4a and b complete | 100 |
| The total number of households who have presented to the Council as homeless (Community Plan) | 977 | 882 | 796 |
| No. of young persons (aged 16-25) presenting as homeless | 376 | 357 | 306 |
| Reduce the percentage of households in fuel poverty | 30% | 20% | 10% |
| Number of attendances at sport and active recreation activities (Community Plan) | 1,374,659 | +1% | +1% |

CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

Ensuring that Perth and Kinross is a place where everyone enjoys a pleasant and safe environment is important both now, and for future generations.

One of Perth and Kinross's most significant assets is its environment, which contributes to the wellbeing of our communities. As a result Perth and Kinross residents consistently rank their neighbourhoods higher than the national average. Our wellbeing is shaped by our relationship with natural, built, and cultural assets, as well as the biodiversity and economic uses these resources support. Our Local Development Plan contributes to the sustainable development of Perth and Kinross by creating a positive planning framework to protect current assets whilst identifying appropriate land to meet expected needs for industrial, commercial and housing development.

We have a clear responsibility to protect and enhance our environment, and to act locally to make a positive contribution towards carbon reduction, resource use, sustainability and the effects of climate change.

Everyone has the right to live in safe communities, where they feel secure, protected and able to go about their daily business without fear of crime. Perth and Kinross is a safe place to live with the number of crimes committed at its lowest ever level, however safety remains an important issue for our communities. Action to prevent and reduce crime and anti-social behaviour, accident prevention and developing services to support the protection of children and adults in vulnerable circumstances are vital to the continued wellbeing of our communities.

ATTRACTIVE, WELCOMING ENVIRONMENT

COUNCIL CONTRIBUTION

The Perth & Kinross Council area is the 5th largest authority area by land mass in Scotland. We can count some of the most beautiful natural landscapes in Scotland among our assets. The Council is committed to ensuring that we maintain and enhance that environment in a way that is sustainable for future generations, for example through the Local Development Plan framework for future land use. We identify future commercial land supplies, and develop the supply of affordable housing through planning policy, by working with registered social landlords, and also directly building new housing. In delivering services to the area, we collect and dispose of waste from 69,000 households. The Council has worked hard to improve recycling and composting, and has exceeded the Scottish Government target for waste recycling. Our Community Greenspace Team also maintain around 1,800 parks and public spaces, to ensure they can be used and enjoyed by local communities. We are working to reduce the carbon footprint of the area and have invested in green developments such as promotion of cycling and walking, staff travel plans and energy efficiency measures in our buildings to reduce both our consumption, and our impact on the environment. We are also working to reduce the carbon footprint of the area by promoting renewable energy generation through on shore wind and micro generation at community, business and domestic level.

WHAT THE COUNCIL WILL DO

- Protect and enhance the natural and built environment through planning frameworks that support sustainable development and design
- Increase the identification of effective housing land supply and the availability of affordable housing
- Manage municipal waste and increase recycling and composting rates
- Decrease the carbon footprint within Perth and Kinross by reducing the carbon emissions from our organisation and in the community
- Promote access to our unique natural environment through high quality sports, active recreation and cultural programmes

CAPITAL INVESTMENT

- £4.633m capital budget for Energy Conservation and Carbon Reduction Programmes.
- £15.548m capital budget contained within the Housing Investment Programme to fund the build of new Council housing.

KEY PERFORMANCE INDICATORS

| Indicator Description | 2011/12 | 2013/14 | 2017/18 |
|---|--------------------|---------|---------|
| | Value | Target | Target |
| Vacant residential / commercial premises brought into use (number of schemes implemented) | 0 | 5 | 10 |
| Emissions from Council buildings (tonnes CO ₂) (Community Plan) | 20,451.2 | 18,250 | 18,000 |
| Total domestic energy consumption (all fuels) for Perth and Kinross area per capita (kWh) | 9,388 (2009/10) | 9,184 | 9,021 |
| Municipal waste collected that is recycled or composted (%) (Community Plan) | 49.9% | 50% | 57% |

| Indicator Description | 2011/12 | 2013/14 | 2017/18 |
|---|------------------|---------|---------|
| | Value | Target | Target |
| Identification of effective housing land supply (units) (Community Plan) | 5,879 | 5,300 | 6,370 |
| Number of affordable houses built (Community Plan) | 157 | 100 | 120 |
| Number of total houses built in Perth and Kinross | 353 | 385 | 620 |
| Residents surveyed who are satisfied with the areas they live in (%) | 96% (2009/10) | 96% | 97% |

RESILIENT, RESPONSIBLE & SAFE COMMUNITIES

COUNCIL CONTRIBUTION

As a Council, we work in partnership with a wide range of statutory and voluntary agencies, and with our communities, to reduce the crime rate, identify public protection issues, maintain strong communication channels to listen to communities and work to develop high levels of community resilience and confidence. We have successful interventions to reduce re-offending, and to promote alternatives to custodial sentences, such as the Right Track initiative. We work to reduce antisocial behaviour, such as neighbour noise, vandalism, litter and dog fouling, through services such as Community Wardens and Animal Welfare. Public reassurance is provided by the Multi Agency Public Protection Arrangements (MAPPA) to protect communities from harm through co-ordinated management of high risk offenders. In order to further develop our work so far, we now need to build upon successful local partnership work to reduce the levels of crime and, further reduce the level of re-offending by adults. We will continue our actions to reduce the harm caused in communities from alcohol and drugs, and will work closely with communities to identify the issues which affect them, and will develop plans to tackle these issues (e.g. flood mitigation).

WHAT THE COUNCIL WILL DO

- Support offenders to address patterns of offending behaviour, and support persistent offenders to desist from re-offending, through intensive support services, with partner organisations
- Appropriately manage the risks posed by high-risk offenders, through inter agency MAPPA arrangements
- Develop models of mentoring and befriending which help people change from being the problem to being “the solution”
- Reduce antisocial behaviour and environmental incivilities (e.g. dog fouling, litter), through targeted interventions, and working with communities
- Target resources effectively to reduce the impact of crime in areas with high level social need
- Further support the development of small enterprises

KEY PERFORMANCE INDICATORS

| Indicator Description | 2011/12 | 2013/14 | 2017/18 |
|---|-----------------|-------------------------|-------------------------|
| | Value | Target | Target |
| Rates of re-offending across all categories (%) (Community Plan) | 28.5% (2009/10) | 28% | 25% |
| Proportion of MAPPA joint risk assessments carried out within 7 days | 87.5 | 90 | 95 |
| Number of complaints of antisocial behaviour received by the Council | 2,857 | 2,800 | 2,500 |
| Number of alcohol related crimes | 1,308 | 1,200 | 1,100 |
| % of adults giving time to volunteer in the last 12 months (Community Plan) | 37% | Exceed national average | Exceed national average |

PEOPLE IN VULNERABLE CIRCUMSTANCES ARE PROTECTED

COUNCIL CONTRIBUTION

Protecting everyone in Perth and Kinross is a priority for the Council. However, we need to maintain particular vigilance in protecting the members of the community in vulnerable circumstances. Our joint child protection approaches are sector leading. We work closely with a range of other agencies through the Adult Protection Committee to support and protect adults at particular risk of physical, sexual, emotional or financial harm because of their vulnerability. We also work closely with partners to tackle violence against women and to support those who have been the victims of violence in Perth and Kinross. We are raising awareness of the tactics criminals use to fraudulently obtain money, and are promoting the 'Better Business Partnership' scheme to help protect vulnerable people from confidence tricksters and scams. In addition we are also working to protect people from accidents within their own home through our Home Safety Partnership Group and the Healthy Communities Collaborative, which are developing new methods of preventing home related accidents. We also seek a fairer society by challenging attitudes to hate crimes, and taking robust action when such incidents are reported to us.

WHAT THE COUNCIL WILL DO

- Protect adults in our communities at greatest risk of harm and exploitation
- Develop approaches to violence against women by supporting the victims and their families, and targeting interventions at perpetrators
- Tackle instances of hate crimes, through high levels of engagement in reporting these incidents, followed by robust targeted action against people committing these actions
- Protect people who may be vulnerable to prevent exploitation due to economic circumstances
- Invest in preventative approaches to reduce levels of accidents in the house, the workplace and the wider community

CAPITAL INVESTMENT

- £1.672m capital budget to progress Road Safety Initiatives and Cycling, Walking & Safer Streets programmes.
- £1.476m capital budget to provide Supported Tenancies accommodation for adults with Profound & Multiple Learning Difficulties and Supported Living accommodation for clients with Autism.

KEY PERFORMANCE INDICATORS

| Indicator Description | 2011/12 | 2013/14 | 2017/18 |
|---|---------|---------|---------------------------------------|
| | Value | Target | Target |
| Cases of adult protection screened within 24 hours of notification | 75 | 77 | To be determined following evaluation |
| Proportion of people who have been determined as safer as a result of our adult protection intervention | 70 | 72 | To be determined following evaluation |
| Number of attendees at "Show Racism the Red Card" events | 1,000 | 1,200 | 3,000 |
| Number of businesses participating in Perth and Kinross Better Business Partnership | 257 | 270 | 300 |

**HOW WE ARE GOING TO
LEAD AND IMPROVE**

HOW WE ARE GOING TO LEAD AND IMPROVE

Prevention is key to delivering the strategic objectives and local outcomes set out in this plan. Some of the problems faced by our communities have endured for decades and have remained stubbornly resistant to improvement. It is increasingly evident that inequalities in health, education and employment opportunities are passed from one generation to another. This plan signals the Council's commitment to break this cycle through a coherent shift towards prevention and early intervention.

Expert knowledge and evidence of the interventions that work in Perth and Kinross have greatly informed the development of this plan and our strategic objectives. Throughout the plan we identify priority actions which are likely to have the biggest impact on the Council's ability to contribute to achieving better local outcomes for people and communities.

Our objectives and local outcomes are inextricably linked and a preventative approach in taking forward one objective will also bring benefits in another. By investing in early years we can reduce a series of intractable problems for the future and challenge the link between poverty and lack of attainment and achievement, focusing on the need to create in children a readiness to learn and prosper no matter their social circumstance.

We recognise that our people are our most valuable asset and it is through their efforts that real, meaningful changes will be delivered and accelerated. Success is contingent on effective strategic and operational leadership and also integrated professional practice. Our commitment to workforce development is well established and has enabled employees at all levels to face emerging financial and transformational challenges head on. This provides a strong foundation upon which to build, and as we look to the future, it is more important than ever that our people have the opportunity to be fully engaged and involved in the process of change.

But the Council, even when working closely with other public services, can only do so much. Enabling and encouraging people to help themselves is a vital part of our social and economic well-being and an underpinning theme of this plan. We recognise the innate strengths which people, families and communities possess to ensure that we are providing services for people with people; building their capacity and resilience to secure better outcomes for themselves.

Ultimately, improving outcomes will be the test of our success. We have included a carefully chosen list of performance measures within this document. However in some areas, for example the early years work, the results may take up to five years to demonstrate success in achieving longer term significant outcomes. It is therefore critical that we continue to use evidence based self-evaluation to ensure we are measuring the impact and outcome we are having in taking forward this plan. This will involve making better use of available research and evidence with a greater focus on dissemination of this information to improve understanding of our performance.

The Council is clear that preventative spending, particularly on the early years, has the potential to deliver great social and financial benefits to Perth and Kinross. Current budgetary restraints make it even more important that early interventions are the ones that will deliver the best possible economic and social returns.

We are changing the way public services are delivered in key areas including a move towards spending on preventative services in the provision of health and social care for older people, early years and reducing reoffending. Our work on the Integrated Resource Framework and change funds is at an early stage but is already realising potential savings that can be made in this area. We need the results and early indications of how well we are doing before we can determine what to do in shifting resources.

Multi-dimensional problems need multi-dimensional solutions and no one organisation can deliver the scale of change needed. There is both a need and an opportunity for us to be far more creative and more collaborative in providing public services that make a difference. This includes achieving a better balance in the relationship between professionals, carers, families and communities.

Even with the financial and demographic pressures that exist we are determined to continue to navigate our way through these challenging times in a spirit of cooperation and collaboration with partners and communities. The following sections highlight the key actions we will take to bring about this transformational change in Perth and Kinross Council and our communities.

PRIORITISING PREVENTION AND PROMOTING EQUALITY

Our focus on prevention will deliver early action which protects and promotes positive outcomes. We will raise awareness of the causes, outcomes and consequences of inequality. We will reinforce our connectedness and secure a fairer and more equitable society. We will value all activity which contributes to this aim. Together with our partners and communities, we will challenge the status quo, and work to close the gap.

We will improve through:

- Prioritising preventative measures to reduce demand and lesson inequalities
- Focusing on longer term outcomes
- Further develop the use of our Integrated Resources Framework
- Develop and evaluate the impact of the Early Years Collaborative and Evidence2Success

SERVICES DESIGNED AROUND PEOPLE AND COMMUNITIES

Improvement is about people – their lives, aspirations, skills and talents. Our ambition is to support the achievement of better outcomes for all, at every life stage. Our communities are unique, and their sense of place will define our work and our legacy, as a Council and collectively with our partners. With a focus on improvement, we will listen to communities, understand what is important, recognise and mobilise strengths and work together to deliver what matters. Together, we will help people achieve their aspirations.

We will improve through:

- Developing existing community engagement practices to ensure robust locality planning arrangements are in place
- Effectively use locality profiling information

WORKING TOGETHER TO ACHIEVE OUTCOMES

We have confident, ambitious, innovative staff and we are proud of their achievements and want to build on their successes. We continue to promote and nurture a positive culture and behaviours and encourage integrated working, based on a common purpose, to deliver the best possible outcomes for our communities. We will create space and opportunities for our people to offer their best, in service of the communities of Perth and Kinross.

We will set clear direction, inspire action and keep the focus on positive outcomes. We will promote leadership at all levels within our organisation.

We will improve through:

- Promoting the cultural conditions which will support innovation
- Encouraging and enabling staff to use their initiative, skills and talents to deliver better outcomes

- Recognising and valuing the contribution and talents of our people
- Continuing to provide clarity of leadership and direction

IMPROVING PERFORMANCE

Perth and Kinross Council is recognised as sector-leading in many areas. Building on our success, we will continue to evolve our approach to innovation and improvement. We will continue to strive to deliver excellence.

We will measure what is valued, to check our progress, and to inform what needs to improve. The performance information we collect will support our focus on place and outcomes. Evidence will drive our priorities, plans, practices and spend. We will continue to be the best Council we can be, for the people of Perth and Kinross, now and in the future.

We will improve through:

- Effectively using evidence to inform practice
- Ensuring performance information is meaningful and relevant
- Utilising robust benchmarking mechanisms to identify improvements

BUILDING THE COMMUNITY ASSET BASE

The Council and our CPP partners have a key responsibility to plan and deliver integrated public services which support delivery of local outcomes, make best use of finite public resources and are seamless from the perspective of citizens and communities. The collective impact of the local outcomes set out in this Plan will be reduced inequalities and high quality of life for everyone in Perth and Kinross. But achieving this is not just a question of what CPP partners and public services deliver. The role of people and communities themselves across Perth and Kinross is fundamental.

Vibrant and successful local communities have never been built on their deficiencies or on ideas about what needs to be 'fixed' by public agencies on behalf of communities. They are built on the capacities and assets of people and places themselves. Alongside its key responsibility to plan, resource and deliver integrated public services which support delivery of local outcomes the CPP also has a key role working alongside the people and communities of Perth and Kinross. Some of our communities do face particular challenges. But focusing on what is absent, rather than what is present, in communities results in fragmented public service responses to those perceived deficits and makes citizens passive consumers of public services rather than active participants in creating and leading vibrant, resilient communities.

Effective engagement with people and communities about how local public services are planned and delivered will therefore be integral to how the CPP delivers the local outcomes set out in this Plan. This systematic approach will build on the engagement process used to develop the Plan itself as well as existing customer engagement tools such as Viewfinder and the Big Listen. It will also ensure that national standards for community engagement, which are already well understood by the CPP partners, continue to be embedded and applied so that community engagement is well-joined up from the citizen's perspective and has clear purpose. The customer insight we gain from this systematic approach is itself a crucial part of the evidence base we will use for self-assessment and to drive public service improvement and redesign.

Working with communities, however, is not just about how we engage them in public service design and delivery. Beyond this we will also strengthen our wider community development approach. If vibrant, resilient communities are built on what is already present rather than perceived deficits or problems, our approach will be to take these community assets and sources of local pride as our fundamental starting point. In different communities across Perth and Kinross, assets range from individual capacities (skills and knowledge of local people) to local clubs and associations, faith groups, local co-operatives, social enterprises and informal community

networks. Our community development approach will focus on maximising these assets and social capital, where communities and CPP partners work alongside to develop creative solutions to the issues and priorities which matter most to those communities.

Doing this successfully will mean change to how we deliver. It means ensuring that our staff, whatever their role in delivering outcomes, are confident and practiced in community engagement approaches to nationally recognised standards. It means our people working in different localities across Perth and Kinross need to build and maintain their deep understanding and knowledge of places and localities. And it means embedding and expanding the asset-based approach to community development, working with communities to develop strategic action plans which align local assets and public services in finding creative solutions to the priorities which matter most to communities.

We will improve by:

- Developing and using consistent methodology for community profiling in all localities across Perth and Kinross which closely informs public service planning and delivery and investment decisions and build a deep understanding and knowledge of Place
- Embedding and maintaining systematic community engagement approaches which meet national best practice and ensure communities have an ongoing voice in public service planning and delivery
- Developing and using consistent asset-based approaches to community development so that local people are actively involved in planning and delivering creative solutions for their own communities alongside CPP partners

FINAL THOUGHTS

This plan provides an important focus for the Perth and Kinross Community Planning Partnership and for the planning and delivery of better outcomes for our communities.

Central to this plan is a commitment to take action, based on evidence, that will lead to demonstrable improvements in people's lives. By working with local people and communities to take forward our strategic objectives and local outcomes we will reduce inequalities, improve opportunities and deliver better outcomes.

The four pillars of reform lie at the heart of our approach with a focus on early intervention and prevention, investment in people, local integration and partnership and continued performance improvement.

ORGANISED TO DELIVER

POLITICAL STRUCTURE OF THE COUNCIL

Perth & Kinross Council has 41 democratically elected 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. There are five major themed Committees which provide opportunity for debate and decision making they are:

- Housing and Health Committee;
- Lifelong Learning Committee;
- Community Safety Committee;
- Environment Committee; and
- Enterprise and Infrastructure Committee.

The Scrutiny Committee supports all of the Committees in examining the performance of the Council. In addition, the Development Management Committee, Licensing Committee and the Licensing Board and arms length delivery originations determine applications for a range of permissions and licenses.

MANAGEMENT STRUCTURE OF THE COUNCIL

The Chief Executive and the three 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 four services:

- The Chief Executive's Service;
- Education and Children's Services;
- Housing and Community Care; and
- The Environment Service.

OUR DELIVERY PRINCIPLES

We have chosen the Scottish Government's four pillars of public service reform as our guiding principles in the design and delivery of our services going forward:



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

PERFORMANCE MANAGEMENT

Perth and Kinross Council has a recognised best practice approach to Performance Management. Systematic processes are in place to ensure elected members, senior managers and the public have a clear overview of our performance. Our focus on openness and transparency is reflected in our reports and web-based performance pages and in our organisational culture.

We will report annually on this plan as part of an integrated approach to reporting on our Community Plan and Single Outcome Agreement. These plans are supported by Business Management and Improvement Plans (BMIP) for each of our Services. Progress on these plans is reported on an annual basis.

At all levels performance measurement and reporting is outcome and customer focussed rather than about processes; demonstrating evidence of real improvements in the services being delivered to the public. The use of benchmarking and other comparative analysis is also an important element of our performance management arrangements.

As part of our performance management arrangements we maintain [PK Performs](#) which provides an easy to understand scorecard of how the Council is delivering on the outcomes within this plan. We also have an evidence portal which pulls together in one place a wealth of research evidence which support the results highlighted within the partnership's performance reports. It is designed for both members of the public and professional bodies interested in learning more about how the Council is performing.

SELF EVALUATION

Self Evaluation is a core element of our Improvement Framework. In Perth and Kinross Council we have developed the 'How Good is our Council' (HGIOC) model which now focuses around three main areas:

| | | |
|----------------------------------|---|--|
| OUTCOMES | How well do we deliver on outcomes? | Improvement in performance and meeting statutory duties |
| CUSTOMER | How well do we support individuals and communities? | Impact on customers and communities |
| QUALITY, EFFICIENCY, COST | How well do we improve the quality of our work? | Strategic leadership, Operational management, workforce/professional development, securing improvement |

This approach has enabled us to assess our state of readiness to meet internal and external challenges and identify improvement areas. It also ensures we have a benchmark against which to measure our improvements over the forthcoming years.